



# 2017

*Chief Albert Luthuli Municipality*



## Integrated Development Plan (IDP) 2017-2022

P A Nkosi  
Manager: Performance Management  
Chief Albert Luthuli Local Municipality  
5/21/2017

## TABLE OF CONTENTS

1.1	<b>EXECUTIVE SUMMARY</b>	<b>2</b>
1.2.2	<b>THE CURRENT SITUATION OF THE MUNICIPALITY</b>	<b>4</b>
1.2.6	<b>SOCIAL DEVELOPMENT CHALLENGES</b>	<b>5</b>
A)	<b>HEALTH</b>	<b>5</b>
1.3	<b>MEASUREMENT OF PROGRESS ON THE IDP</b>	<b>8</b>
1.4	<b>VISION AND MISSION STATEMENTS, AND VALUE SYSTEM OF THE MUNICIPALITY</b>	<b>9</b>
1.5	<b>DEMOGRAPHIC PROFILE OF THE MUNICIPALITY</b>	<b>10</b>
1.5.1	<b>POPULATION DISTRIBUTION PROFILE</b>	<b>10</b>
1.5.2	<b>POPULATION STATISTICS</b>	<b>11</b>
1.5.3	<b>HOUSEHOLD STATISTICS</b>	<b>11</b>
1.5.4	<b>POPULATION GROWTH</b>	<b>11</b>
1.5.4A	<b>POPULATION GROWTH RATE BY AGE GROUP</b>	<b>12</b>
1.5.5	<b>KEY ISSUES RELATING TO THE DEMOGRAPHICS</b>	<b>12</b>
1.5.6	ETHNIC GROUPS	13
1.5.7	AGE AND SEX STRUCTURE	14
1.5.8	<b>GENDER ISSUES</b>	<b>15</b>
1.6	<b>SOCIAL DEVELOPMENT</b>	<b>15</b>
1.7	<b>POWERS AND FUNCTIONS OF THE MUNICIPALITY</b>	<b>16</b>
1.7.1	<b>MUNICIPAL COUNCILS HAVE THE POWER TO:</b>	<b>17</b>
1.8	<b>INTEGRATED DEVELOPMENT PLAN</b>	<b>18</b>
1.8.2	<b>THE LEGISLATIVE AND POLICY CONTEXT</b>	<b>18</b>
1.8.3	THE STATUS OF THE IDP	20
1.8.4	<b>THE IDP PROCESS</b>	<b>20</b>
1.8.6	<b>THE IMPLEMENTATION OF THE IDP PROCESS PLAN</b>	<b>21</b>
1.8.7	THE IDP BUDGET	22
1.8.8	REVIEW OF THE IDP	24
	<b>TABLE 1.18: IDP STRUCTURAL ARRANGEMENTS</b>	<b>26</b>
1.9	IDENTIFIED COMMUNITY NEEDS	33
2.1	<b>SPATIAL ECONOMIC AND DEVELOPMENT RATIONALE</b>	<b>84</b>
2.2.	<b>ECONOMIC DRIVERS</b>	<b>85</b>
2.2A	<b>COMMUNITY SERVICES SECTOR</b>	<b>86</b>
2.2B	<b>RETAIL SECTOR</b>	<b>86</b>
2.2C	<b>AGRICULTURE AND FORESTRY SECTOR</b>	<b>86</b>
2.2D	<b>MINING SECTOR</b>	<b>86</b>
2.2E	<b>TOURISM SECTOR</b>	<b>86</b>
2.3	<b>LOCAL ECONOMIC DEVELOPMENT (LED) PROJECTS</b>	<b>87</b>

<b>2.3A EXPANDED PUBLIC WORKS PROGRAMME (EPWP)</b>	<b>87</b>
<b>2.3B COMMUNITY WORKS PROGRAMME (CWP)</b>	<b>87</b>
<b>2.4 EMPLOYMENT LEVELS</b>	<b>88</b>
<b>2.5 INCOME LEVELS</b>	<b>88</b>
<b>2.6 POVERTY RATE</b>	<b>89</b>
<b>CHAPTER 3</b>	<b>94</b>
<b>STATUS QUO ANALYSIS IN TERMS OF THE KEY PERFORMANCE AREAS (KPA)</b>	<b>94</b>
<b>3.1 INTRODUCTION</b>	<b>94</b>
<b>3.2 KEY PERFORMANCE AREA 1: BASIC SERVICE DELIVERY</b>	<b>94</b>
<b>PROGRAMME: WATER</b>	<b>94</b>
<b>STRATEGIC OBJECTIVE: ACCESS TO WATER</b>	<b>94</b>
<b>3.2.1 BACKGROUND</b>	<b>94</b>
<b>3.2.2 LEGISLATIVE REQUIREMENTS</b>	<b>94</b>
• <b>CONSTITUTION OF THE REPUBLIC OF SOUTH AFRICA (1996)</b>	<b>94</b>
• <b>NATIONAL WATER ACT (1998)</b>	<b>94</b>
• <b>WATER SERVICES ACT (1997)</b>	<b>94</b>
• <b>REGULATIONS FOR THE BLUE AND GREEN DROP PROCESSES</b>	<b>94</b>
• <b>MINE WATER REGULATIONS (GN704)</b>	<b>94</b>
• <b>WATER SERVICES BY-LAW</b>	<b>94</b>
<b>3.2.4 PROVISION OF WATER</b>	<b>95</b>
<b>3.2 KEY PERFORMANCE AREA 1 : BASIC SERVICE DELIVERY</b>	<b>102</b>
<b>PROGRAMME: SANITATION</b>	<b>102</b>
<b>3.2.1 BACKGROUND</b>	<b>102</b>
<b>3.3 KEY PERFORMANCE AREA 1 : BASIC SERVICES DELIVERY</b>	<b>109</b>
<b>PROGRAMME: ELECTRICITY</b>	<b>109</b>
<b>3.4. KPA 1 : BASIC SERVICES: PROGRAMME ROADS</b>	<b>114</b>
<b>3.5 KPA 1 : BASIC SERVICE DELIVERY (INFRASTRUCTURE DEVELOPMENT)</b>	<b>115</b>
<b>3.6 KPA 1 : BASIC SERVICES DELIVERY (PROGRAMME WASTE REMOVAL)</b>	<b>118</b>
<b>3.7 KPA 1: BASIC SERVICES DELIVERY (PROGRAMME COMMUNITY SAFETY)</b>	<b>123</b>
<b>3.8 KPA 1 : BASIC SERVICES DELIVERY ( PROGRAMME DISASTER MANAGEMENT)</b>	<b>124</b>
<b>3.9 KPA 1 : BASIC SERVICES DELIVERY (PROGRAMME FIRE AND RESCUE)</b>	<b>127</b>
<b>TABLE 3.30: FIRE AND RESCUE - NUMBER OF EMPLOYEES</b>	<b>128</b>
<b>3.10. (KPA1): BASIC SERVICES DELIVERY: PROGRAMME: CEMETERIES</b>	<b>130</b>
<b>4. 3.10.2. ENVIROMENTAL PROCEDURE FOR PROJECTS SCREENING FOR ENVIRONMENTAL AUTHORISATION</b>	<b>130</b>
<b>3.11. (KPA1): BASIC SERVICES DELIVERY PROGRAMME: HUMAN SETTLEMENTS</b>	<b>135</b>
<b>5. 3.12.INTEGRATED HUMEN SETTLENT: TOWNSHIP ESTABLISHMENT</b>	<b>144</b>
<b>6. 3.12(A)CAROLINA / SILOBELA</b>	<b>144</b>

3.12(B)	EMANZANA/BADPLAAS	148
7.	3.12 (C) DUNDONALD	153
8.	3.12. (KPA1): BASIC SERVICES DELIVERY PROGRAMME: FREE BASIC SERVICE	156
3.13.	(KPA1): BASIC SERVICES DELIVERY PROGRAMME: SOCIAL DEVELOEMENT	160
9.	3.14. SPATIAL DEVELOPMENT AND PHYSICAL PLANNING	168
10.	3.15 (KPA2): LOCAL ECONOMIC DEVELOPEMT: ECONOMIC GROWTH	174
3.16.	(KPA3): GOOD GOVERNANCE AND PUBLIC PARTICIPATION: GOVERNANCE STRUCTURES	182
1.	INTRODUCTION	182
2.	KEY OBJECTIVES	182
11.	GOOD GOVERNANCE AND COMMUNICATIONS	183
12.	TRADITIONAL LEADERSHIP AND PARTNERSHIPS	184
13.	POLITICAL GOVERNANCE STRUCTURE	185
14.	ADMINISTRATION SERVICES	187
15.	LEGAL SERVICES	187
16.	RISK MANAGEMENT	187
17.	INTERNAL AUDIT	190
3.	AUDIT COMMITTEE	191
18.	OVERSIGHT COMMITTEE	191
19.	WARD COMMITTEES AND COMMUNITY DEVELOPMENT WORKERS	191
20.	MAYORAL COMMITTEE	192
21.	INTER-GOVERNMENTAL RELATIONS AND CO-OPERATIVE GOVERNANCE	192
22.	1. INTRODUCTION	192
23.	MANAGEMENT AND OPERATIONAL SYSTEM	193
24.	3.16 (KPA4): MUNICIPAL TRANSFORMATION AND ORGANIZATIONAL DEVELOPMENT	193
25.	A) BACKGROUND	193
26.	194	
1.	WORKPLACE SKILLS PLAN (WSP)	197
27.	2. RECRUITMENT AND RETENTION POLICY	197
28.	3. TRAINING AND DEVELOPMENT	197
6.	ICT SERVICES	197
29.	3.17. (KPA5): FINANCIAL VIABILITY: PROGRAMME FINANCIAL MANAGEMENT	203
	CHAPTER 4	206
4.1	NATIONAL AND PROVINCIAL PLANNING FRAMEWORKS AFFECTING THE MUNICIPALITY	206
5.2	FIVE-YEAR PLANS	219

<b>CHAPTER 6</b>	<b>231</b>
<b>SECTOR PLANS</b>	<b>231</b>
<b>6.2 STRATEGY SUPPORT PLANS</b>	<b>232</b>
<b>6.2.1 DISASTER MANAGEMENT PLAN</b>	<b>232</b>
<b>6.2.2 SPATIAL DEVELOPMENT FRAMEWORK (SDF) AND LAND USE MANAGEMENT SYSTEM (LUMS)</b>	<b>241</b>
<b>CHAPTER 7</b>	<b>248</b>
<b>SECTOR PLANS</b>	<b>248</b>
<b>7.2 THE SECTOR PLANS</b>	<b>248</b>
7.2.1 SKILLS DEVELOPMENT PLAN	248
7.2.2 LED STRATEGY	248
7.2.3 INTEGRATED WASTE MANAGEMENT PLAN (IWMP)	249
7.2.4 INTEGRATED TRANSPORT PLAN (ITP)	249
7.2.5 HIV/AIDS FRAMEWORK	250
7.2.6 COMMUNICATION PLAN	250
<b>7.3 INPUT SECTOR PLANS</b>	<b>250</b>
7.3.1 INTEGRATED TRANSPORT PLAN	250
7.3.2 INTEGRATED WASTE MANAGEMENT PLAN	250
7.3.3 WATER SERVICES DEVELOPMENT PLAN	250
<b>IDP ANNUAL PLANS</b>	<b>251</b>
<b>8.2 DEPARTMENTAL PLANS</b>	<b>251</b>
<b>8.2.1 TECHNICAL SERVICES AND PROJECT MANAGEMENT</b>	<b>251</b>
<b>(J) LEGISLATIVE REQUIREMENTS</b>	<b>251</b>
<b>8.2.6 PROJECT MANAGEMENT</b>	<b>265</b>
<b>(I) 5-YEAR IDP PROJECTS</b>	<b>265</b>
<b>TABLE XXXA : CAPITAL PROJECTS BUDGET 2017/18</b>	<b>266</b>
<b>CHAPTER 9</b>	<b>279</b>
<b>PROGRAMMES AND PROJECTS OF OTHER SPHERES OF GOVERNMENT</b>	<b>279</b>
9.2 PROGRAMMES AND PROJECTS OF OTHER SPHERES OF GOVERNMENT	281
<b>CHAPTER 10</b>	<b>292</b>
<b>LOCAL ECONOMIC DEVELOPMENT</b>	<b>292</b>
<b>10.1 PRIVATE SECTOR PROJECTS ON LED</b>	<b>292</b>
<b>10.2. OTHER SPHERES OF GOVERNMENT: SUBMISSION OF 2017/2018 PROJECTS FOR INTEGRATION IN THE IDP</b>	<b>294</b>
<b>10.3. PRIVATE SECTOR INITIATIVES FROM THE PREVIOUS IDP DOCUMNTS CARRIED FORWARD</b>	<b>295</b>
<b>CHAPTER 11</b>	<b>296</b>
<b>PERFORMANCE MANAGEMENT SYSTEM (PMS)</b>	<b>296</b>
<b>11.2 THE LEGAL PREMISE UPON WHICH THE PMS FRAMEWORK IS BASED</b>	<b>296</b>
<b>11.3 LEVELS OF IMPLEMENTATION</b>	<b>296</b>

<b>11.4</b>	<b>ROLE PLAYERS IN THE MANAGEMENT OF PERFORMANCE MANAGEMENT SYSTEM</b>	<b>297</b>
<b>11.5</b>	<b>STATUS OF PERFORMANCE MANAGEMENT SYSTEM IN THE MUNICIPALITY</b>	<b>297</b>
<b>11.6</b>	<b>AUDITOR-GENERAL OUTCOME AND ACTION PLAN FOR 2017/18 FINANCIAL YEAR</b>	<b>297</b>
<b>11.7</b>	<b>MEC COMMENTS 2016/17</b>	<b>297</b>
<b>11.8</b>	<b>SERVICE DELIVERY AND BUDGET IMPLEMENTATION (SDBIP) (2017/18) PURPOSE OF THE SDBIP</b>	<b>298</b>
<b>11.8.3</b>	<b>2017/18 DRAFT SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN (SDBIP)</b>	<b>299</b>

<b>LIST OF ACRONYMS</b>	
<b>ABET</b>	<b>Adult Based Education and Training</b>
<b>AIDS</b>	<b>Acquired Immune Deficiency Syndrome</b>
<b>ASGISA</b>	<b>Accelerated Shared Growth Initiative South Africa</b>
<b>CBO's</b>	<b>Community Based Organizations</b>
<b>CETA</b>	<b>Construction Education and Training Authority</b>
<b>CHBC</b>	<b>Community Home Base Care</b>
<b>CIP</b>	<b>Comprehensive Infrastructure Plan</b>
<b>CFO</b>	<b>Chief Financial Officer</b>
<b>CMIP</b>	<b>Consolidated Municipal Infrastructure Programme</b>
<b>CM</b>	<b>Community Services</b>
<b>DAC</b>	<b>District Aids Council</b>
<b>DBSA</b>	<b>Development Bank of South Africa</b>
<b>DALA</b>	<b>Department of Agriculture and Land Administration</b>
<b>DARDLA</b>	<b>Department of Development and Land Administration</b>
<b>DCOGTA</b>	<b>Department of Corporative Government and Traditional Affairs</b>
<b>DHS</b>	<b>Department of Human Settlements</b>
<b>DLA</b>	<b>Department of Land Affairs</b>
<b>DM</b>	<b>District Municipality</b>
<b>DME</b>	<b>Department of Minerals and Energy</b>
<b>DPWR&amp;T</b>	<b>Department of Public Works, Roads and Transport</b>
<b>DRDLR</b>	<b>Department of Rural Development and Land Reform</b>
<b>ECA</b>	<b>Environmental Conservation Act</b>
<b>EPWP</b>	<b>Expanded Public Works Programme</b>
<b>EIA</b>	<b>Environmental Impact Assessment</b>
<b>EIP</b>	<b>Environmental Implementation Plan</b>
<b>EPWP</b>	<b>Expanded Public Works Programme</b>
<b>FBS</b>	<b>Free basic Services</b>
<b>FBE</b>	<b>Free Basic Electricity</b>
<b>GIS</b>	<b>Geographic Information System</b>
<b>GSDM</b>	<b>Gert Sibande District Municipality</b>
<b>HoD</b>	<b>Head of Department</b>
<b>HDI</b>	<b>Human Development Index</b>
<b>IS</b>	<b>Information System</b>
<b>IDP</b>	<b>Integrated Development Planning</b>
<b>IT</b>	<b>Information Technology</b>
<b>IGR</b>	<b>Intergovernmental Relations</b>
<b>IWMP</b>	<b>Integrated Waste Management Plan</b>
<b>ICT</b>	<b>Information and Communication System</b>
<b>IT</b>	<b>Information Technology</b>
<b>ITP</b>	<b>Integrated Transport Plan</b>
<b>KPA</b>	<b>Key Performance Area</b>
<b>KPI</b>	<b>Key Performance Indicator</b>
<b>LED</b>	<b>Local Economic Development</b>
<b>LM</b>	<b>Local Municipality</b>
<b>LTO</b>	<b>Local Tourism Organisation</b>
<b>LUMS</b>	<b>Land Use Management System</b>
<b>MEC</b>	<b>Member of Executive Committee</b>
<b>MF</b>	<b>Mining Forum</b>
<b>MFMA</b>	<b>Municipal Finance Management Act</b>
<b>MHS</b>	<b>Municipal Health Services</b>
<b>MIG</b>	<b>Municipal Infrastructure Grant</b>
<b>MPCC</b>	<b>Multi-Purpose Community Centres</b>
<b>MSIG</b>	<b>Municipal Systems Improvement Grant</b>
<b>MM</b>	<b>Municipal Manager</b>
<b>NEMA</b>	<b>National Environmental Management Act</b>
<b>NEPAD</b>	<b>New Partnership for Africa's Development</b>
<b>NER</b>	<b>National Electricity Regulator</b>
<b>NGO</b>	<b>Non-Governmental Organisation</b>

<b>LIST OF ACRONYMS</b>	
<b>NSDP</b>	<b>National Spatial Development Perspective</b>
<b>PED</b>	<b>Planning and Economic Development</b>
<b>PGDS</b>	<b>Provincial Growth and Development Strategy</b>
<b>PHC</b>	<b>Primary Health Care</b>
<b>PMS</b>	<b>Performance Management System</b>
<b>RBIG</b>	<b>Regional Bulk Infrastructure Grant</b>
<b>SACOB</b>	<b>South Africa Chamber of Business</b>
<b>SALGA</b>	<b>South Africa Local Government and Administration</b>
<b>SANAC</b>	<b>South African National AIDS Council</b>
<b>SAPS</b>	<b>South African Police Service</b>
<b>SDBIP</b>	<b>Service Delivery and Budget Implementation Plan</b>
<b>SETA</b>	<b>Sector Education Training Authority</b>
<b>SDF</b>	<b>Spatial Development Framework</b>
<b>SETA</b>	<b>Sector Education Training Authority</b>
<b>SLA</b>	<b>Service Level Agreement</b>
<b>WSA</b>	<b>Water Services Authorities</b>
<b>WSDP</b>	<b>Water Services Development Plan</b>



# CHIEF ALBERT LUTHULI LOCAL MUNICIPALITY

## INTEGRATED DEVELOPMENT PLAN (IDP) 2017 - 2022

### CHAPTER 1

#### EXECUTIVE SUMMARY

##### Overview by the Executive Mayor

The Integrated Development Plan (IDP) of the Chief Albert Luthuli Local Municipality (CALLM) is the principal strategic planning instrument which guides and informs all planning, budgeting, management and decision-making processes of the Municipality. It is informed by the Local Government: Municipal Systems Act, 2000 (Act No 32 of 2000) which stipulates that each elected 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 -

- a) links, integrates and co-ordinates plans and takes into account proposals for the development of the municipality;
- b) aligns the resources and capacity of the municipality with the implementation of the plan;
- c) forms the policy framework and general basis on which annual budgets must be based;
- d) complies with the provisions of this Chapter; and
- e) is compatible with national and provincial development plans and planning requirements binding on the municipality in terms of legislation as cited above.

The Municipality's IDP is also guided by the Constitution, which gives specific powers and responsibilities to local government. The Municipality is responsible for providing roads, electricity delivery, water for household use, sewage and sanitation, storm water systems, refuse removal, fire fighting services, decisions around land use, municipal roads, municipal public transport, street trading, abattoirs and fresh food markets, parks and recreational areas, libraries and other facilities, and local tourism. Lastly, the IDP is informed by national and provincial government priorities, emerging trends and other related issues that provide a framework in which the Municipality can ensure developmental local government.

This then is the result of the long journey that the Municipality had gone through from the date of the adoption by the Municipal Council of the public participation process plan in September 2016 through to the adoption of the draft plan that was adopted on 30 March 2017.

This is the final product of the various engagement processes of the stakeholders and the communities in all the 25 wards of the Chief Albert Luthuli Local Municipality.



Clr D P Nkosi  
Honourable Executive Mayor

24-05-2017

Date

### Introduction by the Municipal Manager

The Integrated Development Plan (IDP) is the principal strategic planning instrument that guides and informs all planning, budgeting, management and decision-making processes in the Municipality. It is informed by the Local Government: Municipal Systems Act, 2000 (Act No 32 of 2000), which stipulates that each elected 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 that -

- i) links, integrates and co-ordinates plans, and takes into account proposals for the development of the municipality;
- ii) aligns the resources and capacity of the municipality with the implementation of the plan;
- iii) forms the policy framework and general basis on which annual budgets must be based;
- iv) complies with the provisions of the Act; and
- v) is compatible with national and provincial development plans and planning requirements binding on the municipality in terms of legislation.

The Municipality's IDP is also guided by the Constitution, which gives specific powers and responsibilities to local government.

The Municipality is responsible for providing roads, storm water systems; delivery of electricity, water for household use, sewage and sanitation, refuse removal, and fire fighting services; taking decisions around land use, municipal roads, municipal public transport, street trading, abattoirs and fresh food markets, parks and recreational areas, libraries and other facilities, and local tourism.

The IDP is also informed by national and provincial government priorities, emerging trends, and other related issues that provide a framework in which the Municipality can ensure developmental local government.

### Legislation Requirement

The formulation of the IDP is guided by various pieces of legislation, including the Constitution of the Republic of South Africa (1996) from which the integrated development planning process originates, and which enjoins local government to:

- provide democratic and accountable government to all communities;
- ensure the provision of services to communities in a sustainable manner;
- promote social and economic development;
- promote a safe and healthy environment; and
- encourage the involvement of communities and community organisations in matters of local government by using various mechanism of engagement

This Integrated Development Plan is the product of a series of engagements that the Municipality undertook.



Mr M S Dlamini  
Municipal Manager

30/06/17  
Date

## 1.1 EXECUTIVE SUMMARY

### 1.1a State of Development in CALM and Analytical Overview of Population Dynamics

This chapter aims to highlight the state of development in the Municipality as well as the demographic analysis of the municipal area under item 1.3.3 below.

Further to this chapter, various statistical data relevant to the Municipality were sourced from the Statistics South Africa, 2011 Census information, and it is acknowledged as source, and any other sources used.

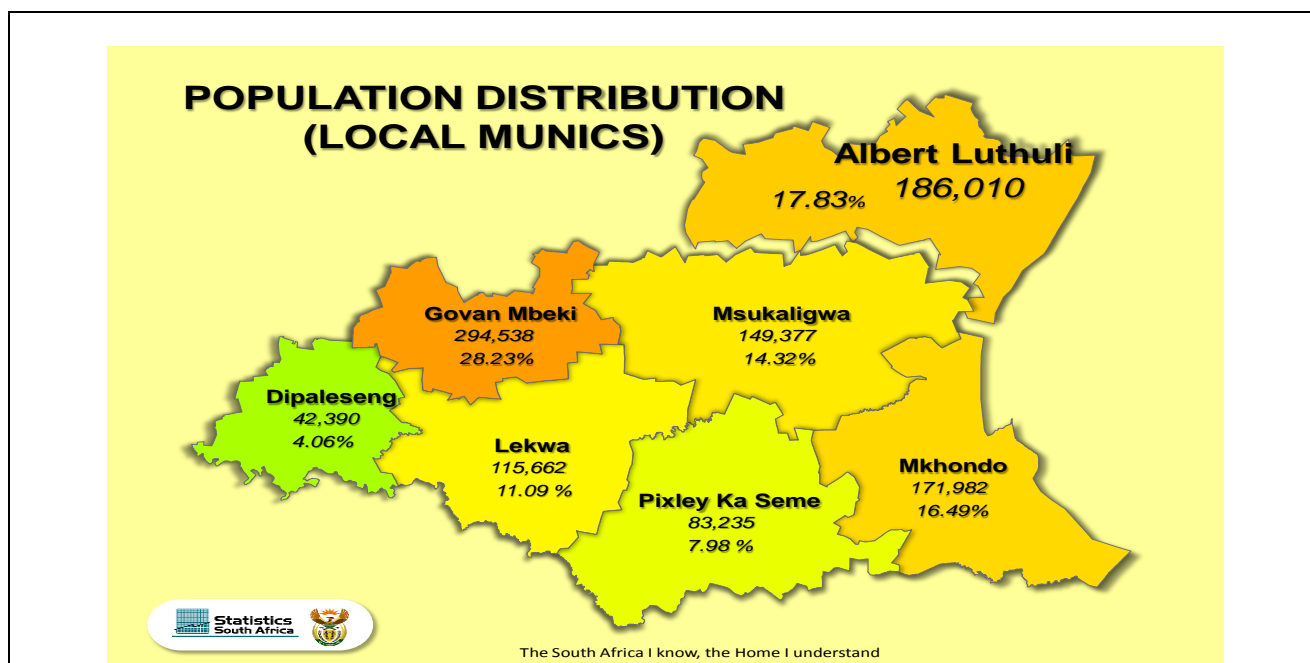
### 1.1b Regional Context

Chief Albert Luthuli Local Municipality (MP301) is located within the Gert Sibande District in Mpumalanga Province. The Gert Sibande District comprises of seven local municipalities, being Chief Albert Luthuli, Dipaleseng, Govan Mbeki, Lekwa, Mkhondo, Msukaligwa, and Pixley KaSeme. The far north-western parts of the District form part of the former KaNgwane homeland area.

To the north and north-west of the Municipality are the Ehlanzeni and Nkangala District Municipalities, to the south the Msukaligwa and Mkhondo Local Municipalities (part of Gert Sibande District), and to the east it shares an international border and the Oshoek border post with Swaziland.

Compared to the neighbouring economic hubs and regional service centres such as Emalaheni (Witbank), Middelburg and Mbombela, as well as the dense rural settlements in the Nkangala District to the north, the Chief Albert Luthuli Local Municipality is relatively sparsely populated.

**Figure 1.1: Locality of Chief Albert Luthuli Municipality within Gert Sibande District Municipality, Mpumalanga**



The Municipality is rated a Medium Capacity Municipality. The Municipality comprises 5 formally declared towns, namely Carolina, Emanzana (formerly Badplaas), Elukwatini, Empuluzi/Mayflower and Ekulindeni. The administrative head office of the Municipality is situated in Carolina, with a satellite office at each of the other towns. The Municipality has 47,705 households, and 186,010 citizens.

The main service centres in the Municipality are Carolina and Emanzana.

The geographical area of the Municipality is 5.560 square kilometres in extent. The Municipality is divided into 25 wards, as demarcated in terms of the Demarcation Act (1998). It is mainly rural in nature and is made up of about 46 settlements, 60% of which are not formalised and mostly resort under tribal authorities. About 85% of these settlements are situated in the east to south of the municipal area.

The major mineral resources in the municipal area are mainly coal, with deposits of chrome, nickel, granite, iron ore, and gold. Most mining operations produce coal, but these operations are small and concentrate on open cast operations, which has a short life span.

## 1.2 Background

The Local Government: Municipal Systems Act, 2000 (Act No 32 of 2000) [MSA (2003)] requires that local government structures prepare integrated development plans. The IDP serves as a tool for the facilitation and management of development within the areas of jurisdiction.

In conforming to the Act's requirements, the Council of the Municipality has delegated the authority to the Executive Mayor to lead the development of the IDP, which then was assigned to the Municipal Manager to manage.

The aim of the new 5-year IDP for the Municipality is to present a coherent plan to improve the quality of life of people living in the area. The intention of this IDP is to link, integrate and co-ordinate development plans of the Municipality that are aligned with national, provincial and district development plans and planning requirements binding on the Municipality in terms of legislation.

### 1.2.1 Legal Framework

The Constitution of the Republic of South Africa (1996) stipulates that the local sphere of government consists of municipalities that were established for the whole of South Africa, the so-called wall-to-wall municipalities.

The objectives of local government are set out in Section 152 of the Constitution that reads as follows:

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

The Constitution 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. In order to realise the above, the MSA (2000) was enacted. Chapter 5 of the said Act states that a municipality must undertake developmentally oriented planning in the form of integrated development planning, to ensure that it achieves the objects of local government as set out in the Constitution. It must further give effect to its developmental duties as required by Section 153 of the Constitution.

According to Section 25 of the MSA each municipal council must, after the start of its elected term, adopt a single, inclusive and strategic plan for the development of the municipality which links, integrates and co-ordinates plans, which takes into account proposals for the development of the municipality, and which aligns the resources and capacity of the municipality with the implementation of the said plan. Such plan, the IDP, should form the policy framework and general basis on which annual budgets will be based and should be aligned with national and provincial development plans and planning requirements.

The Constitution further states that the three spheres of government are distinctive, interdependent and inter-related. They are autonomous, but exist in a unitary South Africa, and have to co-operate on decision-making and must co-ordinate budgets, policies and activities, particularly for those functions that cut across the spheres. Co-operative governance means that national, provincial and local government should work together to provide citizens with a comprehensive package of services. They have to assist and support each other, share information and coordinate their efforts. Implementation of policies and government programmes particularly require close cooperation between the three spheres of government.

A number of policies, strategies and development indicators have been developed in line with the prescriptions of legislation to ensure that all government activities are aimed at meeting the developmental needs of local government. Section 1.3 outlines the national, provincial and district policy directives, sector plans and legislation that set the strategic direction with which the Municipality must align to ensure that government spending is directed at the pressing needs of the community and those that contribute towards economic growth.

The Municipal Planning and Performance Management Regulations (R796 of 2001) set out further requirements for an IDP.

An institutional framework is required for implementation of the IDP and to address the municipality's internal transformation; investment initiatives; development initiatives, including infrastructure, physical, social and institutional development; and all known projects, plans and programmes to be implemented within the municipality by any organ of state

The Service Delivery and Budget Implementation Plan (SDBIP) is regulated by National Treasury **Circular No. 13**, Performance Regulation (2001), and Performance Management by **Regulation 29089 (2006)**, amended in 2016.

## **1.2.2 The Current Situation of the Municipality**

### **a) Municipal Council**

The Municipal Council comprises 49 councillors, of which 25 are ward councillors and 24 proportional representative councillors. The Executive Mayor, Members of the Mayoral Committee (4), the Speaker of Council, the Council Whip and the MPAC Chairperson are designated full-time councillors.

The Council comprises the following political parties, namely the African National Congress (ANC), the Economic Freedom Fighters (EFF), the Democratic Alliance (DA), Inkatha Freedom Party (IFP) and the African People's Convention (APC). Distribution of seats is as follows:

- African National Congress: 41
- Economic Freedom Fighters: 4
- Democratic Alliance: 2
- Inkatha Freedom Party: 1
- African People's Convention: 1

### **b) Ward Committees**

Ward Committees were established in all 25 wards and all of them are functional.

The functions of Ward Councillors are as follows, and the proportional representative councillors assist with the duties:

- To chair Ward Committee meetings;
- To chair community meetings;
- To represent the community; and
- To deal with community needs, the IDP, and the Budget.

### **c) Council Committees**

The following Council Committees were established and are functional:

- S79 Policies and By-Laws Committee (MSA 2000)
- S79 Geographic Naming, Rules, Ethics and Petitions Committee (MSA 2000)
- S79 Infrastructure Committee(MSA 2000)
- S79 Finance and Administration Committee (MSA 2000)
- S79 Municipal Public Accounts Committee (MSA 2000)
- S79 Community Services and Public Safety Committee (MSA 2000)
- S79 Economic Development Committee (MSA 2000)
- Mayoral Committee (Section 80 of Municipal Structures Act 117 of 1998)
- S80 Finance Committee (Municipal Structures Act 1998)
- S80 Technical Services Committee (Municipal Structures Act 1998)
- S80 Corporate Services Committee (Municipal Structures Act 1998)
- S80 Community Services and Public Safety Committee (Municipal Structures Act 1998)
- S80 Planning and Economic Development Committee (Municipal Structures Act 1998)

### **d) Administration**

In terms of Section 60(b) of the Local Government: Municipal Finance Management Act, 2003 (Act No 56 of 2003) [MFMA (2003)], the municipal manager of a municipality is the accounting officer of the municipality for the purposes of the Act, and must provide guidance on compliance with the Act to political structures, political office-bearers, and officials of the municipality.

The Municipality comprises six administrative departments, which are as follows:

- i) The Office of the Municipal Manager, including the Office of the Executive Mayor; the Office of the Speaker of Council; and the Office of the Council Whip;
- ii) Financial Services;
- iii) Corporate Services;
- iv) Technical Services and Project Management;
- v) Planning and Economic Development; and
- vi) Community and Public Safety Services.

All Departments work towards achieving the goals of the Municipality; hence their day-to-day activities are linked to the IDP.

### 1.2.3 Key Issues/Challenges

The Municipality is faced by the following key issues and challenges:

- Low economic growth, high unemployment, low skills levels, high levels of poverty, high dependency rate, high prevalence of HIV/AIDS
- Resistance of users to pay for services, especially in the areas that are not fully serviced by the Municipality
- Lack of payment for services by government offices/facilities and businesses
- Geographic nature of the rural areas - sprawling settlements
- Dependence on raw water sources, rivers and streams
- Donga erosion in rural areas - lack of storm water infrastructure
- Inadequate raw water source in Methula/Fernie area runs dry in winter
- Violent service delivery protests
- High and escalating Eskom electricity bills
- High electricity connection costs in deep rural areas
- Inadequate customer care
- Frequent and recurring sewer blockages in urban settlements due to inadequate water supply / rationing of water, and aged infrastructure and pump stations
- Provision of waterborne sanitation in rural areas at an estimated cost of R2,5 billion
- Financial constraints to extend the refuse collection service to the rural areas
- Inadequate refuse collection contributes adversely to global warming, and threatens the wellbeing of the people and the environment
- Poor co-ordination of LED programmes and lack of support for LED projects
- Inability of people to participate in the local labour market due to lack of requisite skills
- Short lifespan of open cast coal mining operations
- Lack of economic opportunities.

### 1.2.4 Opportunities

- Business development in Elukwatini and other proposed shopping malls
- Strategic location for economic opportunities (N17 Corridor, R38)
- Good relations with district municipality and provincial sector departments
- Heritage site for tourism
- Gert Sibande FET College
- Installation of electronic document management system

### 1.2.5 The Municipality plans to improve itself over the next 5 years by the following:

- New projects for basic services
- New access to water, sanitation and electricity services
- Upgrading of infrastructure
- Extension of services to previously deprived areas
- Improvement of road infrastructure.

### 1.2.6 Social Development Challenges

#### a) Health

#### i) Prevalence of HIV/AIDS

Mpumalanga is one of the three provinces with the highest HIV/AIDS infection rates, and the latest statistics for the Province indicate an increase in Gert Sibande District. In 2011, the HIV prevalence rate of *pregnant women* in the Municipality was 43.2%, and the rate for persons *excluding pregnant women* was 21%.

A concern worth noting is the high prevalence of HIV in the Municipality that means the 43,2% of the population requires treatment for HIV, and food to support the use of the treatment. This technically relates to the demand for work, so that people are able to sustain themselves without expecting the State to support them with food parcels, etc. The economic outlook of the people of the Municipality tells the story of their ability to pay for services.

The Municipality has a HIV/AIDS Framework in place, which is implemented as an intervention strategy that will bring about significant changes in the incidence and prevalence of HIV.

The Local AIDS Council (LAC) is the last level of the purposefully formed coordination structures as a strategic response to the pandemic ravaging communities. It follows the National AIDS Council, the Provincial AIDS Council, and the District AIDS Council.

It is imperative that the political and administrative leadership is empowered on HIV and AIDS in order to ensure that oversight, monitoring and evaluation are implemented. In addition, it should also ensure that the activities of the LAC are strengthened.

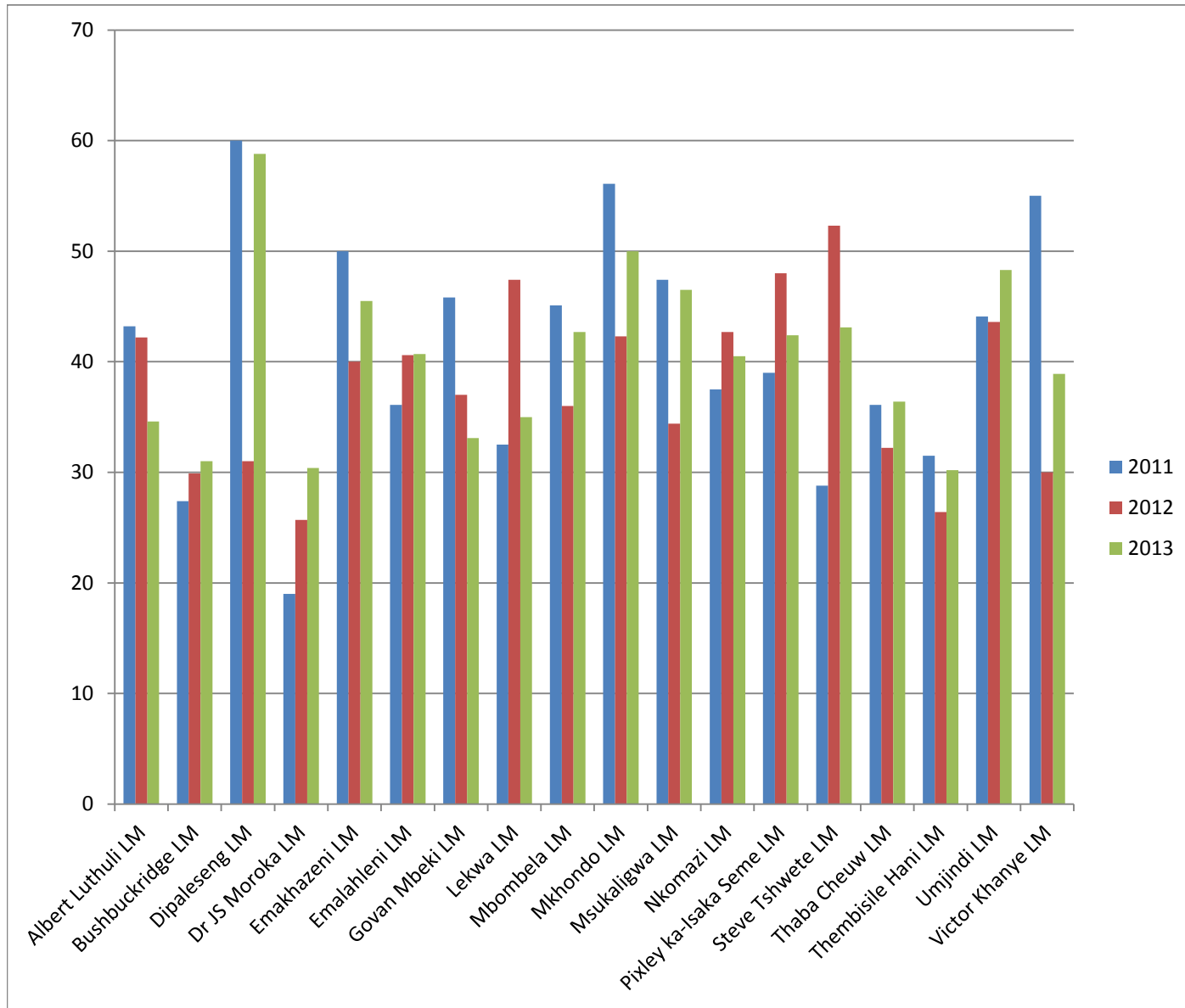
Strategies to prevent HIV infection are in place, but need to be increased - these include the distribution of condoms and encouraging the use thereof; education and distribution of information regarding HIV and AIDS; and medical male circumcision. More people are coming forward for counselling and testing for HIV.

Changing sexual behavior is one of the few potentially effective ways in combating the spread of HIV/AIDS and behavioral risk factors a National HIV Survey showed that the proportion of people reporting multiple sexual partners seems to increase.

**The Key Issues relating to HIV/AIDS are:**

- Focus on programmes that will minimise the risk
- Facilitation of programmes with Provincial counterparts to address issues of HIV/AIDS.

**Figure 1.2: HIV Prevalence by Sub-District from 2011-2013**





## ii) Teenage Pregnancy

The factors associated with teenage pregnancy vary from socio-cultural factors such as fulfilling family and gender norms, rites of passage, patriarchy and masculinity, and peer pressure - where teenage pregnancy is regarded as "cool". Teenage pregnancy may also be caused by the sugar daddy's phenomena, where an older man dates younger girls.

The rate of teenage pregnancy had caused alarm in the Municipality where 50 to 90 pregnancies were reported for 2 quarters in the 2016/17 year alone, which accounts for approximately two blocks of classrooms being empty due to pregnancies.

The dangers of this lead to unwanted babies, and the burden of caring for the babies is passed to elderly people.

## iii) Alcohol Abuse

The abuse of alcohol is categorised in three groups, namely -

- *current drinking* (past week or past month), which appears to be highest in the 20-34 year age group;
- *binge drinking* (defined as drinking five or more alcoholic drinks at the same occasion on at least 1 day in the past 30 days or 7 days); and
- *hazardous and harmful drinking*.

Surveys showed that 34.9% of youth had used alcohol in the past month and 28.5% had engaged in binge drinking; 23.9% had used alcohol in the past month, and 25.6% had engaged in binge drinking in the past month.

Lower levels of education are associated with higher levels of binge drinking among current drinkers with the most prevalent age for drinking in South Africa between 18-35 years of age.

## 1.3 Measurement of Progress on the IDP

### 1.3.1 Performance Management System

The Performance Management System (PMS) is the primary tool to monitor the implementation of the IDP, and tracks the progress made in achieving the objectives set out in the IDP. The PMS ensures increased accountability, early warning signals, learning, improvements and better decision-making. Actual performance is measured against pre-determined targets via the PMS.

Legislation that governs performance management in local government includes the MSA (2000), the Municipal Planning and Performance Management Regulations (MPPMR), the MFMA (2003), the Municipal Performance Regulations for Municipal Managers and Managers directly accountable to the Municipal Manager, and the Framework for Programme Performance Information (FPPI) issued by National Treasury.

In terms of the MSA (2000), Council established a Performance Management Unit, which is located in the Office of the Municipal Manager. The Unit is headed by the Manager: PMS, with support staff.

The annual process of managing the performance of the Municipality involves the following components:

- Performance planning, which includes the development of the Service Delivery and Budget Implementation Plan (SDBIP), and signing of performance agreements;
- Implementation of the Performance Management System;
- Monitor, measure and review;
- Auditing of performance;
- Performance reporting.

Performance management is applied at two levels, being individual performance management; and organisational performance management.

Performance evaluations are based on the following:

- A monthly Back to Basics report is submitted to the Municipal Council, GSDM, and CoGTA.
- A quarterly IMSP (Integrated Municipal Support Plan) is submitted to the Municipal Council and CoGTA.
- A mid-year budget and performance report is submitted to the Executive Mayor, the Municipal Council, National and Provincial Treasury, and CoGTA in January 2016, and posted on the municipal website (MFMA, section 72).
- An annual performance report (which must form part of the Annual Report) is submitted to Council, CoGTA, Provincial and National Treasury, and the Auditor-General by annually by 31 January (MSA, section 46 and MFMA, section 121).
- Quarterly assessment of the Municipality by CoGTA.

- The Municipality's SDBIP and Revised SDBIP are submitted to Council, CoGTA and Treasury.
- Quarterly SDBIP performance reports are submitted to Council, CoGTA and Treasury.

The focus areas that measure the performance of municipalities in Key Performance Area: *Service Delivery and Infrastructure Development* are the following:

- Access to basic services:
  - Potable water to all households
  - Adequate sanitation
  - Electricity
  - Adequate shelter
- Free Basic Services (FBS)
  - Indigent policy implementation
  - Free basic water
  - Free basic sanitation
  - Free (discounted) basic sanitation
  - Free (discounted) basic refuse removal
- Municipal Infrastructure Grant (MIG)

### **1.3.2 Cascading the PMS to lower post levels**

In terms of Section 38 of the MSA (2000) a municipality must establish a performance management system, and in terms of Section 40 a municipality must establish mechanisms to monitor and review its performance management system.

The Municipality has a Performance Management Framework in place, which is reviewed annually, and this Framework sets out the mechanisms established to monitor performance management.

Currently the performance of only the Municipal Manager (Post Level 1), Managers reporting directly to the Municipal Manager (Post Level 2), and Sectional Managers (Post Level 3) are evaluated in terms of the said legislation.

The Municipality envisages to cascade the Performance Management System down to all the level during the next five years.

### **1.3.3 Performance Agreements**

In terms of the MSA (2000), Chapter 6, the Municipal Manager and Managers directly accountable to the Municipal Manager must enter into Performance Agreements to comply with Section 56 and 57 of the Act and their employment contracts. The Performance Agreement must include a Performance Plan and Personal Development Plan. Performance Agreements of eight S56 and S57 managers were concluded for the 2016/17 financial year.

The performance agreements are made public through the Municipal Website, and copies are submitted to Council and the Department of Cooperative Governance and Traditional Affairs (CoGTA). Performance Agreements are based on the Municipal SDBIP, which is based on the Municipality's IDP.

Minimum competency levels for the Accounting Officer (Municipal Manager), Chief Financial Officer, Senior Managers, Other Financial Officials at Middle Management Level, and the Manager: Supply Chain, as well as Qualifications of S56 and S57 Managers and other Financial and Supply Chain Staff are prescribed by the MFMA (2003). All the relevant officials have obtained the Minimum Requirements in terms of the Act.

### **1.3.4 Monitoring, evaluation and reporting processes and systems**

The Municipality is monitored by CoGTA by requiring submission of reports on monthly, quarterly, and mid-yearly basis, such as the Back to Basics Report, the IMSP Report, the Mid-year Budget and Performance Report, the Annual Performance Report, the SDBIP and the SDBIP performance reports.

## **1.4 Vision and Mission Statements, and Value System of the Municipality**

### **1.4.1 Vision Statement**

The **Vision** of the Municipality is to be a *transparent, innovative and developmental municipality that improves the quality of life of its people*

The Municipality's vision refers to the achievement of a financially sustainable institution, good corporate governance that reflects best practice, a high performance institution, with high capacity and skills levels, sustainable delivery of quality services, an integrated and growing economy, ecological sustainability, and integrated communities that are self-reliant.

### 1.4.2 Mission Statement

The **Mission** of the Municipality is *to provide a transparent and accountable government by rendering affordable and sustainable services, and encouraging economic and social development through community participation*

The Municipality's mission responds to the objectives of government stipulated in Section 152 of the Constitution of the Republic of South Africa (1996) and is represented in the IDP. Improving the quality of life is central to our mission, and is realised through the efficient and effective delivery of quality and affordable services to the people.

The Municipality's aim is to have empowered self-reliant citizens, who are entrepreneurs and leaders. In order to realise this, the Municipality subscribes to the broader corporate values of customer focus, accountability, responsiveness, excellence, service orientation.

### 1.4.3 Value System

The **Core Values** of the Municipality are -

- Honesty,
- Transparency,
- Integrity,
- Responsiveness, and
- Accountability.

## 1.5 DEMOGRAPHIC PROFILE OF THE MUNICIPALITY

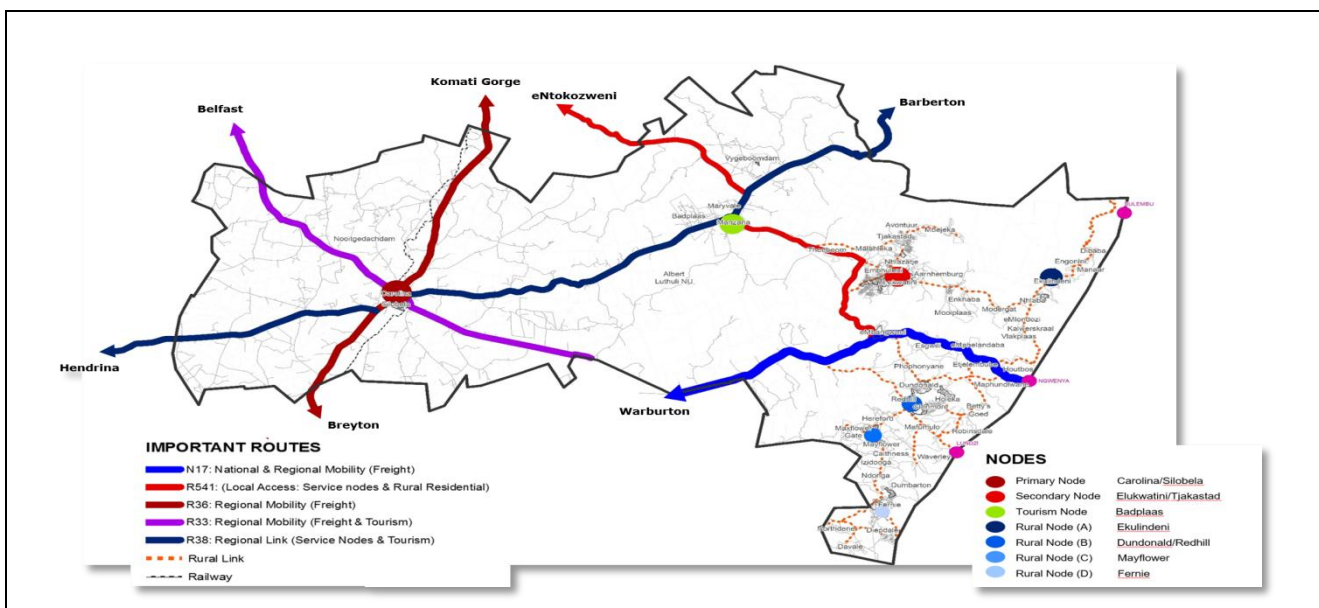
The Municipality is located on the eastern escarpment of Mpumalanga Province. The Municipality spans an area of approximately 5.560km<sup>2</sup>, and according to the StatsSA 2016 Community Survey, is home to some 187,630 people, which have increased.

The Municipality consists of a diverse society that faces various social, economic, environmental and governance challenges.

### 1.5.1 Population Distribution Profile

In terms of population distribution in the Municipality, the majority of the population (close to 80%) lives in rural villages that concentrate in the eastern parts of the municipal area; 15% live in the two main service centres (Carolina and Emanzana), with the remainder of the population distributed throughout the farming and forestry areas of the the Municipality.

**Figure 1.2: Nodes within Chief Albert Luthuli Municipality**



## 1.5.2 Population Statistics

The population of the Municipality was 187.137 in 2001, and has decreased by 0,09% to 186.010 in 2011 (*StatsSA 2011*) and 187.630 in 2016 (*StatsSA 2016 Community Survey*).

The major forces that drive population growth - be it positive or negative - are fertility, mortality, migration, HIV prevalence and access to Anti Retro Virals.

Population movement in the region appears to follow the pattern of economic activity and access to urban services, with net outflow towards Gauteng, as well as the Emalahleni/Middelburg area, Mbombela, and Ermelo.

Migration of population from the Municipality is an important contributing factor to the decrease of population growth. Migration has implications for the labour force, social services, infrastructure, housing and backlogs in basic household services. The greatest population concentrations (approximately 80%) occur in rural villages in the eastern regions. The two main service centres (Carolina and Emanzana) are home to approximately 27.900 people (15%). It is followed by the farming and forestry areas of the Municipality which is home to approximately 9.300 people (5%).

**Table 1.3: Demographic Indicators**

Demographic Indicators	StatsSA Census 2001	StatsSA Census 2011	StatsSA Community Survey 2016 / SERO Report
Population	187 751	186 010	187 630
Households	41 209	47 705	53 480
Area (km <sup>2</sup> )	-	5 559km <sup>2</sup>	5 559km <sup>2</sup>
Population per km <sup>2</sup>	-	35	35

The Municipality's population represents 17.83% of the Gert Sibande District population.

## 1.5.3 Household Statistics

- Number of households 53 480 (3.9 people per household) – 17.4% of Gert Sibande's households.
- Female headed households 49.3% and child headed (10-17 years) households 1.1 % in 2011.
- The growth in number of household was approximately 11.5%.
- The number of households can increase without significant total population growth occurring in an area. This places an additional burden on service delivery, as housing and basic services have to be provided to these additional households.

**Table 1.4: Number of Households by Municipality**

Demographic Indicators	Stats SA Census 2001	Stats SA Census 2011	Community survey 2016	Share of Gert Sibande's figure 2011	Share of Mpulanga figure 2011	Ranking: highest (1) lowest (18)
Population number	187 936	186 010	187 630	17.8%	4.6%	9
Number of households	39 652	47 705	53480	17.4%	4.4%	9
Area size (km <sup>2</sup> )	-	5 560	5 560	17.5%	7.3%	4
Population per km <sup>2</sup>	-	33	33	-	-	-

Source: StatsSA 2011

## 1.5.4 Population Growth

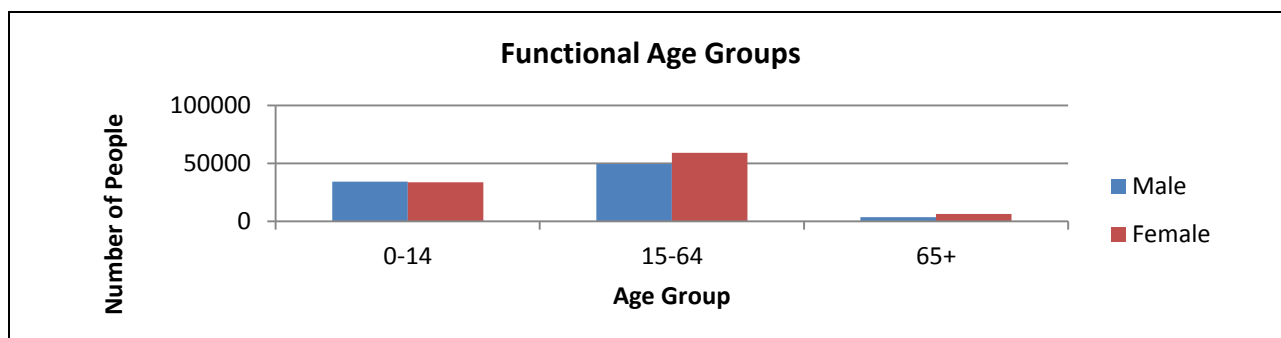
The Municipality was the only one in the Gert Sibande District with a negative growth rate (-0,09%) in 2011, however, in 2016 the growth was at 0.02% projected to reach about 192 952 in year 2030 as projected by the 2015 SERO Report. This growth rate shows a steady decrease of 1.1% from the 2006 levels, which was 1.1% per annum. In 2011 the population growth rate was -0.09% per annum. which was a negative growth as indicated above

### 1.5.4a Population Growth Rate by Age Group

Projections indicate a slow growth in the numbers of young people (approximately 13%) between 2005 and 2030. The 15-64 age groups are expected to grow by about 30% in this period, and the aged group by about 150%. The table below gives growth rates over the period as well as annual rates at five year intervals.

The population pyramid (Figure xx) is indicative of a developing population. In terms of gender the Municipal population comprises 47% males and 53% females. Females have a longer life expectancy than males as can be seen in the population pyramid, which shows that there are greater numbers of females than males in the age groups from 50 years and older. The sex ratio of the Municipality's population is 88 males per 100 females.

**Table 1.5: Distribution of the population by functional age groups and sex**



It is important that the decision-makers of the Municipality have an understanding of residents' perceptions of their living conditions, their satisfaction with municipal services, with their neighbourhoods, and how satisfied they are with the quality of their own lives. In order to reach this understanding the Municipality should conduct annual Municipal Services and Living Conditions Surveys, that is synchronised with the five year cycle of the IDP so that any methodological changes are introduced at the beginning of the IDP cycle, indicating a 5 point scale, being very satisfied, satisfied, slightly satisfied, dissatisfied and very dissatisfied. The purpose of the survey should be to establish residents' satisfaction or dissatisfaction with municipal services. The main reasons for being satisfied may be that services were provided, they were reliable and residents generally did not have complaints. When problems with services arise, they could be promptly attended to. Reasons for being dissatisfied with services may include there being no services, infrastructure was not being developed, and where there were services these were not reliable and were not being maintained.

Spatial distribution of the population and economic sectors need to be understood in terms of sub-regional growth over time and to understand future sub-regional growth. A decline in the satisfaction with life may require more work to be done to promote the key positive factors and to actively seek to reduce the negative factors of life satisfaction such as having time with family and do the things that they wanted to do; health was an important positive aspect of life satisfaction and ways could be found to improve environmental health, and promoting healthy lifestyles. Low income and standard of living may account reasons for not being satisfied.

### 1.5.5 Key Issues relating to the Demographics

Continuing work needs to be done on population projections that include fertility, mortality, HIV, migration, age structures, population dependency and economic dependency rates, such as -

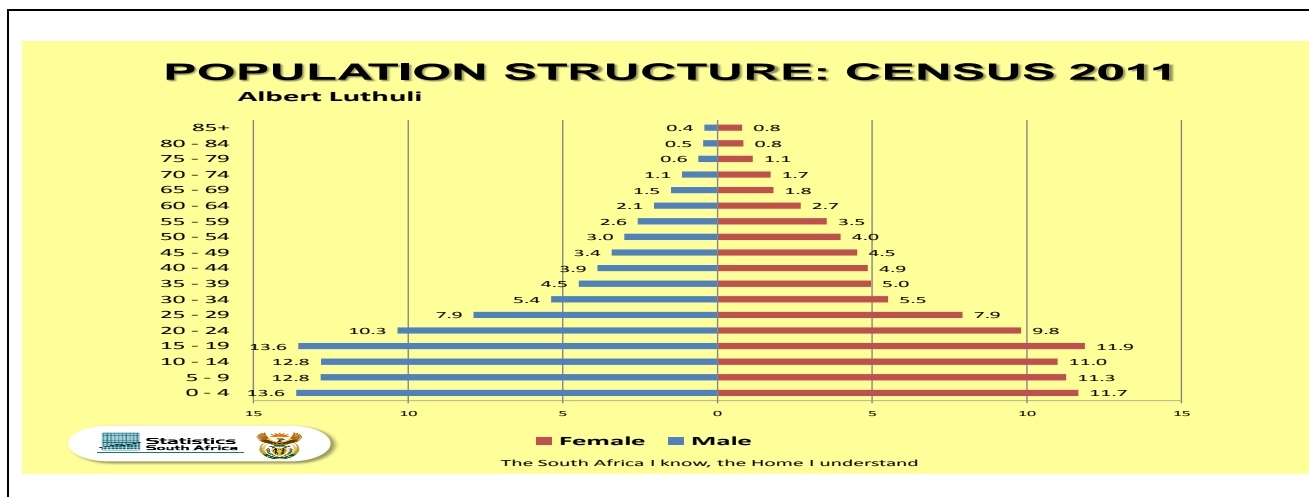
- Considering programs that would enhance access to economic development;
- Improving women's earning power;
- Reducing vulnerability to social injustices and poverty; and
- Increasing participation of women in policy development.

**Table 1.6: Population Statistics**

Population Statistics		
Total Population	Statistics	Source
194 088	2007	Community Survey
187 936	2001	Statistics South Africa
186 010	2011	Statistics South Africa
187 630	2016	Community Survey

Source: StatsSA 2016

Table 1.7: Population Structure



Source : StatsSA 2011

### 1.5.6 Ethnic Groups

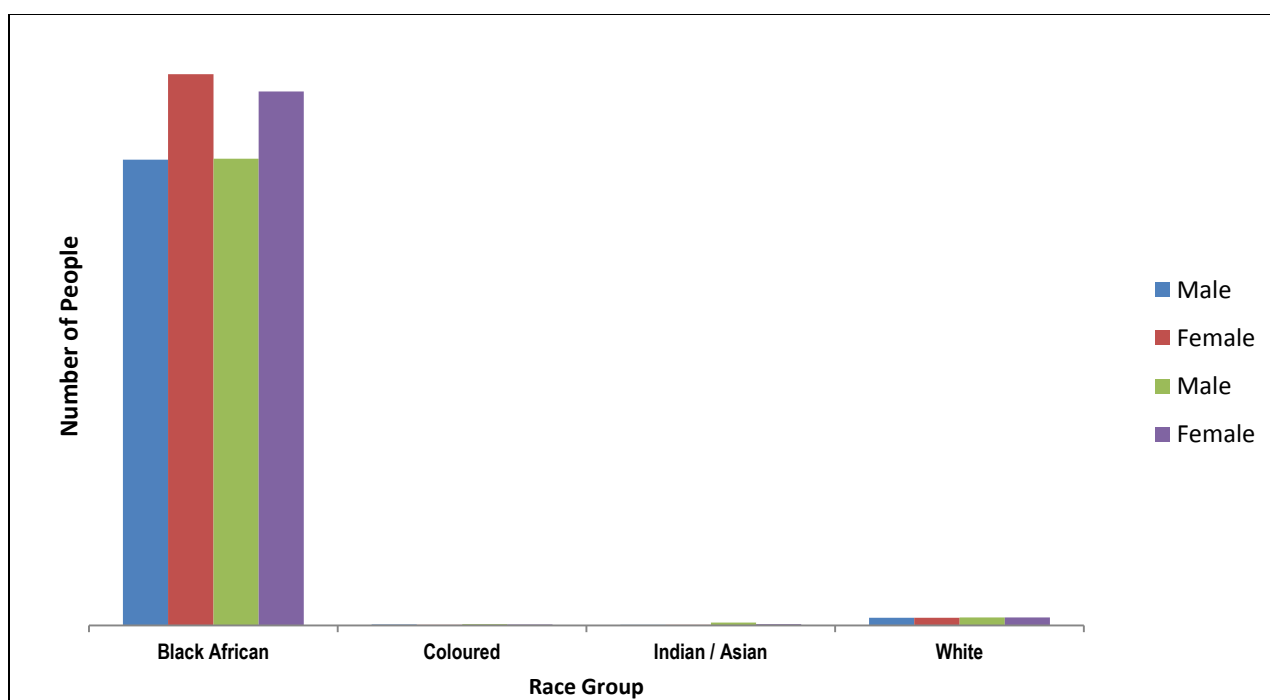
The 187 630 people who reside within the municipal area consist of individuals from different ethnic backgrounds. The majority of the population are from the African community (97,6%) followed by the Indian community (16.7%), White community (6.6%), Coloured community (2.5%) and other (0.4%) (Statssa Census 2011).

Table 1.8: Ethnic Groups within the Municipality

Group	Number of people	Percentage of Population
African group	181 546	97.6%
Coloured group	372	0.2%
Asian/Indian group	744	0.4%
White group	2 976	6.6%

\*The increase of the population by 0.2% in terms of the StatsSA Community Survey does not expressly indicate the ethnic group; however it can be assumed that it is mostly in the African ethnic group.

Graph 1.9: Race Groups within the Municipality



Source : StatsSA 2011

## 1.5.7 Age and Sex Structure

### a) Age

According to *StatsSA 2011* the Municipality's population is young, with 73% of the population below the age of 35 years. Individuals within the 0-14 year old group comprise 25% and the 15 to 34 age group 41% of the population. The 35 to 59 age group comprises 26% and those 60 and over 8%. The economically active age group from 15 to 59 years includes 67% of the population. The population dependency ratio is 71/100 and this indicates that 71 persons, either young or old depend on 100 persons of working age. However, it must be noted that when employment rates are low the economic dependency of young, old and unemployed on each working person will be higher than the population dependency rate.

**Table 1.10: Age and Sex Structure**

Age and Sex Structure			
Age	Male	Female	Total
Age: 0 - 4	11 877	11 537	23 414
Age: 5 - 9	11 183	11 153	22 336
Age: 10 - 19	22 997	22 618	45 615
Age: 20 - 29	11 562	13 283	24 845
Age: 30 - 39	8 596	10 363	18 959
Age: 40 - 49	6 365	9 284	15 649
Age: 50 - 59	4 871	7 433	12 304
Age: 60 - 69	3 097	4 444	7 541
Age: 70+	2 313	4 460	6 773

Source : *StatsSA 2011*

**Table 1.11: Age and Sex Distribution**

People Statistics		
Age and Sex Group	Number of People	Percentage of Population
Total number of population	187 630	-
Working age group (15 to 64 yrs)	107 511	-
Age group 0 to 4 yrs	67 894	36.5%
Age group 65+	9 859	5.3%
Youth (15 to 34 years)	66 963	35.9%
Males	87 425	47%
Females	98 585	53%
Sex ratio	-	71%

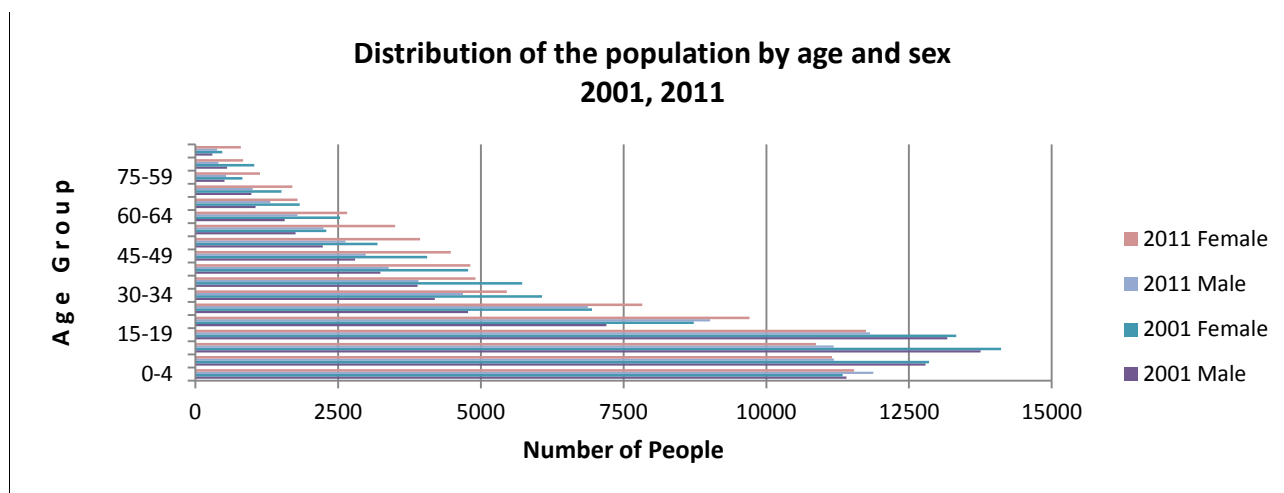
Source : *StatsSA 2011*

### b) Sex Distribution

The population pyramid (Figure 1.7) is indicative of a developing population. In terms of gender the municipal population comprises 47% males and 53% females. Females have a longer life expectancy than males as can be seen in the population pyramid, which shows that there are greater numbers of females than males in the age groups from 50 years and older.

The sex ratio for the Municipality's population is 71 males per 100 females.

**Graph 1.12: Distribution of the population by age and sex**



### 1.5.8 Gender Issues

There are many compelling reasons why local government must look at its gender policies and practices; and consider some of the ways in which women's concerns, work and issues are interwoven into local governance issues on a virtually daily basis.

Most of the everyday issues are of primary concern to women. Women are rooted in local areas, frequently unable to leave these, often because they lack the means to do so. Women are thus inclined to get involved in local politics because of their concern for "home" issues, as well as their commitment to their families and emancipation of other women. Access to water and sanitation, or lack of access, impacts heavily on women since they fetch water if it is not available at their homes. This often requires long erratic hours of hard labour. They also need to ensure the well-being of their families. Poor quality water and lack of sanitation can cause illness and strain their already depleted resources.

Unemployment is often higher among women than men, and when they do generate income it is through the informal sector, often at a survivalist level. This requires access to business centres, requiring suitable roads and means of transport. Provision of primary health care facilities at local level impacts on women if they have to travel long distances for their children to get medical attention. A lack of access to grid electricity creates additional labour for women and young girls, also reducing their available time for family and income generating activities.

Ownership of land and housing is often restricted to men, excluding women from land and home security. Yet, women often maintain the home and attend to home activities for the sake of the family. High crime rates impact on women and children, often exacerbated by lack of electricity, water, sanitation and safer recreational facilities.

Key Issues pertaining to Gender Issues include among others the following:

- Ensuring involvement of all sectors and response of their programmes to gender mainstreaming;
- Paying more attention to issues affecting women;
- Harnessing the access of economic opportunities to women in the municipality;
- Mainstreaming of women in the development initiatives of municipalities;
- Prioritising a number of women empowerment issues and finding ways of mainstreaming them in all the decision-making, planning and budgeting processes of the municipality;
- Ensuring that men are also involved in gender mainstreaming issues;
- Developing a Gender Mainstreaming Policy and plan.

## 1.6 SOCIAL DEVELOPMENT

### 1.6.1 Human Capital Development

The Human Development Index (HDI) is a composite relative index between 1 and 0, and attempts to quantify the extent of human development of a community. It is based on measures of life expectancy, literacy, and income.

The HDI of the Municipality is 0.46% which is rated low, and is the third lowest in Mpumalanga with an average of 0.53%.



One Drucker (1995) made the statement that people are our greatest asset. The Municipality has embraced this concept and views its citizens as its greatest asset. To ensure that the Municipality effectively develops human capital, it has developed a training strategy; ie. Internally (employees and councillors), and externally (citizens).

An analysis of literacy levels for the Municipality reveals that the illiteracy rate in the Municipality is still significantly high, but the municipality is taking further education and training seriously. To that end, learners are assisted with bursaries, learnerships, internships and placements where possible.

The percentage of people aged 20-years and older with no schooling is 20%; people aged 20 years and older with grade 12 and higher improved to 33%, and the functional literacy rate (15+ with Grade 7+) is also improving.

### **Socio-Economic Profile**

According to *StatsSA 2011* 16% of the population is employed; 58% is in the economic productive years (15-64 years); and 34% are discouraged work seekers or not economically active. The percentage of employment in formal sector was 65.6%, and 21.9% in the informal sector.

The proportion of population in low-skilled employment is 44%.

The average household income is R4 000 per month; 19% of households earn less than R800 per month. The low average household income is directly linked to the low employment rate (*StatsSA 2011*). The portion of households with no income is 15%. The average income inequality of the poorest 40% of the population is 10% (2011).

The unemployment rate in the Municipality was 35.4% in 2011 and the Municipality registered an unemployment rate of about 32.7% in 2015/16, meaning there was a slight improvement. The Municipality would, however, have to improve the unemployment rate for youth which is at 45%. The poverty rate in the Municipality is high at 51.7%.

The dependency ratio in the Municipality is around 70%.

Key Issues relating to Human Capital Development are *inter alia* the following:

- Improving levels of skills development and literacy;
- Skilled individuals leaving municipal area in search of jobs in other areas;
- Municipal personnel with scarce skills in short supply.

The key issues listed for each sector above would inform and guide the strategic direction that the Municipality should take in addressing the challenges that are faced by its communities.

## **1.7 POWERS AND FUNCTIONS OF THE MUNICIPALITY**

Several pieces of legislation prescribe the powers and functions of a municipality, and are detailed as follows:

- a) Section 156 of the Constitution (1996) states the powers and functions of municipalities as follows:
  - (i) A municipality has executive authority in respect of, and has the right to administer, the local government matters listed in Part B of Schedule 4 and Part B of Schedule 5; and any other matter assigned to it by national or provincial legislation.
  - (ii) A municipality may make and administer by-laws for the effective administration of the matters which it has the right to administer.
  - (iii) Subject to section 151(4), a by-law that conflicts with national or provincial legislation is invalid. If there is a conflict between a by-law and national or provincial legislation that is inoperative because of a conflict referred to in section 149, the by-law must be regarded as valid for as long as that legislation is inoperative.
  - (iv) The national government and provincial governments must assign to a municipality, by agreement and subject to any conditions, the administration of a matter listed in Part A of Schedule 4 or Part A of Schedule 5 which necessarily relates to local government, if that matter would most effectively be administered locally; and the municipality has the capacity to administer it.
  - (v) A municipality has the right to exercise any power concerning a matter reasonably necessary for, or incidental to, the effective performance of its functions.
- b) Section 149 of the Constitution (1996) states that a decision by a court that legislation prevails over other legislation does not invalidate that other legislation but that the other legislation becomes inoperative for as long as the conflict remains.
- c) Section 151(4) of the Constitution (1996) states that the national or a provincial government may not compromise or impede a municipality's ability or right to exercise its powers or perform its functions.

- d) Section 152 of the Constitution (1996) states that –
- (i) the objects of local government are to provide democratic and accountable government for local communities; to ensure the provision of services to communities in a sustainable manner; to promote social and economic development; to promote a safe and healthy environment; and to encourage the involvement of communities and community organizations in the matters of local government; and
  - (ii) a municipality must strive, within its financial and administrative capacity, to achieve the objects set out in subsection (i).
- e) Section 153 of the Constitution requires a municipality to structure and manage its administration and budgeting and planning process to give priority to basic needs of the community and to promote the social and economic development of the community; and participate in national and provincial development programmes.
- f) Section 25 of the MSA (2000) requires each municipal council to, after the start of its elected term, adopt a single, inclusive and strategic plan for the development of the Municipality which links, integrates and co-ordinates plans and takes into account proposals for the development of the Municipality and which aligns the resources and capacity of the Municipality with the implementation of the plan.

The Act also requires that the IDP be implemented; the Municipality monitors the implementation of the IDP; the Municipality evaluates its performance with regard to the IDP's implementation; and the IDP be reviewed annually to effect improvements where necessary.

#### **1.7.1 MUNICIPAL COUNCILS HAVE THE POWER TO:**

- Pass by-laws - local laws and regulations about any of the functions they are responsible for. By-laws may not contradict or over-rule any national laws
- Approve budgets and development plans - every year a municipal budget must be passed that sets down how money will be raised and spent. [See chapter 4]. The council should approve an overall plan for how development should take place in the area. This is called an integrated development plan [IDP] and all projects and planning should happen within the framework of the IDP. [See chapter 3]
- Impose rates and other taxes - property rates are a form of tax that municipalities can place on the value of properties. It is an important source of income.
- Charge service fees - for use of municipal services like water, electricity, libraries, etc.
- Impose fines - for anyone who breaks municipal by laws or regulations, for example traffic fines, littering or library fines.
- Borrow money - the council may agree to take a loan for a development or other project and to use the municipal assets as surety.

Decisions about most of the above must be made in full council meetings. Many of the minor decisions that municipalities have to take can be delegated to the mayoral committee, portfolio committees or to officials or other agencies that are contracted to deliver services.

When other agencies deliver services, it is important that the municipal council keeps political power. Councils have to develop systems to ensure that delegated functions are performed properly and within a clear policy framework. Contracts must be drawn up to ensure that agencies stick to agreements.

Municipalities are responsible for the following functions:

- Electricity
- Water for household use
- Sewage and sanitation
- Storm water systems
- Refuse removal
- Fire fighting services
- Municipal health services
- Decisions around land use
- Municipal roads
- Municipal public transport
- Street trading
- Abattoirs and fresh food markets
- Parks and recreational areas
- Libraries and other facilities
- Local tourism

National or provincial government can also delegate other responsibilities to municipalities. When municipalities are asked to perform the role of another sphere of government, clear agreements should be made about who will pay the cost. If municipalities are given responsibility for something without being given a budget to do the work, it is called an "unfunded mandate".

Local authorities should work together to provide citizens with a comprehensive package of services. They have to assist and support each other, share information and coordinate their efforts. Implementation of policies and government programmes particularly require close cooperation between the three spheres of government.

A municipality has executive authority in respect of, and has the right to administer, the matters listed in Table 1.13 below.

**Table 1.13: Functions of the Municipality in terms of schedule 4&5 part B&P of the Constitution**

S156(1)(a) Schedule 4 Part B	S156(1)(a) Schedule 5 Part P
Air pollution	Beaches and amusement facilities
Building regulations	Billboards and the display of advertisements in public places
Child care facilities	Cemeteries, funeral parlours and crematoria
Electricity and gas reticulation	Cleansing
Fire fighting services	Control of public nuisances
Local tourism	Control of undertakings that sell liquor to the public
Municipal airports	Facilities for the accommodation, care and burial of animals
Municipal planning	Fencing and fences
Municipal health services	Licensing of dogs
Municipal public transport	Licensing and control of undertakings that sell food to the public
Municipal public works only in respect of the needs of municipalities in the discharge of their responsibilities to administer functions specifically assigned to them under this Constitution or any other law	Local amenities
Pontoons, ferries, jetties, piers and harbours, excluding the regulation of international and national shipping and matters related thereto	Local sport facilities
Storm water management systems in built-up areas	Markets
Trading regulations	Municipal abattoirs
Water and sanitation services limited to potable water supply systems and domestic wastewater and sewage disposal systems	Municipal parks and recreation
	Municipal roads
	Noise pollution
	Pounds
	Public places
	Refuse removal, refuse dumps and solid waste disposal
	Street trading
	Street lighting
	Traffic and parking

## 1.8 INTEGRATED DEVELOPMENT PLAN

### 1.8.1 The Process

Integrated development planning is a process through which a municipality, sector departments, various service providers, and interested and affected parties come together to identify development needs, and to outline clear objectives and strategies that serve to guide the allocation and management of resources within the Municipality's jurisdictional area.

From this planning process emanates the Municipal Integrated Development Plan (IDP) with its main objective being the improvement of coordination and integration of planning, budgeting and development within the municipal area.

The IDP aligns the local development agenda, strategies and policies with that of Provincial and National government.

The main purpose of the IDP is to foster more appropriate service delivery by providing the framework for economic and social development within the Municipality. In doing so it contributes towards eradicating the development legacy of the past, operationalises the notion of developmental local government, and fosters a culture of co-operative governance amongst the three spheres of government.

The IDP on its own is a plan without money; it should be budgeted for in order to be implemented. It is linked to the Annual Budget in a plan that is called the SDBIP. Through monthly reports, the Municipal Manager/Audit Committee advises Council on the compliance with the SDBIP.

### 1.8.2 The Legislative and Policy Context

The Constitution (1996) and other pieces of legislation regulate and direct the operations and existence of the local sphere of government which include the following:

- i) Section 152 of the Constitution (1996) states that a municipality must strive to achieve the objectives to provide democratic and accountable government for local communities; to ensure the provision of services to communities in a sustainable manner; to promote social and economic development; to promote a safe and healthy environment; and to encourage the involvement of communities and community organisation in matters of local government.
- ii) Section 153 of the Constitution (1996) requires a municipality to structure and manage its administration and budgeting and planning process to give priority to basic needs of the community and to promote the social and economic development of the community; and to participate in national and provincial development programmes.
- iii) Section 25 of the MSA (2000) requires each municipal council to, after the start of its elected term, adopt a single, inclusive and strategic plan for the development of the Municipality which links, integrates and co-ordinates plans and takes into account proposals for the development of the Municipality and which aligns the resources and capacity of the Municipality with the implementation of the plan.

The Act also requires that the IDP be implemented; that the Municipality monitors the implementation of the IDP, evaluates its performance with regard to the IDP's implementation; and review the IDP annually to effect improvements where necessary.

Section 26 of the MSA (2000) prescribes the following components that an IDP must reflect on:

- the municipal council's vision including the municipal critical development and transformation needs;
- an assessment of the existing level of development in the municipality;
- the council's developmental priorities and objectives including its local economic development aims;
- the council's development strategies which must be aligned to national and provincial sector plans;
- a spatial development framework which must include the provisions of basic guidelines for a land use management system;
- the council's operational strategies;
- a financial plan which must include a budget projection for the next three years; and
- the key performance indicators and performance targets determined in terms of Section 41.

The Municipal Planning and Performance Management Regulations (2001) sets out the requirements for an IDP as an institutional framework for implementation of the IDP and to address the municipality's internal transformation; internal investment initiatives to be clarified; internal development initiatives, including infrastructure, physical, social and institutional development; and all known projects, plans, and programmes to be implemented within the municipality by any organ of state.

Inter-governmental Planning - Section 41(1) of the Constitution (1996) contains the principles of co-operative government and inter-governmental relations, and determines that all spheres of government and all organs of state within each sphere must:

- preserve the peace, national unit and indivisibility of the Republic
- secure the well-being of the people of the Republic;
- provide effective, transparent, accountable and coherent government for the Republic as a whole
- be loyal to the Constitution, the Republic and its people; and
- respect the constitutional status, institutions, powers and functions of government in the other spheres.

Local authorities should work together to provide citizens with a comprehensive package of services. They have to assist and support each other, share information and coordinate their efforts. Implementation of policies and government programmes particularly require close cooperation between the three spheres of government

The IDP forms the policy framework and general basis upon which the annual budget is based, and should be compatible with the national and provincial development plans and planning requirements. The National and Provincial planning frameworks that affect the Municipality are as follows:

- The National Spatial Development Perspective (NSDP)
- The National Growth Path
- The National Development Plan (NDP)
- The Government Outcomes
- The Medium-Term Strategic Framework (MDSF)
- The Mpumalanga Growth and Development Path
- The Mpumalanga Rural Development Programme (MRDP)
- The Vision 2030 Plan
- The State of the Nation Address
- The State of the Province Address on Local Government.

### 1.8.3 The Status of the IDP

This IDP replaces all previous IDPs that have been approved by previous Municipal Councils. The IDP is a legal document that must be approved by the Council.

Section 26 of the MSA (2000) requires that the Municipal Spatial Development Framework (MSDF) must be aligned to the IDP. All other spatial plans must be aligned with the MSDF. Therefore no spatial plan of the municipality may contradict the MSDF or the IDP.

Section 35(2) of the MSA (2000) indicates that a spatial development framework contained in the integrated development plan prevails over a plan defined in Section 1 of the Physical Planning Act (1991). Section 1 of the Act defines 'plan' as a national plan, a regional development plan, a regional structure plan or an urban structure plan.

This document therefore represents the draft Integrated Development Plan of the Municipality. It is submitted and prepared in fulfilment of the Municipality's legal obligation in terms of Section 34 of the MSA (2000).

### 1.8.4 The IDP Process

The Integrated Development Plan (IDP) is a legal document that must be approved by the Council according to Section 26 of the MSA the Municipal Spatial Development Framework (MSDF) must be aligned to the IDP. All other spatial plans must be aligned with the MSDF. Therefore no spatial plan of the municipality may contradict the MSDF or the IDP.

Section 35(2) of the MSA, indicates that a spatial development framework contained in the integrated development plan prevails over a plan defined in section 1 of the Physical Planning Act, 1991 (Act No. 125 of 1991). Section 1 of the Physical Planning Act defines 'plan' as a national plan, a regional development plan, a regional development plan, a regional structure plan or an urban structure plan.

Drafting an IDP requires a comprehensive planning process and the involvement of a wide range of internal and external role players. The preparation process is referred to as the "IDP Process Plan" and should guide the municipality in drafting or reviewing of the IDP.

The elected council is the ultimate IDP decision-making authority. The role of all stakeholders is to inform, negotiate and comment on decisions in the course of the planning process.

An IDP Process Plan enhances integration and alignment between the IDP and the Budget, thereby ensuring the development of an IDP-based budget. In addition, it identifies the activities in the processes around the key statutory annual operational processes of the Budget and the IDP compilation, performance management implementation and the adoption of the municipal annual report.

The process described and outlined in the Table 1.2 represents a continuous cycle of planning, implementation, monitoring and review. Implementation commences after the Municipal Council adopts the Final Draft IDP and Budget for the subsequent financial year, and implementation feeds into the Performance Management System of the Municipality. Public participation remains pivotal through the IDP process.

Roles and responsibilities are assigned by the IDP Process Plan to the various stakeholders in the IDP -

#### i) Internal Role-players

- Municipal Manager
- Mayoral Committee
- IDP Steering Committee
- Municipal Manager Coordinating Committee
- Ward Councillors
- Municipal Manager / Manager: IDP
- Municipal Officials

#### ii) External Role-players

- Gert Sibande District Municipality
- IDP Advisory Committee (National, Provincial, Business, Parastatals)

### 1.8.5 The IDP Process Plan

The purpose of the IDP Process Plan is to outline the operational plan (an integrated process plan) for the development of the IDP for the Municipality. This Process Plan is based on the unique character and circumstances of the Municipality, taking due

cognisance of the process plan requirements as outlined in the MSA (2000), section 34 and Guidelines for Integrated Development Planning provided by the Department of Cooperative Governance and Traditional Affairs.

The Municipality adopted its draft Process Plan for the 2017-22 IDP in August 2016 for public participation. All wards in the Municipality were consulted as per the schedule of meetings (Table xx). The final Process Plan was adopted by Council on 30 August 2016 (CL1.139) and a total of 9 different meetings were held with different stakeholders where communities raised needs were captured.

These series of meetings produced a comprehensive lists of community needs from a total of 240 subsections and villages of the municipality from the 25 wards of the municipality, a kind of a concise list from all the 25 wards per section per programme is also part of this document, this is a product of community participation and all interested stakeholders, the mountains of needs as parked in this document clearly shows the level of development that the municipality with the help other spheres of government and private sector would need to cover and do, though this way take years and years however at the end of the term of this council some degree of development would have to be registered, even if by 10%.

### **1.8.6 The Implementation of the IDP Process Plan**

The process undertaken to produce the IDP consists of 5 phases:

#### **Phase 1: Analysis**

During this phase information is collected on the existing conditions within the municipality. It focuses on the types of problems faced by people in the area and the causes of these problems.

The identified problems are assessed and prioritised in terms of what is urgent and what needs to be done first. Information on availability of resources is also collected during this phase.

At the end of this phase, the municipality will be able to provide:

- An assessment of the existing level of development
- Details on priority issues and problems and their causes
- Information on available resources

#### **Phase 2: Strategies**

During this phase, the municipality works on finding solutions to the problems assessed in Phase 1.

This entails developing a vision, which in the case of the Municipality the current vision was confirmed as relevant, and was retained with no changes.

#### ***Defining development Goals and Objectives***

Development objectives are clear statements of what the municipality would like to achieve in the medium term to deal with the problems outlined in Phase 1, and the municipality came up with possible goals and objectives at its second IDP Representative Forum meeting that was held at Rev S A Nkosi Secondary School in Fernie on 13 December 2016.

#### ***Developing Strategies***

Once the Municipality determined where it wants to go and what it needs to do to get there, it needs to work out how to get there. A development strategy is about finding the best way for the municipality to meet a development objective; and the District Municipality facilitated the District Strategic Planning Session at Secunda from 14 to 16 February 2017 where the proposed goals and objectives were refined.

The District Municipality, in its relentless efforts, convened a Local Sub-Regional Lekgotla at Carolina on 6 March 2017 and all important stakeholders were invited. The sole purpose of the Lekgotla was to facilitate project identification and prioritisation per ward to give rise to the list of priorities per ward which is attached at the end of this section.

In order to align its annual plans and strategic goals and objectives, the Municipality held its second Strategic Planning Session at the Ndalo Hotel, Emanzana and was assisted by CoGTA and the Office of the Premier to come up with clear 5-year and annual plans with possible programme projects per internal department, in order to respond to the needs raised by communities.

### Project Identification

Once the Municipality identified the best methods to achieve its development objectives, the identification of specific projects followed. The identified projects are put in their order of importance in Phase 3 according to different years of implementation.

### Phase 3: Projects

During this phase the municipality works on the design and content of the projects identified during Phase 2. Clear details for each project have to be worked out in terms of:

- Who is going to benefit from the project?
- How much is it going to cost?
- How is this project going to be funded?
- How long would it take to complete?
- Who is going to manage the project?

Clear targets must be set and indicators worked out to measure performance as well as the impact of individual projects.

### Phase 4: Integration

Once all projects had been identified, the Municipality has to check again that it contributex to meeting the objectives outlined in Phase 2. These projects will provide an overall picture of the development plans.

All the development plans must then be integrated. The Municipality should also have overall strategies for issues such as dealing with AIDS, poverty alleviation, and disaster management.

These strategies should be integrated in the overall IDP.

### Phase 5: Approval

The IDP is presented to the Municipal Council for consideration and adoption. The Council may adopt a draft for public comments before approving its final Integrated Development Plan.

As per the approved IDP Process Plan, IDP Representative Forum Meetings are scheduled to be held as indicated in the following table:

**Table 1.14: Schedule of meetings of the IDP Representative Forum**

TIMEFRAME	AGENDA
27/10/2016	<ul style="list-style-type: none"><li>• Feedback on the status quo and strategic framework components of the IDP;</li><li>• Presentation of the PMS quarterly report</li></ul>
10/12/2016	<ul style="list-style-type: none"><li>• Presentation of the draft IDP Executive Summary ahead of the public participation process</li><li>• Presentation of the PMS quarterly report</li></ul>
27/02/2017	<ul style="list-style-type: none"><li>• Public Participation</li><li>• Feedback on comments received during the 21 day advert period on the Budget and IDP as well as the public participation process and suggested ways of addressing these issues</li><li>• Recommendation for adoption of the IDP by Council</li></ul>

### 1.8.7 The IDP Budget

**Table 1.15: IDP Budget**

Task	Description	Estimated Cost (Vote 0701/4453)
1. IDP Formulation	Meeting venue / Catering / Stationery	R170 000
2. IDP Documentation	Printing	R180 000
3. Advertisements	Public Notices	R 50 000
	<b>TOTAL</b>	<b>R400 000</b>

**Table 1.16: IDP Process - Roles and Responsibilities**

Stakeholder		Roles and Responsibilities
INTERNAL ROLE PLAYERS		
1.	<b>Municipal Council</b>	<ul style="list-style-type: none"> <li>• Adopt an IDP process plan</li> <li>• Take responsibility for the overall management and coordination of the planning process</li> <li>• Adopt and approve the final IDP; and</li> <li>• Ensure that annual business plans, budget and related development activities are based on the approved IDP</li> </ul>
2.	<b>Mayoral Committee</b>	<ul style="list-style-type: none"> <li>• Manage the IDP through the Municipal Manager</li> <li>• Recommend the IDP review process to Council</li> <li>• Recommend the IDP revisions to Council</li> <li>• Allocate resources for review of the IDP</li> </ul>
3.	<b>IDP Steering Committee</b> , comprising - <ul style="list-style-type: none"> <li>• Municipal Manager</li> <li>• Directors/Managers</li> <li>• IMATU and SAMWU representatives</li> </ul>	<ul style="list-style-type: none"> <li>• Provide terms of reference for all review and planning activities</li> <li>• Commission IDP planning studies, programmes and projects</li> <li>• Process, summarise and document outputs from sub-committees, teams, etc</li> <li>• Recommend amendments to the content of the IDP</li> <li>• Prepare, facilitate and document meetings and workshops</li> <li>• Ensure alignment and participation in the determination and prioritisation of plans and programmes in the spirit of cooperative governance</li> </ul>
4.	<b>Municipal Manager Coordinating Committee</b> (IDP Broad Planning Technical Committee), comprising – <ul style="list-style-type: none"> <li>• Municipal Manager</li> <li>• Managers/Officers: Office of Municipal Manager, Speaker, Executive Mayor, Budget Office, Supply Chain Management, Performance Managent, Planning, Project Management and IDP</li> <li>• Administrative support</li> </ul>	<ul style="list-style-type: none"> <li>• Prepare the IDP review process plan</li> <li>• Identify resources</li> <li>• Coordinate and manage the components of the review process, including: <ul style="list-style-type: none"> <li>• Stakeholder meetings</li> <li>• Meeting deadlines</li> <li>• Horizontal and vertical alignment</li> </ul> </li> <li>• Compliance with national and provincial requirements</li> </ul>
5.	<b>Ward Councillors</b> will play a pivotal role in the preparation of the IDP process, both in terms of the technical and community participation probes; they will act as the main interface between council and the community	<ul style="list-style-type: none"> <li>• Organise public consultation and participation at ward level</li> <li>• Disseminate information from council to constituents and vice versa</li> <li>• Identify issues and projects at ward level</li> <li>• Participate in the approval and ongoing monitoring of the approved IDP</li> <li>• Identify and encourage unorganised groups to participate in the IDP process</li> </ul>
6.	<b>Municipal Manager and Manager: IDP</b> The Municipal Manager will delegate these functions to the Manager: IDP, but remains accountable for the overall IDP process as dictated by the Municipal Systems Act (2000)	<ul style="list-style-type: none"> <li>• Amongst other, the following responsibilities are allocated to the Manager: IDP for the IDP process: <ul style="list-style-type: none"> <li>• Ensure that the Process Plan is finalised and adopted by Council</li> <li>• Adjust the IDP according to the proposals of the MEC</li> <li>• Identify additional role players to sit on the IDP Representative Forum</li> <li>• Ensure the continuous participation of role players</li> <li>• Monitor the participation of role players</li> <li>• Ensure appropriate procedures are followed</li> <li>• Ensure documentation is prepared properly</li> <li>• Carry out the day-to-day management of the IDP process</li> <li>• Respond to comments and enquiries</li> <li>• Ensure alignment of the IDP with other IDPs within the District Municipality</li> <li>• Co-ordinate the inclusion of sector plans in the IDP</li> <li>• Co-ordinate the inclusion of the PMS in the IDP</li> <li>• Submit the final IDP to relevant authorities</li> </ul> </li> </ul>
7.	<b>Municipal Officials</b> will be ultimately responsible for the implementation of the IDP process and as such will play a key role in the development of the IDP's specific activities that will be undertaken by officials	<ul style="list-style-type: none"> <li>• Provide relevant technical and financial information</li> <li>• Develop strategies and project plans</li> <li>• Provide inputs regarding the financial and technical feasibility aspects of projects and strategies identified by committees</li> <li>•</li> </ul>



Stakeholder		Roles and Responsibilities
<b>EXTERNAL ROLE PLAYERS</b>		
<b>Distribution of responsibilities between the Municipality and external role players</b>		
<b>8.1</b>	<b>Gert Sibande District Municipality</b> The district municipality will have the same role as the local municipality, but only in the preparation of the District IDP Framework, but the role of the district municipality on the local level is the coordination of IDP processes of local municipalities, and these include the following:	<ul style="list-style-type: none"> <li>• Ensure the horizontal alignment of IDPs of the municipalities in the district area</li> <li>• Ensure the horizontal alignment between district and local planning</li> <li>• Facilitate vertical alignment of IDPs with the government sphere and sector departments</li> <li>• Prepare joint strategy workshops with local municipalities, provincial and national role players, and other specialists</li> </ul>
<b>8.2</b>	<b>IDP Advisory Committee</b> (National, Provincial, Business Sector, Parastatals) The National and Provincial government departments as well as major stake holders like the sectors of manufacturing, mining, and business will serve on the committee	<ul style="list-style-type: none"> <li>• Assist Council in rendering technical (ie investment opportunities) and financial support to ensure that Council meets its goal of playing a role in the global economy</li> </ul>

### 1.8.8 Review of the IDP

Section 34 of the MSA (2000) deals with the review and amendment of the IDP and requires that a municipal council must review its integrated development plan annually in accordance with an assessment of its performance measures in terms of Section 41; and to the extent that changing circumstances so demand; and may amend its integrated development plan in accordance with the prescribed process.

The annual review process thus relates to the assessment of the municipality's performance against organisational objectives as well as implementation, and also takes into cognisance any new information or change in circumstances that might have arisen subsequent to the adoption of the previous IDP. The review and amendment process must also adhere to the requirements for public participation as determined in the MSA (2000) in Chapter 4.

In terms of the IDP review guidelines, the IDP is reviewed based on four primary areas of intervention, viz the annual IDP review, the IDP Process Plan, amendments in response to changing municipal circumstances, and the comments from the MEC for local government.

During the review cycle, changes to the IDP process and content may be necessitated due to institutional issues; amendments in response to changing circumstances; needs to improve the IDP process and content; and comments of the MEC for local government.

**Table 1.17: Schedule of Meetings for Public Participation**

Date	Time	Ward	Venue	Target Group	Responsible Persons
Tuesday 6/09/2016	10:00	1, 2, 3	Community Hall, Fernie	<ul style="list-style-type: none"> <li>•Ward Committees</li> <li>•CDWs</li> <li>•Traditional Leaders</li> <li>•Ward Councillors</li> <li>•Community</li> </ul>	<ul style="list-style-type: none"> <li>•Unit Managers</li> <li>•Manager: IDP</li> <li>•Ward Councillors</li> <li>•CDWs</li> </ul>
Wednesday 7/09/2016	10:00	4, 5, 6, 7, 9, 11	Community Hall, Mayflower	<ul style="list-style-type: none"> <li>•Ward Committees</li> <li>•CDWs</li> <li>•Traditional Leaders</li> <li>•Ward Councillors</li> <li>•Community</li> </ul>	<ul style="list-style-type: none"> <li>•Unit Managers</li> <li>•Manager: IDP</li> <li>•Ward Councillors</li> <li>•CDWs</li> </ul>
Tuesday 13/09/2016	14:00	8, 10, 16	Mlondozi Primary School	<ul style="list-style-type: none"> <li>•Ward Committees</li> <li>•CDWs</li> <li>•Traditional Leaders</li> <li>•Ward Councillors</li> <li>•Community</li> </ul>	<ul style="list-style-type: none"> <li>•Unit Managers,</li> <li>•Manager: IDP,</li> <li>•Ward Councillors</li> <li>•CDWs</li> </ul>
Wednesday 14/09/2016	10:00	14, 24, 25	Community Hall, Elukwatini	<ul style="list-style-type: none"> <li>•Ward Committees</li> <li>•CDWs</li> <li>•Traditional Leaders</li> <li>•Ward Councillors</li> <li>•Community</li> </ul>	<ul style="list-style-type: none"> <li>•Unit Managers,</li> <li>•Manager: IDP,</li> <li>•Ward Councillors</li> <li>•CDWs</li> </ul>

<b>Date</b>	<b>Time</b>	<b>Ward</b>	<b>Venue</b>	<b>Target Group</b>	<b>Responsible Persons</b>
Tuesday 20/09/2016	10:00	12, 19	Community Hall, Mooiplaas / Community Hall, Ekulindeni	<ul style="list-style-type: none"> <li>•Ward Committees</li> <li>•CDWs</li> <li>•Traditional Leaders</li> <li>•Ward Councillors</li> <li>•Community</li> </ul>	<ul style="list-style-type: none"> <li>•Unit Managers,</li> <li>•Manager: IDP,</li> <li>•Ward Councillors</li> <li>•CDWs</li> </ul>
Wednesday 21/09/2016	10:00	17, 18, 23	Manzana Cultural Centre	<ul style="list-style-type: none"> <li>•Ward Committees</li> <li>•CDWs</li> <li>•Traditional Leaders</li> <li>•Ward Councillors</li> <li>•Community</li> </ul>	<ul style="list-style-type: none"> <li>•Unit Managers,</li> <li>•Manager: IDP,</li> <li>•Ward Councillors</li> <li>•CDWs</li> </ul>
Tuesday 27/09/2016	17:00	15, 21, 22	Town Hall, Carolina	<ul style="list-style-type: none"> <li>•Ward Committees</li> <li>•CDWs</li> <li>•Traditional Leaders</li> <li>•Ward Councillors</li> <li>•Community</li> </ul>	<ul style="list-style-type: none"> <li>•Unit Managers,</li> <li>•Manager: IDP,</li> <li>•Ward Councillors</li> <li>•CDWs</li> </ul>

Table 1.18: IDP Structural Arrangements

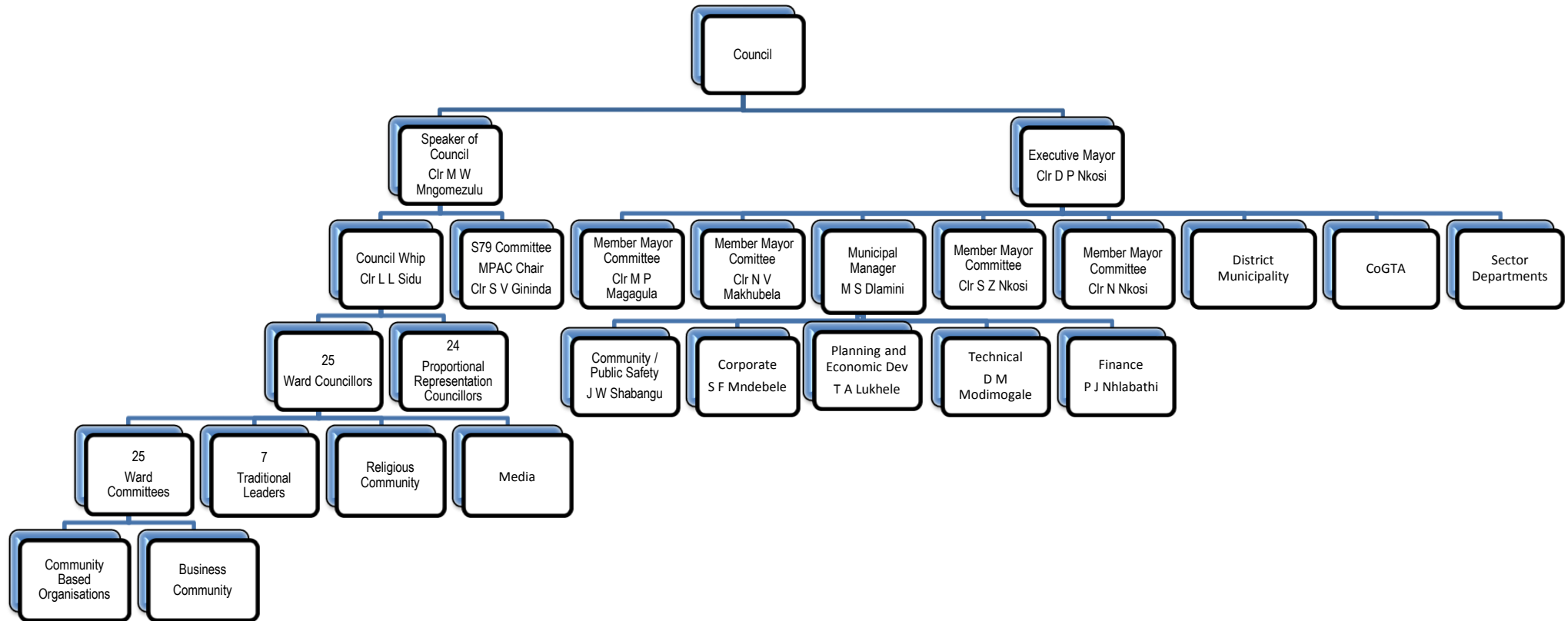


Table 1.18:- Proposed budget timetable outlining key dates in the IDP, PMS and Budget process

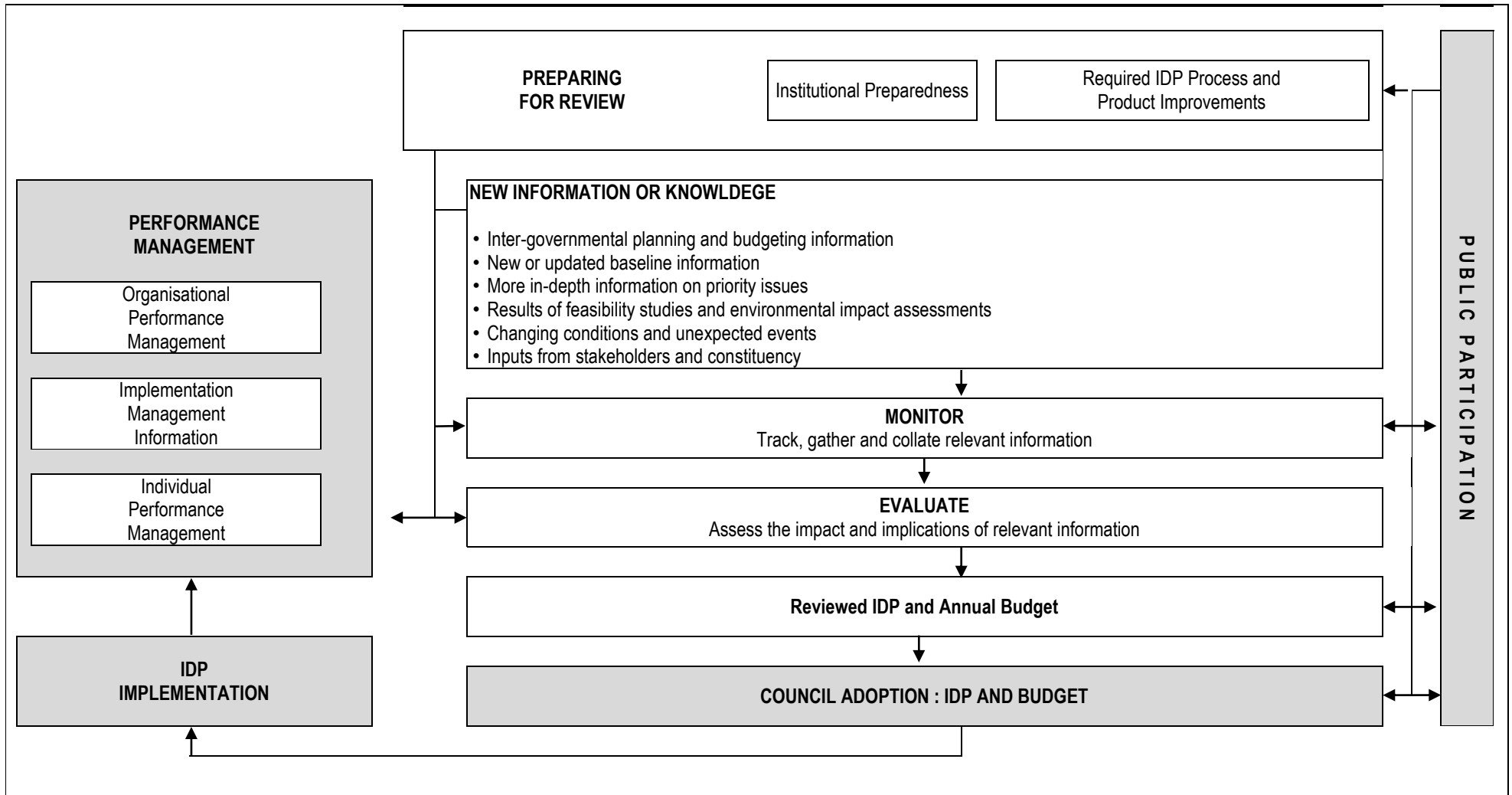
Item No	Timeframe	IDP PROCESS			Activity	Narration	Responsibility
		IDP	Budget	PMS			
1					<i>National Cabinet Lekgotla</i>		National
2					<i>Sector Departments undergo Strategic Planning for next budget cycle Sector Departments submit the 1<sup>st</sup> draft budget to provincial treasury Sector Departments submit the 1<sup>st</sup> draft sp, apps / da's to treasury and macro policy State of Local Government Addresses and Budgets Submission of Quarter 1 performance reports</i>		Provincial
3	Jul 2016	Process plan			<b>Preparatory phase for the next IDP Approval and circulation of draft IDP Process Plan</b>	<b>MFMA S21, S23 / MSA S34 Chapter 4 as amended</b>	IDP, MM, Directors
4	Jul 2016		Budget process		<b>Table budget process schedule</b>		CFO
5					<i>Provincial budget hearings (MTEC) Consultation with municipalities (IDP's) by sector departments to agree on programmes and projects Treasury submits 1<sup>st</sup> draft budget, SP and APP to National Treasury</i>		Provincial
6	Aug 2016	IDP draft process plan			<b>Public participation on the draft IDP Process Plan</b>	<b>MSA Chapter 4</b>	IDP, Directors
7	Aug 2016			PMS	<b>Quarter 4 performance and budget report submitted to municipal Council.</b>		Manager: PMS
8					<i>Performance review and budget adjustment Lekgotla</i>		Province, National
9	Sep 2016	IDP analysis			<b>Analysis phase of IDP</b>		
10	Sep 2016	IDP alignment	Budget		<b>Align IDP with: Draft Budget Estimates, Provincial and National Priorities</b>	<b>Ensure alignment of priorities with sector departments to promote cooperative governance</b>	IDP/ Budget
11	Sep 2016 Week 3	IDP Departmental Business Plans			<b>Business Plans Presentations to extended MANCOM</b>	<b>Consolidate a Corporate Plan</b>	All Directors
12					<i>Departments submit the 2<sup>nd</sup> draft SP, APPs / DAs to Treasury and macro policy Submit Quarter 2 performance report</i>		Province
13	Oct 2016	IDP			<b>Strategy development phase of IDP</b>		All Directors
14	Oct 2016	IDP			<b>Commence on public participation process / feedback on previous performance</b>		IDP Directors

Item No	Timeframe	IDP PROCESS			Activity	Narration	Responsibility
		IDP	Budget	PMS			
15	Oct 2016		MTREF and Revenue Projections		Budget office develop MTREF and determines revenue projections and proposed rates and service charges. Draft initial allocations to functions and departments for the next financial year after taking into account strategic objectives	MFMA	CFO
16	Oct 2016 Week 2	IDP consultation			Consultation with Councillors on the IDP priorities for 2017/18 Engage councillors on the IDP priorities for 2017/18	Councillors guided by the Office of the Mayor, and supported by the Office of the Speaker	Office of the Mayor Office of the Speaker IDP team SDF team
17	Oct 2016 Week 4	External Stakeholders Engagement			Public Participation / Izimbizo Ward Councillors / Ward Committees / NGO's / CBO / Businesses Confirm Community Needs Inputs on development plan	Various consultations to be held by the Offices of the Mayor and Speaker with various stakeholders during this period	Office of the Mayor Office of the Speaker IDP team SDF team
18	Oct 2016 End			PMS – Quarter 1 report	Finalise PMS Quarter 1 report Ensure stakeholders consultation on the Municipal report Quarter 1 performance and budget report submitted to Council	Ensure stakeholders consultation on the Municipal report	Manager: PMS
19					<i>Fosad Planning Workshop</i>		National
20					<i>Provincial EXCO Lekgotla approves APP'S Tabling of adjustment appropriation Final allocation of budget to departments</i>		Province
21	Nov 2016	Prioritisation of projects			Briefing on the analysis and determine strategic objectives and priorities for service delivery as well as development of 3 year budgets including the review of national and provincial government sector and strategic plans	Joint Mancom and Mayoral Committee workshop to determine priorities for the 2016/17 financial year	IDP BUDGET Departments
22	Nov 2016	IDP			Departments inputs on IDP review		IDP
23	Nov 2016	IDP			Project phase of IDP		IDP
24					<i>Inputs for State of the Nation Address</i>		National
25					<i>Provincial Treasury submits final budget documentation to National Treasury ( SP, APP, EPRE etc)</i>		Provincial
24	Dec 2016	IDP			Project and integration phase		IDP Sector Departments
26	Jan 2017			PMS	Mid Term Assessment /performance review in terms of the MFMA	Section 72 report	MM
27					<i>National Cabinet Lekgotla</i>		National
28					<i>Submissions of 2<sup>nd</sup> Quarter Performance reports</i>		Provincial
29	Jan 2017	1st Draft IDP			Draft IDP adopted by municipal council	IDP to guide budget	IDP

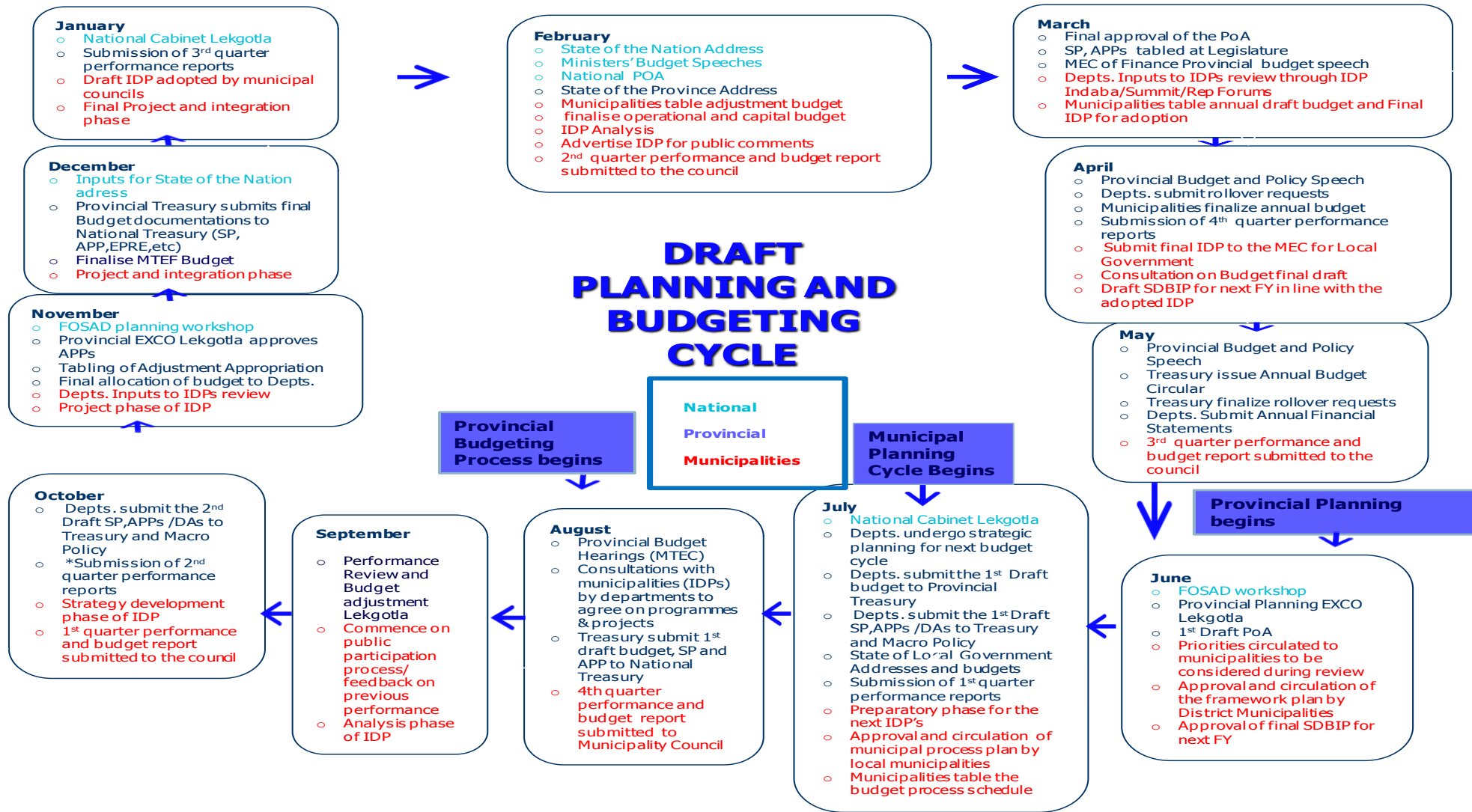
Item No	Timeframe	IDP PROCESS			Activity	Narration	Responsibility
		IDP	Budget	PMS			
						process	Mun Departments
22	Jan 2017	IDP			Final Project and integration phase		IDP Departments
30	Feb 2017			PMS	Revision of the SDBIP	Revision of the SDBIP target based on the budget performance	MM
31					<i>State of the Nation Address Minister's Budget Speeches National Plan of Action</i>		National
32					<i>State of The Province Address</i>		Provincial
33	Feb 2017		Budget		Municipality table adjustment budget Finalise operational and capital budget for 2017/18	Operational and Capital budget	CFO
34	Feb 2017	IDP			IDP Analysis		IDP
35	Feb 2017 Week 1	IDP			Advertise IDP for public comments		IDP
36	Feb 2017		Budget report	Quarter 2 PMS report	Quarter 2 performance and budget report submitted to Council	Ensure stakeholders consultation on the PMS report	Manager: PMS
37					<i>Final approval of the POA SP, APP'S tabled at Legislature MEC of Finance Provincial Budget Speech</i>		Provincial
38	Mar 2017	IDP			Departments inputs to IDP's review through IDP Indaba / Summit, Rep Forums		IDP Departments
39	Mar 2017 End	Final IDP/	Final Draft Budget		Table Final IDP for adoption Table annual Draft Operational and Capital Budget for adoption		Mayor
40	Mar 2017 End			Quarter 3 PMS Report	Finalise PMS quarterly report	Ensure stakeholders consultation	Manager: PMS
41	Mar 2017 Last week	Draft IDP to COGTA			Submit Draft/Budget /IDP DP to COGTA	IDP	IDP / Budget
42					<i>Provincial Budget and Policy Speech Departments submit rollover requests</i>		Provincial
43	Apr 2017			PMS	Final Draft SDBIP Draft Performance Agreements	SDBIP and Performance agreements	PMS
44					<i>Provincial Budget and Policy Speech Treasury issues annual budget circular Treasury finalises rollover requests Departments submit Annual financial Statements</i>		Provincial
45	May 2017 End		Budget approval		Submit final Budget to Council	Council approval	Mayor
46	May 2017			PMS	Finalise PMS 4 <sup>th</sup> quarterly report	Ensure stakeholders	Manager: PMS

Item No	Timeframe	IDP PROCESS			Activity	Narration	Responsibility
		IDP	Budget	PMS			
	End					consultation	
47					<i>Fosad Workshop</i>		National
48					<i>Provincial Planning EXCO Lekgotla 1<sup>ST</sup> Draft POA</i>		Provincial
49					Priorities circulated to municipalities to be considered during review		IDP Departments
50					Approval and circulation of the framework plan by District Municipalities		GSDM
51					Approval of final SDBIP for next financial year		
52	Jul 2017	IDP Review			Reflect on the MEC letter (IDP Gaps) and conduct analysis Start preparations for 2018/19 IDP Review	Process Plan Development Priorities	IDP/Budget
53	Jul 2017	IDP			Develop draft IDP Process Plan		Manager: IDP
54	Aug 2017	Process Plan for 2015/16			Adoption and approval of the Process Plan for 2018/19 by MayCom and full Council	Council adoption/approval	Mayor
55	Aug 2017	Annual Performance Report (APR)	PMS		Tabling of the Annual Performance Report to Council/Audit Committee/Auditor-General		PMS

Table 1.19: IDP Process







## 1.9 IDENTIFIED COMMUNITY NEEDS

Table 1.21: Public Participation - Analysis and Needs Gathering

Ward 1	Ward 2	Ward 3	Ward 4	Ward 5	Ward 6	Ward 7	Ward 8	Ward 9	Ward 10	Ward 11	Ward 12
<b>PROGRAMME WATER</b>											
10 boreholes by 6 Sections and low pressure by 2 Sections	Bulk line and household connections by 8 Sections	Purification (O&M) of 13 boreholes by 8 Sections	Bulk supply by 4 Sections and 2 Sections borehole extension and steel tank / reservoir by 1 Section	4 boreholes By 4 Sections and network / bulk supply by 2 Sections and 1 Section maintenance	Bulk supply by 3 Sections and households connections by 3 Sections and boreholes by 5 Sections	Water reticulation by 6 Sections and bulk supply by 1 Section and 3 boreholes by 3 Sections, 1 household connection by 1 Section	Connection of water pipeline to all schools and households by 3 Sections and bulk supply with household reticulation / borehole other side Borehole by 3 Sections and 5 boreholes by 3 Sections	Bulk supply and network reticulation by 2 Sections and 6 boreholes by 6 Sections	New work reticulation by 4 Sections and steeltank by 3 Sections and bulk supply by 4 Sections and yard / household connections by 2 Sections	Bulk supply by 1 Section and 8 boreholes by 8 Sections and repair to 5 boreholes	Bulk supply, Yard / household connections by 5 Sections, network reticulation by 3 Sections and communal stand pipes, boreholes and Jojo tanks by 3 Sections and reservoir by 4 Sections
<b>PROGRAMME SANITATION</b>											
Smartsan by 9 Sections	Smartsan by 9 Sections	Suction of VIP by 6 Sections, new VIP by 1 Section	Sewer network connections to households / Smartsan by 4 Sections and bulk sewer upgrade/pond, Smartsan by 5 Sections	Sewer bulk supply Bulk supply / future plans by 4 Sections	Sewer bulk supply Sewer bulk supply / future plans by 3 Sections and VIP / Smartsan by 3 Sections	Sewer bulk supply Sewer bulk supply by 1 Section VIP / Smartsan by 3 Sections and maintenance by 1 Section	Smartsan all wards by 15 Sections	Sewer network / sewer bulk supply by 1 Section VIP / Smartsan by 8 Sections	Sewer pond upgrade / sewer network / bulk line by 5 Sections and VIP / Smartsan by 5 Sections	Sewer bulk supply network by 6 Sections and Smartsan all wards / VIP by 3 Sections	Smartsan by 7 Sections and (incomplete VIP) by 3 Sections
<b>PROGRAMME ELECTRICITY</b>											
Provincial Road 30 streets lights 6 high mast lights by 4 Sections	5 high mast lights by 5 Sections	10 households connections by 1 Section and electrification of households by 3 Sections Community hall, 3 high mast lights by 3 Sections	New electricity supply projects by 3 Sections and streets lights by 1 Section and high mast lights by 3 Sections	New electricity supply projects by 1 Section 1 post connection project by 1 Section and high mast lights by 1 Section	8 high mast lights by 1 Section and new electrification by 3 Sections	New electricity supply projects by 3 Sections 4 street lights by 1 Section 4 high mast lights by 2 Sections	Electrification of street lights from Police Station to Tribal Office by 1 Section	Street lights 4 junction by 1 Section and new electrification project by 1 Section (Suncity)	20 high mast lights by all Sections and 10 main street lights by 1 Section and 5 new electrification projects by 5 Sections	6 high mast lights by 1 Section and 5 main street lights by 1 Section	1 new electrification project by 1 Section (electrify Clinic) and 2 incomplete household connections by 1 Section and 1 high mast light

Ward 1	Ward 2	Ward 3	Ward 4	Ward 5	Ward 6	Ward 7	Ward 8	Ward 9	Ward 10	Ward 11	Ward 12
											by 1 Section
<b>PROGRAMME ROADS AND STORM WATER</b>											
Construction ring road by 2 Sections and 2km sidewalks in main road by 1 Section and 10 foot bridges, and complete provincial road storm water, road marks	Paving road by 3 Sections, and gravelling by 2 Sections	Construction road and bridge to Thomo Cemetery, construction of Khuphukani (Bhemuda) and 4 humps by 2 Sections	Kutsala / 500m paving and 1,5km ring road and 2 other ring roads by 2 Sections	Construction ring road by 3 Sections	Construction ring road by 2 Sections and 2 N17 connector roads by National and Provincial PWRT	Mayflower Gate ring road and 4 other ring roads by 4 Sections plus a connector road and bridge	Madzanaga access road grading to Police Station / Paving in from of Police Station and overhead bridge 7 speed humps Ring road Oshoek to strategic areas and access road to grave yard needs grading  Taxi rank Oshoek	Masina to Mhlangazam connector road, 1 street Silindile and ring road (Suncity)	Ring road by 2 Sections	Ring road Majuba to maRooi and other 3 by 3 Sections and blading	Tar provincial road Nhlaba / Elukwatini Nhlaba / Oshoek (via Steynsdorp) Ngonini / Josephsdal, and storm water drainage by 4 Sections and footbridge by 1 Section, regravelling of access roads by 2 Sections and culverts by 2 Sections
<b>PROGRAMME WASTE REMOVAL</b>											
Cemetery at Section C	Prioritise other needs	Prioritise other needs	Dustbins by 4 Sections and 1 skip bin by 1 Section	Dustbins by 8 Sections request feasibility / service extension and 1 skip bin by 1 Section	Dustbins by 1 Section request feasibility / service extension and 1 skip bin by 1 Section	Dustbins by 4 Sections request feasibility / service extension and 1 skip bin by 1 Section and compactor truck	Prioritise other needs	Dustbins by 2 Sections request feasibility / service extension and 1 skip bin	Dustbins by 1 Section request feasibility / service extension and 6 skip bins by 2 Sections	Dustbins by 3 Sections request feasibility / service extension and 1 skip bin	
<b>PROGRAMME TRAFFIC AND LAW ENFORCEMENT</b>											
10 road signs for public schools and 12 speed humps by all critical points / hot spots and 10 bus shelters	10 speed humps by 4 Sections / hot spots	4 speed humps by 4 Sections / hot spots	Prioritise other needs	Prioritise other needs	Prioritise other needs	Prioritise other needs	Prioritise other needs	Prioritise other needs	Extension of speed humps main road and 5 other speed humps by 4 hot spots and traffic law enforcement during school hours	Prioritise other needs	Prioritise other needs and road markings
<b>PROGRAMME FIRE AND RESUE</b>											
Prioritise other	Prioritise other	Fire station	Fire station and	Prioritise other	Prioritise other	Fire Station and	Prioritise other	Prioritise other	Prioritise other	Prioritise other	Prioritise other

Ward 1	Ward 2	Ward 3	Ward 4	Ward 5	Ward 6	Ward 7	Ward 8	Ward 9	Ward 10	Ward 11	Ward 12	
needs	needs		disaster centre	needs	needs	disaster centre	needs	needs	needs	needs	needs	
<b>PROGRAMME PUBLIC FACILITIES</b>												
Renovation Diepdale community hall and construction library by 2 Sections and cemetery at Section C	Renovation hall, electricity, fencing and ablutions and youth centre and a park by Sections	Youth centre	Floodlights / renovation of courts	Taxi rank, dumping site	Dumping site and community hall	Community hall and renovation community hall and parks by 3 Sections and fencing sport ground	Community hall / multipurpose centre and social services  Social services Thusong centre Youth centre		Repair community hall Mini-sport ground and 1 busshelter	Taxi rank and bus shelter and concrete palisade fencing		
<b>PROGRAMME SPORT AND RECREATION</b>												
Diepdale Ngodlomezi Syde grandstands palisade ablutions in all grounds and Netball and soccer grounds	Upgrading sport grounds Fencing Renovation Grass electrification	Sports ground next to community hall rezoning	Sports ground tuff	Play ground	Prioritise other needs but grade sports grounds	Prioritise other needs but grade sports grounds	Prioritise other needs but grade sports grounds	Prioritise other needs but grade sports grounds		Prioritise other needs but grade sports grounds		
<b>PROGRAMME LOCAL ECONOMIC DEVELOPMENT</b>												
Spring water Brick-making	Spring water Brick-making	Spring water Brick-making	Investigate initiating possible businesses / projects: •Spring water •Brick-making •Sewing •Abattoir Shopping mall  Carpentry Piggery farming Furniture-making	Shopping mall / hawkers stalls  Poultry farming	Shopping mall  Stock farming Fresh produce Vegetable farming	Shopping mall  Stock farming Fresh produce Vegetables farming	Lodging facility  Stock farming Fresh produce Vegetables farming		Stock farming Fresh produce Vegetables farming	Spring water Crusher stone Brick-making Sewing  Stock farming Fresh produce Vegetable farming	Spring water Brick-making Sewing  Stock farming Fresh produce Vegetables farming Spring water Crusher stone Brick-making Paint factory	W12 Ekulindeni Facilitate trans-frontier for Songimvelo/ Malolotja Reserves and use Msauli infrastructure as head offices for the transfrontier park  Investigate initiating possible businesses / projects: •Spring water •Crusher stone •Brick-making

Ward 1	Ward 2	Ward 3	Ward 4	Ward 5	Ward 6	Ward 7	Ward 8	Ward 9	Ward 10	Ward 11	Ward 12
											<ul style="list-style-type: none"> <li>•Sewing</li> <li>•Car wash</li> <li>•Abattoir</li> </ul>
											<ul style="list-style-type: none"> <li>•Petrol service station and shopping mall / complex</li> </ul>
Manufacturing						Manufacturing Quarry, W12 Ncakini, Investigate initiating possible businesses/projects: Toilet paper, crusher stone, carpentry, aloe products, sewing, carpentry, furniture-making, fence-making, spring water, waste processing (recycling), skin/animal hides processing					
Retail stores						W12 Ngonini, Petrol service station and shopping mall / complex, investigate possible businesses/projects					
Socio-Economic Amenities						W12 Nhlaba, Investigate/initiate possible businesses / projects: Spring water, Crusher stone					
Community services						Swimming pools					
Mining						W12 Kranskop, Investigate/initiate possible businesses/projects: Guest houses, spring water, crusher stone, cement factory, gold/coal mining					
Tourism						W12 Kranskop, Investigate/initiate possible businesses projects:, Guest houses, partnership with MTPA for benefit of community and local businesses, museum, community parks					
Agriculture						Pig farming, community gardens, fish farming, stock farming, community gardens, poultry farming, chicken eggs, dairy farming, bees farming, mushroom processing, orchards, agro-processing; fence grazing land and cultivated fields					
Infrastructure						Provide irrigation dam					
<b>NEEDS BY OTHER SPHERES OF GOVERNMENT</b>											
Require foundation dug / trenches made no completion (RDP)			Thusong centre and multi-purpose centre	Thusong centre and library and multi-purpose centre		Renovation of community library	Thusong centre and library and multi-purpose centre			Thusong centre and multi-purpose centre	Tar provincial road Nhlaba / Elukwatini Nhlaba / Oshoek (via Steynsdorp) Ngonini / Josephsdal
Construction library	FET school	Complete RDP New allocation RDP FET school	Complete RDP New allocation RDP FET school Police barracks	Complete RDP New allocation RDP		Complete RDP New allocation RDP	Post Office Old age / orphanage centre				

Ward 13	Ward 14	Ward 15	Ward 16	Ward 17	Ward 18	Ward 19	Ward 20	Ward 21	Ward 22	Ward 23	Ward 24	Ward 25
<b>PROGRAMME WATER</b>												
Bulk supply by 3 Sections and extension households connection by 5 Sections Borehole by 2 Sections and Jojo tanks by 3 Sections, repairs and maintenance of boreholes by 1 Section	Bulk supply and network reticulation by 3 Sections and repairs and maintenance by 2 Sections and 1 borehole by 1 Section	Bulk supply pipeline reticulation taps by 3 Sections and yard connections by 3 Sections low pressure by 3 Sections and water quality general in all Sections	Improving on existing water resource / study Matsiriri Dam required / Lochiel borehole next to Draai / Manquza borehole repairs Steel tank needed - gooseneck required and replace network / bulk by 1 Section and repairs and maintenance of network and boreholes by 2 Sections	Reservoir / poor supply extend pumping hours by 1 Section	Bulk supply by 1 Section Electrification boreholes by 1 Section and extension and Jojo tanks by 2 Sections Improve water purification plant by 1 Section	Reservoir by 3 Sections and bulk supply reticulation by 4 Sections Proposed new water treatment scheme or new abstraction point by 2 Sections Boreholes by 5 Sections and extension by 3 Sections Jojo tanks by 4 Sections and O&M on existing ones	Bulk supply by 3 Sections	Bulk pipeline 2km / borehole investigate by 1 Section and network reticulation / stand taps by 3 Sections Boreholes extend bulk line to existing borehole by 2 Sections 17 boreholes by 11 Sections	Selected household taps by 1 Section	Borehole good 70 household connections by 2 Sections Network reticulation by 3 Sections and stand pipes by 1 Section and borehole by 5 Sections borehole repair by 1 Section	Bulk supply by 4 Sections and network / reticulation by 5 Sections and illegal connections / repair by 2 Sections and steeltank by 2 Sections	Bulk supply by 4 Sections and steeltank by 3 Sections and repair / maintenance by 1 Section
<b>PROGRAMME SANITATION</b>												
Smartsan by 6 Sections and Smartsan / repair and maintenance by 1 Section	Replacement / sewer / pond upgrade by 1 Section and sewer network by 1 Section and VIP / Smartsan by 2 Sections Maintenance of existing network	Top structures next to hospital sewer line top structures septic tank behind sub-station reticulation top structures by 2 Sections and sewer bulk pipeline reticulation by 1 Section	VIP / Smartsan by 13 Sections	<b>Water is priority Bulk water supply</b>	Smartsan by 2 Sections and Cemetery around Malahleka Provision of sanitation service, water	WWTW Mooiplaas Sewer connections by 1 Section and Smartsan by 10 Sections	Smartsan / VIP / bulk sewer / problem water by 1 Section and Smartsan by 3 Sections	Bulk sewer line Sewer reticulation line Toilet top structures by 3 Sections and Smartsan by 11 Sections	Upgrade Carolina WWTW Upgrade Kuduza Pump Station Makhamisa Upgrade sewer booster behind Zenzeleni by 2 Sections kaMjazi Caropark	Smartsan by 5 Sections	Sewer bulk supply by 1 Section and Smartsan by 4 Sections	Smartsan by 5 Sections

Ward 13	Ward 14	Ward 15	Ward 16	Ward 17	Ward 18	Ward 19	Ward 20	Ward 21	Ward 22	Ward 23	Ward 24	Ward 25
<b>PROGRAMME ELECTRICITY</b>												
New projects Electrification by 3 Sections 60 street lights by 2 Sections 6 high mast lights by 2 Sections	New projects Electrification by 3 Sections 5 high mast lights by 1 Section 5 street lights by 1 Section	Rehabilitate underground line to overhead (x2, 3) by 1 Section Rehabilitate kiosks and enclosure high mast lights by 1 Section Upgrade NMD by 1 Section Post connections 5 high mast lights by 1 Section, 50 street lights at entrances to Silobela by 1 Section <b>Smart metering in license area by 1 Section</b>	8 treets lights by Nhlatatje	4 high mast lights by 4 Sections New electrification projects by 3 Sections 10 street lights by 2 Sections	30 street lights by 1 Section (Taxi Rank) 10 high mast lights by all Sections household connections and to 8 churches electrification by 3 Sections	106 household connections by 1 Section Outstanding incomplete projects Technical by 1 Section New electrification projects by 2 Sections 13 high mast lights by 2 Sections	20 high mast lights by all Sections	New electrification projects by 9 Sections post connections by 2 Sections	New electrification projects by 1 Section 1 post connection by 1 Section 5 high mast lights by 1 Section	1 high mast light by 1 Section	New projects Electrification by 2 Sections 20 street lights by Crossing 2 high mast lights by 1 Section	6 high mast lights by 1 Section
<b>PROGRAMME ROADS AND STORM WATER</b>												
Ring road Top Centre to eMabovini by 3 Sections Speed humps by 1 Section	Ring road by 5 Sections and paving by 1 ,foot bridge, storm water drain by 1 Section	Jopin paving dsd to existing taxi route to dst to taxi tank Foot bridge ext 4 hospital, Paving road Protea East and Vivienne Fanie to Onbekend Nhlapo straight to Zinkelini and foot bridge / motorway bridge	Ring road by 1 Section street paving by 1 Section Lochiel Clinic road from Garage (16B)  Glenmore road / D267 / Redhill  Lochiel Clinic road from Garage (16B) From Primary	Manazan Clinic from GG to Nhlatatje to Boymnisi to Manin road to 4Rand to 23 Old Mbheleni to Grave yard to Chief other ring roads by 4 Sections Moolman bridge by 1 Section 3 foot bridges	Paving ring road by 3 Sections 10km ring road from clinic foot bridges by 2 Sections  Bus shelter Avontuur Bus stop by 2 points	Nkhaba paving 3 other paving by 3 Sections 8 foot bridges by 8 Sections 4 motor bridges by 4 Sections	Ring road by 2 Sections Foot bridge and motor bridge by 1 Section	Ring roads by 4 Sections 2 foot bridges	Paving Goud Street sidewalk on other side Alliance Church towards Nhlapo Paving <b>Voortrekker Street sidewalks Breytenbach Street Liping Steyn Street Coetzee Street</b> Pave all	Prioritise 4Rand road 3km Prioritise Engelse draai bridge	Ring road by 3 Sections Bus shelter by 3 Sections Motor bridge by 1 Section Taxi shelters 25 bus shelters	From Thulas to Nhlatatje ring roads by 2 Sections 4 foot bridges by 4 Sections

Ward 13	Ward 14	Ward 15	Ward 16	Ward 17	Ward 18	Ward 19	Ward 20	Ward 21	Ward 22	Ward 23	Ward 24	Ward 25
			to Sisukumile and foot bridget	by 3 Sections 1 storm drain by 1 Section provincial road by 1 Section					roads			
<b>PROGRAMME WASTE REMOVAL</b>												
Waste removal / bins by 1 Section	Prioritise other needs	Dustbins by 1 Section	3 skip bins by 1 Section	Dumping site too close to people	Skip bins / Mganwuini by 3 Sections	Transfer stations refuse removal and study extension of services of removal Dustbins Mooiplaas Skip bins Chief Jerry Collection at all schools	Prioritise other needs	Prioritise other needs	Excavator and compactor truck for new landfill site Rehabilitate dumping site Sort community resolution	Maintain dumping site	2 skip bins passing next to Thwala/Mavuso4 next to church Thulus 2 2 skip bins next to Sbusiso by 2 Sections	2 skip bins next to passage by Thwala and Mavuso skip bin 4 skip bins Church Thulus by 2 Sections
<b>TRAFFIC AND LAW ENFORCEMENT</b>												
	3 speed humps by 2 Sections / hotspots Traffic light next to Mkhwanazi and Shoprite intersections stop sign	Rumble strips Goud Street, Sbohuza Street, 9 <sup>th</sup> Street, 26 <sup>th</sup> Street Speed hump near Silobela bridge Y-junction Amsterdam/Badplaas road SANRAL Voortrekker Street Traffic light cnr Shoprite/Spar Proper signage and road marks in Voortrekker Street	Sbusiso down to the bridge speed hump by 1 Section/hotspot	Rumble strips be put	Speedhumps 4 required	Speed humps mooiplaas main road  Traffic officers required visibility	Prioritise other needs /overheard bridge	Prioritise other needs	Prioritise other needs	Malahleka speed humps	From Badplass road speed humps and Magedula Pr. Speed control by 2 hot spots and <b>Road markings</b>	5 speed humps for the ward by 4 ways by 1 Section/hot spot



Ward 13	Ward 14	Ward 15	Ward 16	Ward 17	Ward 18	Ward 19	Ward 20	Ward 21	Ward 22	Ward 23	Ward 24	Ward 25
		Alternative road for heavy vehicles via Hamman Street Speed humps Versfeld Street, Hamman Street towards Patkamp, Old age home, Speed humps Carolina Academy, Pearce Street between Steyn and Pearce Street Transfer Kerk/ Visagie Street to SANRAL / DPWRT Rehabilitate Harries Street										
<b>PROGRAMME FIRE AND RESUE</b>												
Require foundation dug / trenches made no completion		<b>Fire hydrants in each street Carolina and Silobela</b>		Fire engine Disaster centre Next to Clinic	Fire engine					Disaster houses required (a family living in a tent for 3 years)		Fire station next to W14 Disaster centre by the same centre Fire hydrants in all streets
<b>PROGRAMME PUBLIC FACILITIES</b>												
2 shelters Evergreen		Convert Silobela Hall to accommodate indoor games multi-purpose	Mini-sport facility		Renovate old hall	Public facilities Community hall Renovate Steyns Hall Library  Youth development centre			Parks next to Nhlapo opposite Mtsweni Street entrance Silobela Nkosana between Nkhathi and Hall	Renovate hall and play ground	Youth centre Playground next to homes and bus shelter	

Ward 13	Ward 14	Ward 15	Ward 16	Ward 17	Ward 18	Ward 19	Ward 20	Ward 21	Ward 22	Ward 23	Ward 24	Ward 25
						Arts centre Fence 19 and 12 cemetery			Concrete palisade fence cemeteries next to Sobhuza School and Carolina Extend existing Silobela cemeteries next to Sobhuza School with ablution facilities Rehabilitate burrow pit Sobhuza			
<b>PROGRAMME SPORT AND RECREATION</b>												
Playgrounds / poles	Mini-sport facilities	Phase 2 erect grand stand pavilion and courts for volley ball basket ball netball Practice ground soccer ground Silobela Stadium  Concrete palisade fence at Breytenbach sport ground (Voortrekker/ Harries Street) Ablution facilities Concrete palisade fence at sports grounds next to Ezenzeleni			Playground preparation	Park and recreation facilities  Sport grounds required			Prioritise other needs	Prioritise other needs	Prioritise other needs	

Ward 13	Ward 14	Ward 15	Ward 16	Ward 17	Ward 18	Ward 19	Ward 20	Ward 21	Ward 22	Ward 23	Ward 24	Ward 25
		school Rehabilitate tennis courts at Caropark										
<b>PROGRAMME LOCAL ECONOMIC DEVELOPMENT</b>												
		Manufacturing Quarry  Projects: •Spring water •Crusher stone •Brick-making •Sewing		Promote sport and recreation						Stall for small traders/hawker s  Promote sport and recreation		
<b>NEEDS BY OTHER SPHERES OF GOVERNMENT</b>												
Clinic Khuzulwadle / Thebelisha  Satellite police station  Require foundation dug / trenches made no completion	<b>FET school</b>			Poor marking for speed humps	Required for orphaned people W17, W18 and W23	Renovate library  Youth development centre Arts centre Thusong centre				RDP houses All 10 Sections no units / request prioritisation  Mkhimonga Zone Clinic by 2 Sections  Thusong centre	Youth centre	<b>TVET College</b>

Table 1.22: Outcomes of the IDP Community Consultation Meetings 2017-22 Community Prioritised Needs (Summary of needs)

COMMUNITY NEEDS IDENTIFIED		Status of proposal		MTEF TARGETS			OUTER YEARS	
NEEDS IDENTIFIED	CATEGORIES (PROGRAMME)	Approved / Prioritised	AFFECTED WARDS	2017/18	2018/19	2019/20	2020/21	2021/22
Water	Boreholes (electrical)		1, 4, 5, 6, 7, 8, 9, 11, 13, 16, 18,19, 20, 21, 23, 24, 25					
	Jojo tanks		12; 13; 16; 18; 20; 21; 25					
	<b>ESTIMATED BUDGET</b>		<b>R ML</b>					
	Bulk water supply bulk supply reservoir		1, 3, 4, 5, 6, 8, 9, 10, 11, 12, 13, 14, 15, 17, 18, 19, 20, 21, 24, 25					
	<b>ESTIMATED BUDGET</b>							
	Yard connections							
	Water scheme upgrading		1, 2, 3, 4, 5, 6, 7, 9, 11, 12, 15, 16, 17					
	<b>ESTIMATED BUDGET</b>							
	Network reticulation / Household connections	W8 schools W22 taps	2, 3, 6, 7, 8, 10, 13, 14, 15, 16, 17, 18, 19, 20, 21, 22, 23, 24, 25					
	Low pressure		1, 10, 17					
	<b>ESTIMATED BUDGET</b>							
			Operational issues					
	Operation and maintenance (M&O) Poor supply extend pumping hours by 1 Section	Repairs	1, 3, 4, 5, 11, 13, 14, 16, 17, 10, 14, 24					
	<b>ESTIMATED BUDGET</b>							
Reservoirs		4, 12, 16, 17, 19						
<b>ESTIMATED BUDGET</b>								
Sanitation	(Smartsan) toilets		1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 12, 13, 14, 15, 16, 18, 20, 21, 22, 23, 24, 25					
	VIP toilets (convertible toilets)		1, 4, 5, 7, 9, 13, 15					
	Sewer system		1, 4, 5, 7, 9, 12, 13, 14, 15, 19, 22					
	Sewer bulk supply network		4, 7, (5&6 proposed)					
Refuse collection	Refuse bins / extension of service		4, 5, 6, 7, 9, 10, 11, 12, 13, 19, 20, 23, 24, 25					
Cemetery	Cemetery		1.1 Section C					
Electricity	Street lights and high mast lights		1, 3, 4, 5, 7, 8, 9, 11, 12, 13, 14, 15, 16, 17, 18, 19, 20, 21, 22, 25					
	On-site connections (Infills)		1, 3, 4, 5, 7, 8, 9, 10, 11, 12, 13, 14, 16, 18, 19, 20, 21, 23					
	High mast lights		2, 5, 6, 7, 8, 9, 10, 11, 12, 13, 15, 18, 22, 24					
	New electricity supply projects		4, 5, 7, 12, 13, 14					
	Households connections		2, 3, 13, 14, 19, 21, 24					
Roads and storm water drainage	Tarring		2, 4, 5, 6, 7, 8, 9, 11, 12, 13, 16, 18, 20, 23, 24					
	Bridges		1, 2, 4, 5, 7, 9, 10, 11, 12, 13, 14, 16, 18, 19, 20, 21, 23, 24, 25					

COMMUNITY NEEDS IDENTIFIED		Status of proposal		MTEF TARGETS			OUTER YEARS	
NEEDS IDENTIFIED	CATEGORIES (PROGRAMME)	Approved / Prioritised	AFFECTED WARDS	2017/18	2018/19	2019/20	2020/21	2021/22
	Bridges (maintenance)		4, 5, 7, 9, 11, 13, 18, 19, 21, 25					
	Speed humps		1, 3, 4, 5, 7, 9, 10, 11, 12, 13, 14, 16, 21, 25					
	Ring roads		3, 4, 5, 6, 7, 8, 9, 11, 13, 14, 15, 16, 18, 19, 20, 22, 24, 25					
	Graveling		1, 2, 3, 4, 5, 6, 7, 8, 9, 12, 13, 14, 16, 18, 21, 23, 25					
	Paving (roads)		1, 3, 4, 5, 6, 7, 8, 10, 13, 14, 15, 16, 20, 22, 24, 25					
	Side walks		5, 7, 11, 13, 14, 15, 16, 20, 21, 24, 25					
	Maintain streets and roads		4, 5, 6, 7, 11, 16, 18, 20, 21, 23, 24, 25					
	Storm water drainage		4, 11, 12, 15, 16, 18, 20, 21, 22					
	<b>Road signs for public schools and speed humps at all critical points/ hot spots and bus shelters</b>		1, 2, 3, 10, 14, 20, 24, 25					
<b>Socio-economic development</b>	LED, local economic development funding and establishing small business		1, 5, 6, 7, 8, 9, 11, 12, 13, 16, 18, 20, 21, 23, 25					
	Mining		12, 19, 6, 8					
	Bakery, sewing		5					
	Social development facilities		9					
	Post office		1, 16					
	Police station		1, 5, 7, 9, 13, 18					
	Hospitals							
	Community halls		1, 5, 6, 8, 11, 16, 19, 23, 12, 24					
	Cultural centre		5					
	Clinics		1, 2, 4, 5, 7, 8, 9, 10, 11, 13, 14, 16, 21, 23, 24					
	Disaster management centre		5, 11, 25, 4					
	Orphanage		1, 3, 21, 24					
	Drop-in centre		7, 8, 11, 14, 25					
	Substance and drug rehabilitation centre		14					
	Community radio station		4, 7					
	Old age and the disabled homes		1, 5, 9, 11, 16, 21					
	Youth centre		14					
	Day care centres		1, 5, 6, 11, 16					
	School (primary)		9, 10					
	School (boarding school)		5					
	Creche		9					
	Sports facilities		1, 5, 6, 9, 10, 16, 19, 21, 23					
	Training centre		9, 16					
	Taxi rank		1, 13, 21					
	Libraries		1, 3, 13, 16, 19					

COMMUNITY NEEDS IDENTIFIED		Status of proposal		MTEF TARGETS			OUTER YEARS	
NEEDS IDENTIFIED	CATEGORIES (PROGRAMME)	Approved / Prioritised	AFFECTED WARDS	2017/18	2018/19	2019/20	2020/21	2021/22
	TVET college		1, 4, 14, 25					
	Shopping complex		4, 5, 7, 8, 9, 11, 23					
	Community parks		1, 4, 6, 7, 9, 13, 20					
	Fire station		4, 7, 9, 3, 2, 1					
	Cultural centre		9, 7, 4					
	Grazing – livestock		9, 12, 19, 14, 4, 7,					
	Renovation of Ekulindeni Stadium		12					
	Pension py points		11					
	ATM		9					
<b>Spatial development</b>	Township establishment		1, 13, 14, 18, 21, 23					
	Land tenure upgrading		5, 16, 25					
	Formalising informal settlements		16					
	Rezoning		1, 21					
<b>Cemeteries</b>	Fencing		4, 5, 7, 10, 11, 12, 13, 14, 16, 18, 21, 23, 25					
	New cemeteries		5, 7, 9, 12, 15, 21					
	Toilets		4, 5, 6, 9, 15, 18, 21, 23					
	Water		7, 9, 12, 13, 15, 18					
<b>Agriculture</b>	Pig farming; community gardens; fish farming; live stock farming; poultry farming; eggs; dairy farming; bee farming; goats farming; mushroom processing; orchards; agro-processing/cattle breeding; animal production Fence grazing land; fence crop farming		1, 2, 5, 6, 7, 8, 9, 10, 11, 12, 13, 14, 15, 16, 18, 19, 20, 21, 22, 23, 24, 25					
<b>Housing</b>	Housing backlogs		1, 2, 5, 6, 7, 8, 9, 10, 11, 12, 13, 14, 15, 16, 18, 19, 20, 21, 22, 23, 24, 25					
<b>Refuse removal</b>	Refuse removal, kip bins		4, 7, 10, 12, 13, 14, 18, 19, 20, 25					

**Table 1.23: Municipal Lekgotla per Ward Report/ IDP Representative Forum**

Ward	Services	Prioritisation	Challenges	Mitigating Plans	Target Date	Responsibility
1	Water Bulk and Reticulation	Water Bulk and Reticulation	1. Refurbish boreholes 2. No water treatment	1. Intervention bulk supply / treatment		
	Sanitation		1. VIP toilets have reached capacity			
	Electricity		1. 12 high mast lights	1. High mast lights, 7 not working 2. Maintain street lights at 3 Sections		
	Roads		1. Bad roads 2. Erosion	1. Ring roads 2. Grader 3. Regravelling of streets 4. Complete provincial roads 5. Storm water drains 6. Municipal roads 7. Speed humps 8. Foot bridges 9. Sidewalks		
	Waste Management and Environment			1. Skip bins		
	Cemeteries		1. Reached capacity 2. Fencing 3. Transfer to municipality	1. Additional land required		
	Community Halls		1. Tribal authority hall	1. Renovation 2. Provide 2 new halls		
	Human Settlement		1. 200 mud houses	1. 250 RDP houses 2. Disaster houses		
	LED		1. High unemployment	1. Intervention		
	School Infrastructure		1. Vandalism and theft	1. Fencing		
Clinics Infrastructure		1. Additional clinic	1. Additional clinic required			

**Municipal Lekgotla per Ward Report/ IDP Representative Forum**

<b>Ward</b>	<b>Services</b>	<b>Prioritisation</b>	<b>Challenges</b>	<b>Mitigating Plans</b>	<b>Target Date</b>	<b>Responsibility</b>
2	Water Bulk and Reticulation	<b>PRIORITY</b>	1. Water scheme	1. Proper water treatment plant		
	Sanitation		1. Reached capacity	1. Honey sucker		
	Electricity		1. 7 existing high mast lights	1. Require 8 high mast lights		
	Roads		1. Poor road maintenance	1. Incomplete Mahoqo road from Nkhalphi to Ext 5 through to Willy Store 2. Taxi rank / routes		
	Waste Management and Environment		1. No dumping site	1. Landfill site		
	Cemeteries		1. Fencing	1. Fencing		
	Community Halls		1. Halls and stadium	1. Renovation 2. Electricity connections		
	Human Settlement	<b>PRIORITY</b>	1. 450 mud houses	1. Disaster houses		
	LED		1. 3 existing co-ops (no training)	1. Training (empowerment)		
	School Infrastructure		1. 6 schools 2. Maintain school buildings 3. 1 school storm damaged	1. Renovation and fencing 2. Renovation Mabombe		
	Clinic Infrastructure		1. Dirt road infrastructure	1. New access road		



**Municipal Lekgotla per Ward Report/ IDP Representative Forum**

Ward	Services	Prioritisation	Challenges	Mitigating Plans	Target Date	Responsibility
3	Water Bulk and Reticulation			1. Improve water scheme 2. Maintain boreholes		
	Sanitation			1. VIP toilets		
	Electricity			1. 20 household connections		
	Roads			1. 4km ring road from Khumalo to Qud		
	Waste Management and Environment					
	Cemeteries			1. Fencing		
	Community Halls			1. Renovate Thusong Centre		
	Human Settlement		1. 310 mud houses	1. 217 houses damaged		
	LED			1. Training on business management		
	School Infrastructure			1. Renovate schools - Chief TD and Hlalane		
Clinics Infrastructure						

**Municipal Lekgotla per Ward Report/ IDP Representative Forum**

Ward	Services	Prioritisation	Challenges	Mitigating Plans	Target Date	Responsibility
4	Water Bulk and Reticulation		1. Poor supply	1. Reservoir 2. Jojo tanks		
	Sanitation		1. Incomplete project	1. Complete Goba project 2. Increase WWTW		
	Electricity			1. Maintain high mast lights 2. Complete new project		
	Roads	<b>PRIORITY</b>	1. Erosion 2. Donga erosion	1. 3 ring roads 5km 2. Storm water drainage		
	Waste Management and Environment			1. Extend dust bins		
	Cemeteries			1. Fence old cemetery		
	Community Halls			1. Provide 1 community hall		
	Human Settlement		1. Incomplete RDP houses	1. New houses		
	LED			1. Mall 2. Furniture making		
	School Infrastructure			1. No secondary school 2. Maintain boreholes at schools 3. Renovate admin block		
Clinics Infrastructure			1. Provide additional clinic			

**Municipal Lekgotla per Ward Report/ IDP Representative Forum**

Ward	Services	Prioritisation	Challenges	Mitigating Plans	Target Date	Responsibility
5	Water Bulk and Reticulation		1. Poor water supply 2. 5 boreholes working	1. Mandela, Vilakazi, Magagula 2. Provide 7 boreholes		
	Sanitation					
	Electricity		1. 7 high mast lights (1 functional)	1. 46 household connections		
	Roads			1. Storm water drains 2. Regravelling 3. Bridge		
	Waste Management and Environment			1. Dumping site		
	Cemeteries			1. Fencing		
	Community Halls			1. Provide 1 community hall		
	Human Settlement		1. Shortage of houses	1. Require 641 houses		
	LED					
	School Infrastructure			1. Renovate schools		
Clinics Infrastructure			1. Require additional clinic and additional staff 2. Access road			

Municipal Lekgotla per Ward Report/ IDP Representative Forum

Ward	Services	Prioritisation	Challenges	Mitigating Plans	Target Date	Responsibility
6	Water Bulk and Reticulation		1. 100% 2. Backlog Oshoek, Holeka	1. Refurbish boreholes		
	Sanitation		1. Backlog	1. VIP toilets		
	Electricity					
	Roads	<b>PRIORITY</b>	1. Bad condition	1. National roads		
	Waste Management and Environment			1. Collection of skip bins		
	Cemeteries		1. Fencing	1. Palisade fencing 2. Ablution facilities		
	Community Halls		1. 1 existing community hall	1. Renovation 2. Additional hall at Oshoek		
	Human Settlement		1. Backlog	1. New allocation		
	LED		1. High unemployment	1. Train co-operatives		
	School Infrastructure					
	Clinics Infrastructure					

**Municipal Lekgotla per Ward Report/ IDP Representative Forum**

Ward	Services	Prioritisation	Challenges	Mitigating Plans	Target Date	Responsibility
7	Water Bulk and Reticulation	<b>PRIORITY</b>	1. kaJim, Chrishani, Mafufumbe	1. Electrify boreholes 2. Provide 5 Jojo tanks		
	Sanitation		1. VIP reached full capacity	1. Sewer connections 2. VIP 3. Smartsan		
	Electricity			1. 41 household connections 2. Repair existing 7 high mast lights		
	Roads		1. Erosion	1. Regravelling		
	Waste Management and Environment			1. Extend refuse removal Chrishani		
	Cemeteries					
	Community Halls			1. Renovate ablution facilities		
	Human Settlement			1. RDP houses		
	LED		1. Mushroom project 2. Poultry project	1. Resuscitate		
	School Infrastructure		1. Shortage of class rooms and admin block at Khanye Primary School	1. Additional classroom 2. Renovate		
Clinics Infrastructure			1. CHC 2. Provide additional clinic			

**Municipal Lekgotla per Ward Report/ IDP Representative Forum**

Ward	Services	Prioritisation	Challenges	Mitigating Plans	Target Date	Responsibility
8	Water Bulk and Reticulation	<b>PRIORITY</b>	1. Slow moving Lusushwane	1. Upgrade Lusushwane Scheme, including reticulation 2. Jojo tanks 3. Maintain 4 boreholes		
	Sanitation		1. 90% covered but have reached full capacity	1. Honey sucker 2. Commission Smartsan		
	Electricity		1. Critical infills	1. 50 new connections 2. 3 Infills		
	Roads		1. Non-existent internal streets	1. Glenmore and Redhill provincial roads 2. N17 repair potholes		
	Waste Management and Environment		1. Illegal dumping	1. Skip bin collection Oshoek Border Post 2. Revenue collection strategy 3. Business at Oshoek Border Post		
	Cemeteries		1. Owned by individual families throughout the ward	1. Develop a proper single cemetery		
	Community Halls		1. None	1. Construction of new community hall		
	Human Settlement		1. Out of the 500 houses, 200 not properly built 2. 1,300 mud houses	1. Allocation		
	LED		1. High unemployment 2. Registered co-operatives not assisted	1. Train co-operatives		
	School Infrastructure		1. 5 existing schools, no water	1. Provide water and sanitation for 5 schools		
Clinics Infrastructure						

**Municipal Lekgotla per Ward Report/ IDP Representative Forum**

Ward	Services	Prioritisation	Challenges	Mitigating Plans	Target Date	Responsibility
9	Water Bulk and Reticulation		1. 5 boreholes not functional 2. 3 hand pumps not functional			
	Sanitation		1. VIP toilets full capacity	1. Provide 100 new toilets		
	Electricity		1. Backlog	14 household connections		
	Roads		1. Access roads to schools	1. Regravelling		
	Waste Management and Environment		1. Expansion	1. Extend service 2. Dumping site		
	Cemeteries			1. Fencing		
	Community Halls					
	Human Settlement		1. 700 mud houses	1. New allocation		
	LED			1. 5 co-operatives		
	School Infrastructure			1. Renovate 5 admin blocks		
	Clinics Infrastructure			1. Provide human resources at Esandleni Clinic		

**Municipal Lekgotla per Ward Report/ IDP Representative Forum**

Ward	Services	Prioritisation	Challenges	Mitigating Plans	Target Date	Responsibility
10	Water Bulk and Reticulation	<b>PRIORITY</b>	1. Illegal connections at 2 areas 2. Water leaks 3. Low pressure at 2 areas	1. Maintain boreholes 2. Maintain low pressure		
	Sanitation		1. Full capacity 2. Sewer booster			
	Electricity			1. Maintain high mast lights		
	Roads		1. Erosion	1. Regravelling 2. Foot bridges		
	Waste Management and Environment		1. Shortage of skip bins	1. Skip bin collection to be improved 2. Operation of landfill site 3. Provide household dust bins 4. Environmental awareness		
	Cemeteries		1. Capacity almost full	1. Land 2. Access road		
	Community Halls		1. Non existent	1. New allocation		
	Human Settlement		1. Incomplete project 2014 2. New stands 3. Land invasion	1. Completion		
	LED		1. Expanding CBD	1. Train Co-operatives		
	School Infrastructure					
Clinics Infrastructure						



**Municipal Lekgotla per Ward Report/ IDP Representative Forum**

Ward	Services	Prioritisation	Challenges	Mitigating Plans	Target Date	Responsibility
11	Water Bulk and Reticulation	PRIORITY	1. Low pressure Gauteng Cross	1. Maintain boreholes		
	Sanitation		1. 140 houses no toilets, full capacity	2. Smartsan		
	Electricity		1. None	1. Maintain 10 high mast lights and street lights		
	Roads	PRIORITY	1. No proper internet service 2. No proper internal streets	1. 2 ring roads 2. 7 foot bridges		
	Waste Management and Environment		1. No dumping site	1. Landfill site		
	Cemeteries		1. Existing cemeteries not fenced	1. Fencing		
	Community Halls		1. Bad condition	1. Renovation and furniture 2. Renovation stadium		
	Human Settlement		1. Incomplete 2. Storm damaged	1. Complete 2. 61 Disaster houses		
	LED		1. High youth unemployment	1. Train Co-operatives		
	School Infrastructure					

**Municipal Lekgotla per Ward Report/ IDP Representative Forum**

<b>Ward</b>	<b>Services</b>	<b>Prioritisation</b>	<b>Challenges</b>	<b>Mitigating Plans</b>	<b>Target Date</b>	<b>Responsibility</b>
12	Water Bulk and Reticulation	<b>PRIORITY</b>	1. Water supply not reaching 6 areas 2. Low pressure	1. Additional Jojo tanks 2. Maintenance WTW		
	Sanitation		1. Incomplete sewer network 2. VIP toilets	1. Complete sewer network 2. VIP toilets 2 areas		
	Electricity		1. 2 household connections	1. New projects 2. Maintain high mast lights 3. Add 4 high mast lights		
	Roads			1. Regarvelling of streets 2. Foot bridges 3. Complete paved roads 4. Complete provincial road		
	Waste Management and Environment	<b>PRIORITY</b>		1. Provide landfill site 2. Extend refuse removal		
	Cemeteries			1. Extend site and fencing		
	Community Halls			1. 2 community halls 2. Renovate existing hall		
	Human Settlement	<b>PRIORITY</b>	1. Asbestos houses 2. 150 mud houses	1. Convert roof 2. New RDP houses		
	LED			1. Opportunity for 2 gold mines 2. Development of new village Msauli, Green Stone		
	School Infrastructure					
Clinics Infrastructure						

**Municipal Lekgotla per Ward Report/ IDP Representative Forum**

Ward	Services	Prioritisation	Challenges	Mitigating Plans	Target Date	Responsibility
13	Water Bulk and Reticulation	<b>PRIORITY</b>	1. 70% shortage 2. Low pressure	1. Jojo tanks 2. Maintain water treatment plant		
	Sanitation		1. Full capacity	1. Install new Smartsan at 3 areas		
	Electricity		1. Backlog of 65	1. New project 2. Infills 3. Add 4 high mast lights		
	Roads	<b>PRIORITY</b>	1. 2 Bad condition 2. Erosion	1. Regravelling		
	Waste Management and Environment		1. Shortage of dust bins 2. Illegal dumping	1. Provide dust bins 2. Landfill site		
	Cemeteries		1. Full capacity	1. Identify new land, palisade fencing		
	Community Halls		1. None	1. New allocation		
	Human Settlement		1. 51 RDP houses (shortage) 2. Mud houses	1. New allocation		
	LED		1. High unemployment	1. New projects development		
	School Infrastructure		1. No computer centre in schools	1. Provide computer labs		
	Clinics Infrastructure					

Municipal Lekgotla per Ward Report/ IDP Representative Forum

Ward	Services	Prioritisation	Challenges	Mitigating Plans	Target Date	Responsibility
14	Water Bulk and Reticulation		1. 30% new areas	1. Upgrade plant		
	Sanitation		1. Sewer blockages	1. Upgrade WWTW 2. Provide additional VIP toilets		
	Electricity		1. Land invasion	1. New projects in new areas 2. Add 4 high mast lights 3. Maintain street lights		
	Roads	<b>PRIORITY</b>	1. Maintenance	1. Regravelling 2. Pave ring roads Nhlazatshe 3 etc		
	Waste Management and Environment		1. No dumping site	1. Provide 5 skip bins		
	Cemeteries		1. Existing site far from settlement	1. Identify new sites		
	Community Halls					
	Human Settlement			1. New RDP allocation		
	LED		1. High unemployment	1. Train Co-operatives		
	School Infrastructure					
	Clinics Infrastructure					

**Municipal Lekgotla per Ward Report/ IDP Representative Forum**

Ward	Services	Prioritisation	Challenges	Mitigating Plans	Target Date	Responsibility
15	Water Bulk and Reticulation		1. Bulk water 2. Reticulation	1. 280 connections		
	Sanitation		1. No toilets at 4 Sections 2. Sewer spillages	1. Upgrade WWTW		
	Electricity		1. NMD exceeded	1. Upgrade NMD		
	Roads		1. Bad condition 2. Carolina Town adjacent streets	1. Construction of street in Silobela (Mzamo Ext 3, 4)		
	Waste Management and Environment		1. Illegal landfill site	1. Skip bins 2. Operationalise new landfill site		
	Cemeteries		1. Full capacity 2. Tombstones destroyed by livestock	1. Identify new site 2. Fencing		
	Community Halls		1. Poor maintenance	1. Renovation 2. New ablution facilities		
	Human Settlement	<b>PRIORITY</b>	1. Land invasion	1. Establish new township 2. Service new townships		
	LED		1. High unemployment	1. Develop new industrial sites		
	School Infrastructure			1. Upgrade schools		
Clinics Infrastructure			1. Provide 1 clinic			

**Municipal Lekgotla per Ward Report/ IDP Representative Forum**

Ward	Services	Prioritisation	Challenges	Mitigating Plans	Target Date	Responsibility
16	Water Bulk and Reticulation	<b>PRIORITY</b>	1. 90% without consistent supply	1. Repair 23 boreholes 2. Reticulation 3. 100 connections		
	Sanitation		1. 75% full capacity	1. New projects		
	Electricity			1. 100 new connections 2. 30 new high mast lights 3. Repair 3 high mast lights 4. Repair street lights		
	Roads			1. Ring road 2. Paving 2km from Hlaba to cemeteries 3. 4 foot bridges 4. 4 motor bridges		
	Waste Management and Environment			1. Skip bins 2. Household bins		
	Cemeteries			1. Fence cemeteries Nhlazatshe 1, 3 and Lochiel		
	Community Halls			1. New community hall		
	Human Settlement					
	LED			1. 12 Co-operatives		
	School Infrastructure			1. New classrooms and 2 additional admin blocks		
Clinics Infrastructure						

**Municipal Lekgotla per Ward Report/ IDP Representative Forum**

Ward	Services	Prioritisation	Challenges	Mitigating Plans	Target Date	Responsibility
17	Water Bulk and Reticulation		1. 20% backlog 2. Water leaks	1. Additional boreholes in farm areas		
	Sanitation		1. 80% backlog on water-borne 2. VIP full capacity			
	Electricity			1. Maintain high mast lights 2. New allocation households		
	Roads	<b>PRIORITY</b>	1. Speed humps 2. Potholes 3. Storm drainage			
	Waste Management and Environment			1. Landfill site 2. Refuse collection truck 3. Compactor truck		
	Cemeteries			1. Fencing 2. Identify new land		
	Community Halls			1. Renovation		
	Human Settlement		1. 150 houses	1. Electrification 2. New allocation		
	LED			1. Train Co-operatives		
	School Infrastructure					
	Clinics Infrastructure					

**Municipal Lekgotla per Ward Report/ IDP Representative Forum**

Ward	Services	Prioritisation	Challenges	Mitigating Plans	Target Date	Responsibility
18	Water Bulk and Reticulation	<b>PRIORITY</b>		1. House connections 2. Bulk water supply 3. Steel tank 4. Upgrade package plant		
	Sanitation		1. Full capacity	1. Smartsan 2. New sewer connection		
	Electricity			1. 10 high mast lights 2. 4 needs maintaince 3. 15 connections		
	Roads	<b>PRIORITY</b>		1. 20km roads paving 2. Regravelling 3. Bridge 3		
	Waste Management and Environment			1. Skip bins		
	Cemeteries		1. Full capacity	1. Identify new land 2. Fencing 3. Water 4. Sanitation		
	Community Halls			1. Renovation		
	Human Settlement		1. Backlog	1. New allocation		
	LED			1. Old age group 2. Co-operatives		
	School Infrastructure			1. Renovation		
	Clinics Infrastructure			1. Access roads to clinics		
		<b>PRIORITY</b>		1. Police station		



Municipal Lekgotla per Ward Report/ IDP Representative Forum

Ward	Services	Prioritisation	Challenges	Mitigating Plans	Target Date	Responsibility
19	Water Bulk and Reticulation			<ol style="list-style-type: none"> <li>1. Upgrade new borehole</li> <li>2. Maintain water pump</li> <li>3. Electrify boreholes and connection</li> <li>4. Bulk infrastructure</li> <li>5. Package plant</li> </ol>		
	Sanitation		1. Full capacity	1. 400 VIP		
	Electricity			<ol style="list-style-type: none"> <li>1. 31 new project house connection</li> <li>2. 2 high mast lights</li> </ol>		
	Roads	<b>PRIORITY</b>		<ol style="list-style-type: none"> <li>1. Regravelling</li> <li>2. Completion of national road and provincial road</li> <li>3. Bridge</li> <li>4. Foot and motor bridge</li> </ol>		
	Waste Management and Environment			<ol style="list-style-type: none"> <li>1. Skip bins at schools</li> <li>2. Dumping sites</li> </ol>		
	Cemeteries			1. Fine		
	Community Halls			<ol style="list-style-type: none"> <li>1. Renovation of Community hall</li> <li>2. 1 new community hall</li> </ol>		
	Human Settlement			1. New RDP allocation		
	LED			<ol style="list-style-type: none"> <li>1. Agricultural development</li> <li>2. Promotion of agriculture</li> </ol>		
	School Infrastructure			1. Ablution facilities at 5 schools		
Clinics Infrastructure						

**Municipal Lekgotla per Ward Report/ IDP Representative Forum**

Ward	Services	Prioritisation	Challenges	Mitigating Plans	Target Date	Responsibility
20	Water Bulk and Reticulation	95% progress	1. Water leaks	1. Repair and maintain 2. House connections 3. Bulk supply		
	Sanitation		1. Full capacity	1. 120 backlog 2. Operationalise Smartsan		
	Electricity			1. High mast lights 2. Maintenance 3. Maintain 30 street lights		
	Roads	<b>PRIORITY</b>	1. Bad conditions	1. Regravelling 2. Paving 3. Ring road 4. Bridge		
	Waste Management and Environment			1. Skip bins 2		
	Cemeteries			1. Fencing 2. Digging of graves		
	Community Halls			1. Fencing		
	Human Settlement			1. Repair RDP houses 2. Disaster houses		
	LED		1. High unemployment	1. Support co-operatives 2. Training		
	School Infrastructure			1. Admin block		
Clinics Infrastructure						

**Municipal Lekgotla per Ward Report/ IDP Representative Forum**

<b>Ward</b>	<b>Services</b>	<b>Prioritisation</b>	<b>Challenges</b>	<b>Mitigating Plans</b>	<b>Target Date</b>	<b>Responsibility</b>
21	Water Bulk and Reticulation	<b>PRIORITY</b>	1. Boreholes dependency	1. Repair of boreholes 2. Electrification		
	Sanitation		1. Full capacity 2. Non-functional smartsan			
	Electricity		1. Backlog	1. 500		
	Roads			1. Maintain bridges		
	Waste Management and Environment					
	Cemeteries			1. Identify land		
	Community Halls			1. Renovate 3 halls		
	Human Settlement			1. New allocation		
	LED			1. Engagement of mines and LED Forums 2. Revive CP		
	School Infrastructure			1. Upgrade infrastructure		
Clinics Infrastructure			1. Clinic			

Municipal Lekgotla per Ward Report/ IDP Representative Forum

Ward	Services	Prioritisation	Challenges	Mitigating Plans	Target Date	Responsibility
22	Water Bulk and Reticulation	<b>PRIORITY</b>	1. Exposed water pipes 2. Water leaks	1. House connections 2. Add borehole 3. Maintenance		
	Sanitation			1. Main line sewer connection 2. Graveyard		
	Electricity			1. New allocation 2. 40 relocation MVA line		
	Roads			1. Ext 1 2. Stormwater drainage 3. Maintenance 4. V-drain		
	Waste Management and Environment			1. Skip bins 2. Illegal dumps 3. Extend service Ext 2		
	Cemeteries			1. Security guard		
	Community Halls			1. Furniture 2. Maintain ablution facilities		
	Human Settlement			1. Backlog 2000 RDP		
	LED	<b>PRIORITY</b>		1. Strategy implementation 2. Skills development centre 3. Training centre 4. Database for co-operatives 5. Strategy to deal with local mines		
	School Infrastructure					
Clinics Infrastructure						

**Municipal Lekgotla per Ward Report/ IDP Representative Forum**

Ward	Services	Prioritisation	Challenges	Mitigating Plans	Target Date	Responsibility
23	Water Bulk and Reticulation	<b>PRIORITY 50%</b>		<ol style="list-style-type: none"> <li>1. Drill 3 boreholes</li> <li>2. Maintain 10 boreholes</li> <li>3. 5 Jojo tanks</li> <li>4. 12 boreholes to be electrified</li> <li>5. Standpipes</li> <li>6. Replace AC pipes</li> <li>7. 50 household connections</li> <li>8. Upgrade reservoir</li> </ol>		
	Sanitation		<ol style="list-style-type: none"> <li>1. Backlog</li> <li>2. Full capacity</li> </ol>	<ol style="list-style-type: none"> <li>1. 250 VIP toilets</li> <li>2. Provide smartsan toilets</li> </ol>		
	Electricity		<ol style="list-style-type: none"> <li>1. Backlog</li> </ol>	<ol style="list-style-type: none"> <li>1. 104 house connections</li> <li>2. 9 high mast lights</li> <li>3. 30 street lights</li> </ol>		
	Roads	<b>PRIORITY 50%</b>		<ol style="list-style-type: none"> <li>1. Paving 7km from R4 to town</li> <li>2. 4 foot bridges</li> <li>3. Regravelling 22km roads</li> <li>4. Maintain roads 1.6km</li> <li>5. V-drains</li> <li>6. Speed humps</li> </ol>		
	Waste Management and Environment					
	Cemeteries					
	Community Halls					
	Human Settlement					
	LED					
	School Infrastructure					
Clinics Infrastructure				<ol style="list-style-type: none"> <li>1. 2 clinics required</li> </ol>		

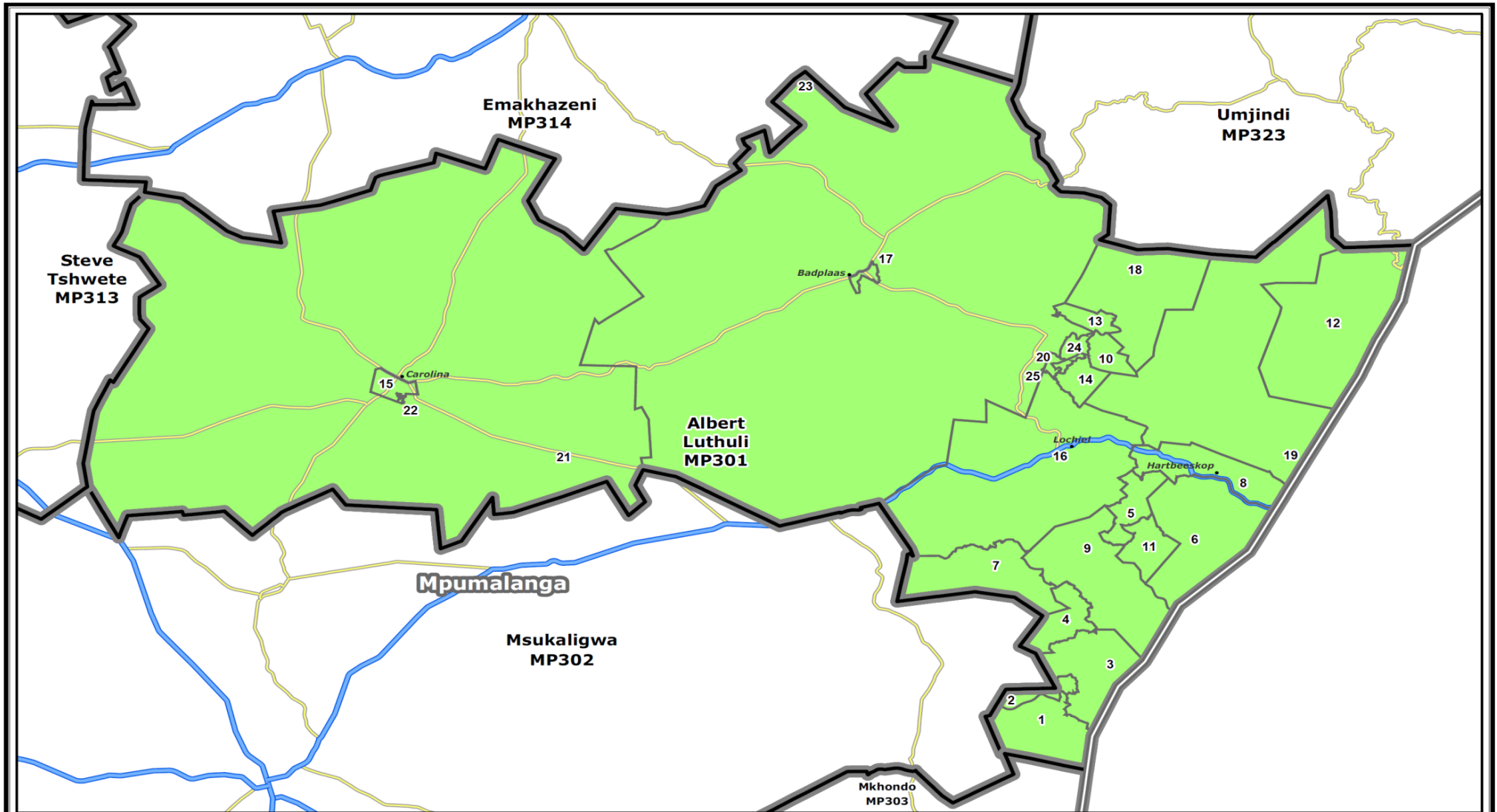
Municipal Lekgotla per Ward Report/ IDP Representative Forum

Ward	Services	Prioritisation	Challenges	Mitigating Plans	Target Date	Responsibility
24	Water Bulk and Reticulation			1. Maintain boreholes 2. 5 house connections Section 5 3. Steel tank Section 6		
	Sanitation		1. Full capacity	1. New allocation		
	Electricity			1. High mast lights 2. Maintain street lights		
	Roads	<b>PRIORITY</b>		1. Ring roads from Seven to Two 2. Storm drain 3. Speed humps		
	Waste Management and Environment		1. Illegal dumping	1. Illegal dumping 2. Skip bins		
	Cemeteries					
	Community Halls					
	Human Settlement			1. RDP house allocation		
	LED		1. High unemployment	1. Job opportunities		
	School Infrastructure			1. Additional class room		
Clinics Infrastructure			1. Mobile clinic			

**Municipal Lekgotla per Ward Report/ IDP Representative Forum**

Ward	Services	Prioritisation	Challenges	Mitigating Plans	Target Date	Responsibility
25	Water Bulk and Reticulation	<b>PRIORITY 2</b>	1. Nhlazatshe 2	1. New reticulations 2. Boreholes electrification		
	Sanitation			1. Non-functional smartsan 2. Waterborne sewer		
	Electricity			1. Maintain high mast lights and street lights 2. 2 Infills application		
	Roads	<b>PRIORITY 1</b>		1. Paving roads from Two to One 2. Regravel internal streets 3. 2 foot bridges		
	Waste Management and Environment			1. Household dust bins 2. 4 skip bins		
	Cemeteries		1. Full capacity	1. Identify new land		
	Community Halls			1. Electrification of hall 2. Ablution facilities (septic tank)		
	Human Settlement			1. Disaster houses 2. New township establishment 3. New RDP allocation		
	LED			1. Support co-operatives 2. LED development hub		
	School Infrastructure			1. Rehabilitation of admin block		
Clinics Infrastructure						

Table 1.24a: Distribution of Municipal Wards with Chief Albert Luthuli Municipality



**Legend**

- Provincial Boundary
- Municipal Boundary
- Ward Boundary
- Towns
- National\_Roads
- Mainroads

Publication for general information  
the outer and ward boundaries of the  
Albert Luthuli  
Local Municipality  
(MP301)



DATE  
July 2011

MAP NUMBER  
174

Additional information relating to this map  
can be obtained by contacting the  
Municipal Demarcation Board at:

Tel: (012) 342 2481 Fax: (012) 342 2480  
email: [info@demarcation.org.za](mailto:info@demarcation.org.za)  
Website: [www.demarcation.org.za](http://www.demarcation.org.za)  
Address: Private Bag X28, Hatfield 0028





**Table 1.24b: Co-ordinates of Municipal Wards with Chief Albert Luthuli Municipality**

List of Wards, including area names and co-ordinates within Chief Albert Luthuli Municipality			
WARDS	AREA NAME	CO-ORDINATES	
1	China 1, Part of China 2, Thembisa , Edukwini and Mfihlo	26°26'060" S	30°46'486" E
2	Mavimbela, Police Station area, Mandela, Mkhaba, Rank area	26°24'094" S	30°46'838" E
3	Dumbarton, Ndonga, Pitoli, Mkhumula, Steyn A, Steyn B, Super, White City, Extension 5	26°24'133" S	30°47'430" E
4	Ndonga, Mafufumbe, Goba	26°18'662" S	30°46'764" E
5	Mbalenhle, Emabaleni, kaVilakazi, Mtshali, Mabuza Store, Mandela	26°15'459" S	30°49'115" E
6	Mashonamini, Biskop (Hartebeeskop), Swallonest, Robinsdale, Bettysgoed, Swallusnest 6A	26°16'674" S	30°34'277" E
7	Mayflower Gate, Mafufumbe, Solomon, kaJimmy	26°17'350" S	30°43'079" E
8	Oshoek, Pampoen	26°12'803" S	30°59'251" E
9	Redhill, Esandleni, Sincobile, Waverly, Ngodini, Ntababomvu	26°16'674" S	30°47'277" E
10	Shiba Village, kaMaseko, Arnheimburg, Talukwatini, Santini, Emganwini, Gogo Mamba, Elukwatini B	26°02'904" S	30°47'088" E
11	Glenmore	26°15'904" S	30°49'820" E
12	eButsini, eNkanyini, eNgonini, Ekulindeni	26°04'861" S	30°59'674" E
13	Mabovini, eMmahlabathini, Top Sector, Khuzulwandle, RDP	26°00'521" S	30°48'965" E
14	Bantfwabetfu Farm, eNhlazatshe Farm, New Village, Nhlazatshe 3, eLukwatini	26°03'615" S	30°47'156" E
15	Silobela	26°05'278" S	30°06'378" E
16	Lochiel, Belvedere, kaShongwe, The Brook	26°04'035" S	30°46'078" E
17	Section A, Section B, Section C, Section E	25°57'565" S	30°35'182" E
18	Mbhejeka, Avontuur, Tjakastad (Macawuzela), Manyeveni, eKukhaneni, Mphelandaba, Phola	26°00'198" S	30°48'898" E
19	Steynsdorp, Vlakplaas, Manestant, Mletsane, Witklip	26°04'209" S 26°03'743" S	30°54'121" E 30°53'134" E
20	Nhlazatshe 4A	26°03'194" S	30°45'885" E
21	kaZuka, Groenvlei, Tevere, Haarlem, Caro Farm, kaNeil, Onbekend, Vaalbank, Leliefontein, Jackalsfarm, Omnia , Helpmekaar, Kromkrans, Leeuwpoort, kaMahlabane, Welgemeent, Nooitgedacht	25°57'062" S	29°57'341" E
22	Silobela, Caropark	26°05'134" S	30°06'569" E
23	Honingklip, Steerboom, Diyane, Malahleka, Weergevonden, Mdumane, Madzeni, Madamini, Schoeman, Mantjolo, Vleiland, Mahlabathini, kaMusha, Magudu, Kalkkloof , Suncity	25°57'565" S	30°35'182" E
24	Nhlazatshe 6, Nhlazatshe 7	26°02'131" S	30°47'681" E
25	Nhlazatshe 2	26°04'035" S	30°46'078" E

**Table 1.25: IDP/Budget Inputs from Community Consultation: March-May 2017**

Ward	Inputs
1	<ul style="list-style-type: none"> <li>• Road regravelling</li> <li>• RDP houses</li> <li>• Electricity connection to some houses</li> <li>• Electrical boreholes in areas like Syde and Nordeen</li> <li>• Renovation of community halls and a need for an additional one</li> <li>• Sanitation</li> <li>• Co-operatives</li> <li>• Sport facilities</li> <li>• Maintenance of the main road (Provincial): improve drainage system, attend to the encroaching donga, patch potholes, fit speed humps to control speeding, and resurface interchange/junctions</li> </ul>
2	<ul style="list-style-type: none"> <li>• Completion of Mahoxo ring road</li> <li>• Upgrading of Methula Scheme</li> <li>• Renovation of community hall</li> <li>• Need for high mast lights</li> <li>• Sanitation</li> <li>• Footbridge crossing Umhlambangulube River</li> </ul>
3	<ul style="list-style-type: none"> <li>• Bulk water supply</li> <li>• Regravelling of streets</li> <li>• Need for RDP houses</li> <li>• 107 disaster houses</li> </ul>
4	<ul style="list-style-type: none"> <li>• Maintenance of pumping machine to improve the consistent supply of water</li> <li>• Paving of Goba-Phola ring road</li> <li>• Street grading</li> <li>• Provision of household refuse bins</li> <li>• Completion of township establishment</li> <li>• Title Deeds</li> <li>• Allocation of RDP houses</li> <li>• Need for high mast lights</li> <li>• Electricity supply</li> <li>• Stand numbers</li> <li>• Construction of a taxi rank in Mayflower</li> <li>• Footbridge connecting Sections A, C</li> </ul>
5	<ul style="list-style-type: none"> <li>• Pay points around the ward to make payment easier, and enhance revenue enhancement</li> <li>• Request for meter boxes for water</li> <li>• Water to Magagula Section</li> <li>• Bridge from Emabaleni to Hloniphani School</li> <li>• Bridge from Ngwenya to Cemetery</li> <li>• Bridge from Mtshali to Ligugu High School</li> <li>• Paving of Vilakazi-Gininda - Discount-Ekuphakameni School (ring road)</li> <li>• Youth centre</li> <li>• Library</li> <li>• Houses (463)</li> </ul>
6	<ul style="list-style-type: none"> <li>• Need for additional boreholes (4)</li> <li>• Water reticulation network to Oshoek, Sithobela, Mashonamini, Ouboom, Hartebeeskop</li> <li>• Yard connections</li> <li>• Identification of a site for cemetery, and upgrading</li> <li>• Need for housing (RDP)</li> <li>• Renovation of community hall</li> <li>• Sanitation</li> <li>• Recreational park</li> <li>• Bulk water system and reticulation</li> <li>• Need for water tanks</li> <li>• Waste removal</li> <li>• Dumping site</li> <li>• SmartSan toilets (150)</li> <li>• Electricity connection</li> <li>• Road regravelling, grading and paving</li> <li>• SMME development (cooperatives)</li> </ul>
7	<ul style="list-style-type: none"> <li>• Bulk water and reticulation in kaJim and Chrishani</li> <li>• Electrical boreholes needed</li> <li>• Communal water tanks</li> <li>• Sanitation/VIP toilets/SmartSan</li> <li>• Regravelling of streets</li> <li>• Water meters in Sections B1, B2 and C</li> <li>• Paving of road to and beyond Mpuluzi High School</li> <li>• Regravelling of Khanya Street</li> </ul>

Ward	Inputs
	<ul style="list-style-type: none"> <li>• Regravelling of Dlodlu-Zwane Street</li> <li>• Maintenance of Mayflower main road</li> <li>• Sewer line connection in Sections B1, B2, and C</li> <li>• High mast lights required in Solomon Section, Mafufumbe, Mayflower Gate and kaJim</li> <li>• Fencing of old graveyard requested</li> <li>• Regravelling of main roads in Mayflower Gate, Mafufumbe, kaJim, Solomon</li> <li>• Need for RDP houses</li> <li>• Household electrification</li> </ul>
8	<ul style="list-style-type: none"> <li>• Bulk water supply network (from Lusushwane Scheme)</li> <li>• Water reticulation and stand pipes in all villages</li> <li>• Drilling and equipping of additional boreholes in areas which are far from the bulk line</li> <li>• Maintenance of the existing boreholes</li> <li>• Electrification of remaining homes (100)</li> <li>• High mast lights</li> <li>• Resurfacing of main roads throughout the ward</li> <li>• Motorway bridges in Belvedere (3), Theekloof (1)</li> <li>• Footbridges in Belvedere (3), Houtbosch (2), Litjelebube (3), Aankomst (2), Ekuphumuleni (1) and TV (2)</li> <li>• Overhead pedestrian bridges and speed calming measures on N17 (various points)</li> <li>• Improve access points (junctions) from village roads joining the N17; resurface the area, and install culvert pipes at certain junctions, for instance to Ekuphumuleni School, to Phelandaba (Smithfield) and to Oshoek Old Clinic/Ntabanhle Primary School</li> <li>• New allocation of housing</li> <li>• Repair of faulty/damaged housing</li> <li>• Multipurpose community centre</li> <li>• Youth centre</li> <li>• Upgrade services at the Oshoek Post Office</li> <li>• Fencing of various communal cemeteries and provide water and sanitation services</li> <li>• Sanitation</li> <li>• Development of Oshoek Sport Complex to an acceptable standard (regular grading, fencing, provide water and sanitation)</li> <li>• Regular grading of other football grounds</li> <li>• Regular refuse removal in Oshoek (empty skip bin)</li> <li>• Waterborne sewer to schools (Ekuphumuleni, Masakhane and Ntabanhle)</li> <li>• Water supply to the schools above, including Ntabanhle (drilling of boreholes recommended)</li> <li>• Equipment and toys for pre-schools (Ekukhanyeni, Aankomst and Ntabanhle)</li> <li>• Scholar transport is not operating according to requirement; children walk long distances to school on the busy and dangerous N17 road</li> <li>• Construction of Oshoek Taxi Rank</li> <li>• Land tenure upgrading</li> <li>• Shopping Complex (mall) in Oshoek</li> </ul>
9	<ul style="list-style-type: none"> <li>• Upgrading of electric borehole</li> <li>• Need for additional boreholes</li> <li>• Need for a clinic</li> <li>• Paving/regravelling of roads</li> <li>• Footbridges and bridges</li> <li>• Storm water drainage</li> <li>• Need for RDP allocation</li> <li>• Toilets</li> <li>• Maintenance of high mast lights</li> <li>• Need for additional high mast lights</li> <li>• Fencing of cemetery</li> <li>• Need for a community hall</li> </ul>
10	<ul style="list-style-type: none"> <li>• Deal with illegal water connection</li> <li>• Need for communal tanks</li> <li>• Installation of a Y-pipe</li> <li>• Need for toilets</li> <li>• High mast lights (maintenance of existing ones, and need for additional allocation)</li> <li>• Exposed bulk steel pipes</li> <li>• Footbridges</li> <li>• Skip bin and household refuse bins</li> <li>• Fencing of cemetery and posting of security personnel</li> <li>• Provision of toilets in the cemetery</li> <li>• Maintenance of access road to cemetery</li> <li>• Need for community hall</li> </ul>
11	<ul style="list-style-type: none"> <li>• Water provision to some areas</li> <li>• Maintenance of boreholes</li> <li>• Upgrade/improve water reticulation</li> <li>• Street maintenance</li> <li>• Need for toilets</li> </ul>

Ward	Inputs
	<ul style="list-style-type: none"> <li>• High mast lights (maintenance and allocation of additional ones)</li> <li>• Satellite Police Station</li> <li>• Waste refuse collection site</li> <li>• Footbridges (8)</li> <li>• Paving of ring roads (2)</li> <li>• Fencing of cemeteries</li> <li>• Renovation of community hall</li> <li>• Completion of RDP houses</li> <li>• Assistance on cooperatives development</li> </ul>
12	<ul style="list-style-type: none"> <li>• Communal tanks (3)</li> <li>• Increase pumping capacity of water at plant to fill up the reservoir</li> <li>• Need for high mast lights (4)</li> <li>• Maintenance of the existing high mast lights (5)</li> <li>• Completion of sewer network</li> <li>• Need for additional toilets</li> <li>• Legalised refuse collection site, fenced according to standards</li> <li>• Extension of waste refuse removal to other areas such as Nhlaba, Ngonini and Ekulindeni RDP Extension</li> <li>• Completion of the road (paving)</li> <li>• Regravelling of streets</li> <li>• Drainage system</li> <li>• A fully-serviced site for new cemetery</li> <li>• New community halls (2)</li> <li>• Renovation of Ekulindeni Community Hall and furniture</li> <li>• Allocation of RDP houses</li> </ul>
13	<ul style="list-style-type: none"> <li>• Communal tanks</li> <li>• Completion of water reticulation project</li> <li>• Maintenance of boreholes</li> <li>• Water pipeline</li> <li>• Need for more toilets (SmartSan) and draining of the VIPs at capacity</li> <li>• Need for housing allocation</li> <li>• Need for high mast lights (10)</li> <li>• Electricity connections for some houses</li> <li>• Grading and regravelling of streets</li> <li>• Storm water drainage</li> <li>• Need for skip bins (5)</li> <li>• Need for community hall</li> <li>• Road pavements (sidewalks)</li> </ul>
14	<ul style="list-style-type: none"> <li>• Improvement of water supply</li> <li>• Need for electricity connection in some areas</li> <li>• Maintenance of high mast lights</li> <li>• Allocation of RDP houses</li> <li>• Footbridges</li> <li>• Improvement of storm water drainage system</li> <li>• Maintenance of sewer network</li> </ul>
15	
16	<ul style="list-style-type: none"> <li>• Water reticulation</li> <li>• Address housing backlog</li> <li>• Paving of ring road and construction of bridges</li> <li>• Electricity connection</li> <li>• Fencing of cemeteries in Nhlazatshe 1, 2</li> <li>• Need for high mast lights</li> <li>• Need for a skip bin in Nhlazatshe 1</li> </ul>
17	<ul style="list-style-type: none"> <li>• Street lights maintenance</li> <li>• Patching of potholes</li> <li>• Sewer network</li> <li>• Cutting of grass in town and along roads</li> <li>• Removal of shacks next to the Post Office</li> <li>• Implementation of by-laws, especially on stray animals</li> <li>• Tarring/paving of streets</li> </ul>
18	<ul style="list-style-type: none"> <li>• Need for a package plant and a raised steel tank</li> <li>• Water reticulation</li> <li>• Sewer network where there is water supply</li> <li>• SmartSan where there is no water supply</li> <li>• Electricity connection</li> <li>• High mast lights</li> <li>• Ring road paving and bridges</li> <li>• Site for a serviced cemetery</li> <li>• Renovation of community hall</li> </ul>

Ward	Inputs
	<ul style="list-style-type: none"> <li>• RDP houses allocation</li> <li>• Centre for the aged</li> <li>• Centre for people living with disabilities</li> </ul>
19	<ul style="list-style-type: none"> <li>• Need for a package plant and boreholes</li> <li>• Sanitation (VIP or SmartSan)</li> <li>• Household electricity connection</li> <li>• High mast lights</li> <li>• Regravelling and grading of roads and streets in the ward</li> <li>• Paving of 3km ring road in Ebhuleni (completion of the ring road)</li> <li>• Bridges and footbridges</li> <li>• Need for a skip bin and a refuse site</li> <li>• Allocation of RDP houses</li> <li>• Fencing of cemeteries</li> <li>• Renovation of hall</li> </ul>
20	<ul style="list-style-type: none"> <li>• Tarring and paving of streets</li> <li>• Regravelling of other streets</li> <li>• Need for high mast lights to mitigate manifestation of crime</li> <li>• Footbridge from Tholulwazi to Elukwatini (children go to school in Elukwatini Primary from Nhlanzatshe 4, crossing Nhlanzatshe stream)</li> <li>• Footbridge from Dlomodlomo Section to Elukwatini (over the Nhlanzatshe stream)</li> <li>• Footbridge from Emseni to Nhlanzatshe 1</li> <li>• Increase pumping capacity for water and repair water leaks</li> <li>• Crime fighting strategies need to be implemented immediately</li> <li>• Pay points should be identified nearby</li> <li>• Need for housing (RDP)</li> <li>• Repair of existing housing units (replace asbestos roofs with healthier roofing material)</li> <li>• The current housing project should be revitalized and completed</li> <li>• Job creation is paramount</li> <li>• Paving of the access road to Nhlanzatshe 4 Clinic</li> </ul>
21	<ul style="list-style-type: none"> <li>• Request for an additional water tanker</li> <li>• 15 communal tanks requested</li> <li>• Repair and maintenance of boreholes</li> <li>• Drill new boreholes</li> <li>• Water reticulation in Onbekend and Groenvlei</li> <li>• Bulk water supply system for Kromkrans</li> <li>• Extension of piped water from Industrial to Ebhuleni</li> <li>• Pump water to households through a windmill</li> <li>• Water reticulation from the electrified borehole to the community</li> <li>• Monitor the programme of the existing water tanker</li> <li>• Honey-sucker to drain over capacity VIPs and maintain spillage on the SmartSan</li> <li>• Alternative sanitation for rural areas (900 backlog)</li> <li>• Household electrification (backlog is 360)</li> <li>• High mast lights (9)</li> <li>• Post-connection in municipal areas (25)</li> <li>• Post-connection in Eskom areas (39)</li> <li>• Eskom meters not registered in other areas</li> <li>• Maintain street lights in Carolina Town and Groenvlei</li> <li>• Blading of roads and streets leading to schools and villages</li> <li>• Assistance with formation of cooperatives and drawing up of business plans</li> <li>• Revive CPAs through DARDLEA</li> <li>• Scholar transport in Leeupoort, Black Diamond, and Vaalbank</li> <li>• New clinic and ECD for Kromkrans</li> </ul>
22	<ul style="list-style-type: none"> <li>• Borehole installation in 29<sup>th</sup> Street</li> <li>• Paving of roads in Ext 2 and Ext 3 (road to cemetery)</li> <li>• Paving of a ring road in Ext 2 and Ext 3 (taxi route)</li> <li>• Toilets</li> <li>• Sewer household connection</li> <li>• Stand pipes and a blue pipe</li> <li>• Storm water drainage</li> <li>• Park</li> <li>• V-drain in Sobhuza Street</li> <li>• Speed humps</li> <li>• Footbridge to Sobhuza School and Silobela Cemetery</li> <li>• High mast lights</li> <li>• Fencing of Silobela Cemetery</li> <li>• Public toilets at Silobela cemetery</li> <li>• New provision of fenced-in kiosks (palisade fencing)</li> <li>• Title Deeds for Silobela Ext 1</li> </ul>

Ward	Inputs
	<ul style="list-style-type: none"> <li>• Gymnasium</li> <li>• Extension of Silobela community hall</li> <li>• Household refuse bins</li> <li>• Low cost housing (LCH)</li> <li>• Unblocking of the existing sewer line</li> </ul>
23	<ul style="list-style-type: none"> <li>• Replacement of AC pipes in Emanzana</li> <li>• Stand pipes for 40 households</li> <li>• Electrical boreholes in Malahleka, Honingklip, D6 and Vygeboom Dam</li> <li>• 14 areas do not have water at all - need for electrical boreholes</li> <li>• Communal water tanks in Tembisa, Ka-Mkhulu Mkhonta, Honingklip, Mahlabathini, Magesini, Lekkerloop</li> <li>• A booster reservoir in Emanzana</li> <li>• VIP toilets are beyond carrying capacity</li> <li>• Sewer connection in Dlamini, Phola and Moolman</li> <li>• Electricity connection for 130 households</li> <li>• High mast lights (9)</li> <li>• Street lights from 4Rand to Enkomo</li> <li>• Regravelling and blading of streets in the whole ward</li> <li>• Bridges in Mkhingoma (2), behind Mkhingoma (1), Engelsedraai (1)</li> <li>• Footbridges in Honingklip, Malahleka, and kaMakhatane</li> <li>• Speed humps on roads in front of schools</li> <li>• 3 Community Halls, and renovation of the one in Schoeman</li> <li>• Replace asbestos roof in 85 houses</li> <li>• Housing allocation</li> <li>• Industrial site in Dlamini</li> <li>• Shopping complex</li> <li>• Parks and youth centre</li> <li>• Need for grazing land</li> <li>• One boarding school to accommodate the learners from the farm schools</li> <li>• Clinic</li> <li>• Need for a Community Development Worker (CDW)</li> </ul>
24	<ul style="list-style-type: none"> <li>• Need for communal tanks</li> <li>• Shortage of toilets</li> <li>• Maintenance of street lights</li> <li>• Electricity household connection</li> <li>• Road and storm water drainage</li> <li>• Need for skip bins</li> <li>• Fencing of cemeteries</li> <li>• Building of a community hall</li> <li>• Housing allocation (RDP)</li> </ul>
25	<ul style="list-style-type: none"> <li>• Paving of streets in Nhlazatshe 2</li> <li>• Additional high mast lights</li> <li>• Water stand pipes at Sebentani</li> <li>• Sport fields, including netball court</li> <li>• Electricity connections (post connections)</li> <li>• Yard connections in Nhlazatshe 4C</li> <li>• Water reticulation and yard connections</li> <li>• Footbridges at Nhlazatshe 1 next to St Johns Church, Nhlazatshe 1 and 3 next to Roma crèche, and Nhlazatshe 1 and 4C</li> <li>• Speed humps on road from Lochiel at points from Sebentani Section to the 4-way stop at Grobler's Maize Shop</li> </ul>

Table 1.26: Matrix on Community Inputs {\* represents 2016 inputs; # represents 2017 inputs}

IDENTIFIED NEEDS	WARDS																									No of Wards per Need *	No of Wards per Need #		
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25				
1. Air Pollution																													
2. Arts And Crafts																													
3. Bulk Refuse Containers				#		#		#		#			#			#			#			*#		#					
4. Cemeteries					#	#		*#				#						#				*#							
5. Clinic: New					#				#													#		#					
6. Clinic: Improvement								#																					
7. Community Halls / Multi-Purpose Centres	#							*#	#	#		#	#										*#	#	#				
8. Community Hall Upgrade	#	#				#					#	#						#	#			#							
9. Dumping Sites						#					#	#										#							
10. Electricity	#			#		#		*#					#	#				#				#		#	#				
11. Erven: Church																													
12. Erven: Business																		#						#					
13. Erven: Residential				#													#												
14. Fencing								*#	*#	#	#									#			#						
15. Fire Station																													
16. Heritage Site																													
17. Job Creation Centre	#							#														#							
18. Job Opportunities	#							#														#							
19. Land For Small Scale Farming								#														#		#					
20. Library: Upgrade																													
21. Library: New					#																								
22. Low Cost Housing: New allocation	*#	*	*#	*#	*#	*#		*#	*#	*#		*#	*#	*#		*#		#	*#		*#	*#	*#	*#			18	18	
23. Low Cost Housing: Repair structural damage			#					*#			#													#				1	4
24. Municipal buildings: New and repair																													
25. Public buildings: Maintenance																													
26. Parks and Playing Fields						#		#															#	#				0	4

IDENTIFIED NEEDS	WARDS																									No of Wards per Need *	No of Wards per Need #	
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25			
27. Paving sidewalks												#														0	1	
28. Pedestrian, Motorway, Footbridges		*#		*#	*#	*#		*#		*#	*#			*#					*#			*#	*#			11	11	
29. Potholes	#																#									0	2	
30. Proclamation of area				*#																		*#				2	2	
31. Revitalization of town																	#						#			0	2	
32. Roads: Tarring																												
33. Roads: Grading	*#	*	*#	*#	*	*#	*	*#	*#	*#	*#	*#	*#	*	*	*	*	*	*#	*	*#	*	*	*	*	25	12	
34. Road Signs																	#									0	1	
35. Sanitation	*#	*#	*#	*#	*#	*#		*#	*#	*#	*#	*#	*#	*#		*#	*#	*#	*#		*#	*#	*#	*#	*#	23	23	
36. Skills Development						#					#											#				0	3	
37. Sport & Recreation Facilities	#								*#														#			#	1	4
38. Stadium: New																												
39. Stadium: Upgrade																												
40. Storm water drainage	#								*#	*#			*#	#	*#								#		#	4	8	
41. Street lights																	#					#			#	0	3	
42. Street lights/ High mast lights	*	*#	*	*#		*#		*#		#	#	*#	*#	*#		*#		*#	*#			#			*#	13	14	
43. Street naming/Renaming																												
44. Tarring/Paving of streets	*#	*#		*#	*#	*#		*#	*#	*#	*#	*#				*#	*#	*#	*#			*#			*#	16	16	
45. Taxi facilities									*#														#			1	2	
46. Truck-Inns																												
47. Tree planting/cutting of grass																	#									0	1	
48. Traffic-calming measures	#								#														#	#		0	4	
49. Traffic signs / traffic lights / stops / pedestrian crossings																												
50. Vending Stalls									*#														#			1	2	
51. Water	*#	*#	*#	*#	*#	*#	*#	*#	*#	*#	*#	*#	*#	*#	*#	*#	*#	*#	*#	*#	*#	*#	*#	*#	*#	25	25	
52. Youth Development Centre					#			#																		0	2	



**Table 1.27: Provincial/National Government and Private Sector Competencies**

IDENTIFIED NEEDS		WARDS																									* 2016	# 2017		
		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25				
1.	ABET																													
2.	Crèches								#													#							0	2
3.	Crime Prevention																													
4.	Home for the Aged								#													#							0	2
5.	Home for the disabled																					#							0	1
6.	Pay point for Social Pensions					#																							0	1
7.	Police Station											#																	0	1
8.	Post Office								#																				0	1
9.	Primary School																								#				0	1
10.	Provincial Hospital – Upgrading																													
11.	Provincial Roads	#							#																				0	2
12.	Public Transport																													
13.	Road Signs - Pupils Crossing																													
14.	Social Work Office								*#																				1	1
15.	Scholar Transport								*#													#							1	2
16.	School facilities/Renovations								*#															#					1	2
17.	Secondary School																							#					0	1
18.	Taxi Rank				#				*#																				1	2
19.	Technikons/Technical Colleges																													

## CHAPTER 2

### 2.1 SPATIAL ECONOMIC AND DEVELOPMENT RATIONALE

The economic outlook of the people of the Municipality tells the story of their ability to pay for services. A concern worth noting is the high prevalence of HIV that means 44% of the population requires treatment for HIV, and food to support the use of the treatment. This technically relates to the demand for work, so that people are able to sustain themselves without expecting the State to support them with food parcels, etc.

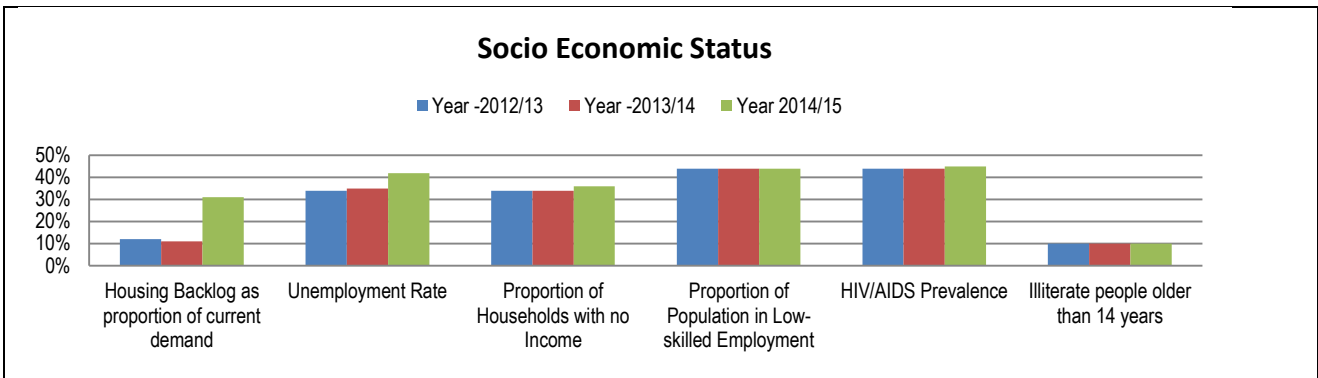
The second notable concern is the high unemployment rate amongst people in the 14 to 64 age group, being the economic productive years. In 2011 about 36 000 people in this age group were not working (Statistic SA 2011). The unemployment rate in the Municipality is 35,4% (2011); females 42% and males 28% - and the unemployment rate for young people is alarmingly high at 45%, which is mainly influenced by the lack of economic opportunities in the municipal area. The highest number of unemployed (54%) is in Ward 12 (Ekulindeni area) and the lowest number (20%) is in Ward 21 (Carolina area).

Employment in the Municipality increased with 8 600 jobs between 2001 and 2011, and the number of employed individuals is 29 141 (0,12%). The percentage of employment in formal sector was 65,6%, and in the informal sector 21,9% (StatsSA 2011).

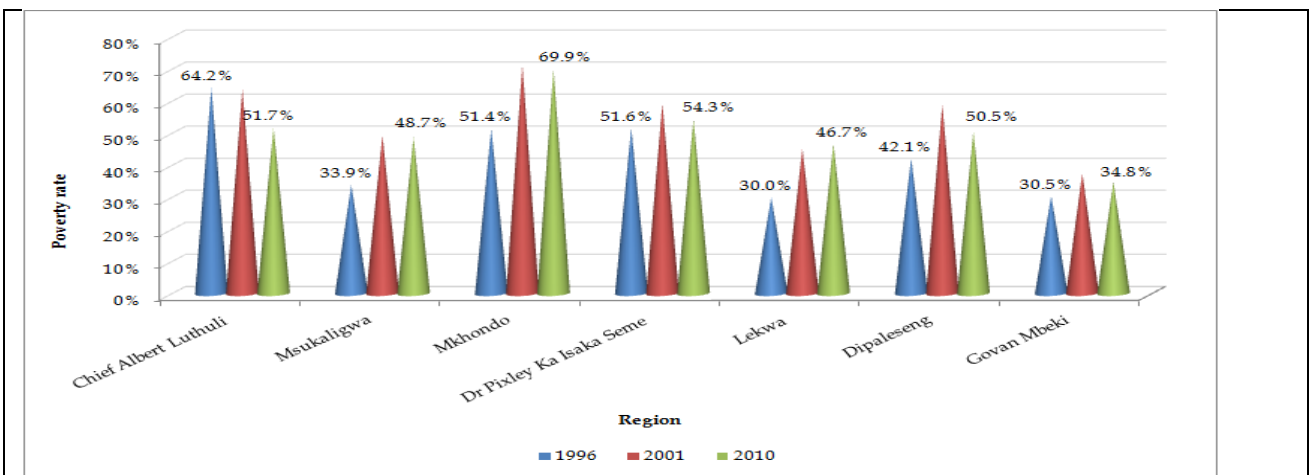
**Table 2.1 - Socio-Economic Status (StatsSA 2011)**

Socio-Economic Status						
Year	Housing backlog as proportion of current demand	Unemployment rate	Proportion of households with no income	Proportion of population in low-skilled employment	HIV/AIDS prevalence	Illiterate people older than 14 years
2012/13	12%	34%	34%	44%	44%	10%
2013/14	11%	35%	34%	44%	44%	10%
2014/15	31%	42%	36%	44%	45%	10%

**Figure 2.2 - Socio-Economic Status**



**Figure 2.3 - Poverty Rate by Municipal Area (Global Insight – ReX, August 2011)**



**Table 2.4 - Average Household Income / Average Income Inequality (Mpumalanga Province) (StatsSA 2011)**

Municipality	Average Household Income		Average Income Inequality (bottom 40% share of Income)	
	2011	Ranking (Highest 1) (Lowest 18)	2011	Ranking (Lowest 18) (Highest 1)
Govan Mbeki	R125 480	2	7.1%	17
Mbombela	R92 663	4	8.7%	11
Lekwa	R88 440	5	8.2%	14
Msukaligwa	R82 167	7	8.2%	13
<b>Chief Albert Luthuli</b>	<b>R48 790</b>	<b>14</b>	<b>10.0%</b>	<b>4</b>

**Table 2.5 - Employment Status (StatsSA 2011)**

Employment Status	Number of People	Percentage of Population
Employed	29 141	15,7%
Unemployed	15 975	8,6%
Discouraged work seeker	9 282	5,0%
Other not economically active	53 944	29,0%

**Table 2.6 - Labour Indicators (StatsSA 2011)**

Labour Indicators	Number of People	Percentage of Population	Share of District figure	Ranking (Best 1) (Worst 18)
Working age population (15-64 years)	108 342	58,2%		
Economically active population (EAP/Labour force)	45 115	24,3%		
Number employed	29 141	15,7%	11,2%	
Number unemployed	15 975	8,6%	14,6%	
Unemployment rate (%)		35,4%		12

The high unemployment rate amongst people in the 14 to 64 age group, being the economic productive years, is a noteworthy concern. In 2011 about 36,000 people in this age group were not working (*Statistic SA 2011*).

The unemployment rate in the Municipality is 35,4% (2011); females 42% and males 28% - and the unemployment rate for young people is alarmingly high at 45%, which is mainly influenced by the lack of economic opportunities in the municipal area. The highest number of unemployed (54%) is in Ward 12 (Ekulindeni area) and the lowest number (20%) is in Ward 21 (Carolina area).

Employment in the Municipality increased with 8,600 jobs between 2001 and 2011, and the number of employed individuals is 29 141 (0.12%). The percentage of employment in formal sector was 65.6%, and in the informal sector 21,9% (*StatsSA 2011*).

## 2.2. ECONOMIC DRIVERS

The main economic drivers in the Municipality are the community services; the trade sector; the agriculture sector; the mining sector; and the construction sector.

**Table 2.7: Economic Drivers in Chief Albert Luthuli Municipality**

Sector	Activities	Contribution to Employment	Contribution to Economy
Community Services	Public administration, defence, government departments/agencies, education, health and social work; sewage/refuse disposal, sanitation; membership organisations; recreation/culture/sport; washing/dry-cleaning of textiles and fur products; hairdressing/beauty treatment; funeral and related activities	28,8%	37,1%
Trade/Retail	Wholesale and commission; retail trade; repair of personal household goods; sale/maintenance/repair of motor vehicles/motor cycles; hotels/restaurants/bars/canteens/camping sites/ other provision of short-stay accommodation	21,4%	13,6%
Agriculture	Establishments primarily engaged in farming activities,	16,8%	11,2%

Sector	Activities	Contribution to Employment	Contribution to Economy
	including commercial hunting and game propagation, and forestry, logging and fishing. Types of primary production: Micro enterprise broiler producers; small holder vegetable producers; small scale fruit growers; dry land maize and sugar beans farming; cattle farming	(decreasing)	
Mining	Extracting, beneficiating of minerals occurring naturally, including solids, liquids, crude petroleum, gases; underground and surface mining, quarries, operation of oil and gas wells and all supplemental activities for dressing and beneficiating for ores and other crude materials	7.6%	7.9%
Construction	Site preparation, building of complete constructions or parts thereof, civil engineering, building installation, building completion, renting of construction or demolition equipment with operators	4.9%	2.9%

## 2.2a Community Services Sector

The main economic driver in the Chief Albert Luthuli Municipality is Community Services Sector, in the form of the various government departments that are the main employers, the Municipality included. The government job intervention programmes like the Expanded Public Works Programme (EPWP) projects, Community Works Programme (CWP) projects, and social security grants through the Department of Social Development contribute immensely in the household income.

## 2.2b Retail Sector

The Retail Sector is another key economic driver in the Chief Albert Luthuli Municipality. There are shopping precincts in Carolina, at The Crossing (Elukwatini), Emanzana, and Mayflower/Fernie. These retail chains contribute towards job creation and food security.

## 2.2c Agriculture and Forestry Sector

Commercial farming is largely exercised by established farmers, who are mostly from the White population group. They are found in the Carolina-Emanzana grassland area. The main activities are grain farming (white maize and yellow maize, varieties of legumes, (sunflowers), potatoes, and cattle feed.

In addition, there are livestock farmers as well who farm with mainly cattle and sheep, but there has been a growth in game farming as well.

Forestry companies such as Komatiland Forests and York Timber operate the timber and plantations operations, which stretch from Diepdale to Carolina, covering all the plantations along the N17 from Oshoek, Lochiel, The Brook and Miliken.

## 2.2d Mining Sector

Mines submit their Social and Labour Plans (SLPs) to the Municipality. These plans mainly cover the Human Resources Programme; the Local Economic Development Programme; and the Management of Downscaling and Closure Programme.

- *The Human Resource Programme* mainly focuses on the mine's internal staff skills development plan. Learnerships and bursaries for internal and external applicants, and the budget allocation for such programme are stipulated in the Plans.
- *The Local Economic Development Programme* is funded by the mine's budget equivalent to 1% of its pre-tax profits. The figure fluctuates and differs from one mine to another.
- *The Management of Downscaling and Closure Programme* provides for cases of retrenchments by the mine. This must, where possible, practicable and reasonable cover the skilling of people either in basic life skills, financial skills and SMME training.

## 2.2e Tourism Sector

The Municipality has vast prime tourism real estate based on communal and land claim areas. The inherent development potentials are as a result of the Municipality's location in the Mpumalanga 'Grass and Wetland Region' which is a well-established nature-based tourism destination. Tourists are offered a wide range of tourism activities within the Municipality and in its immediate surrounding areas. The Makhonjwa Mountain world heritage site, the Skurweberg mountain pass from Machadodorp to Emanzana and from Emanzana via the Nelshoogte Pass to Barberton; the Rooihooogte Pass from Emanzana to Lochiel, and the Matotoland Lake District in Chrissiesmeer. The communal land areas in the Municipality provide further opportunities for guided horse trails and hikes as well as easy access to tourism products based on local traditional culture (Swazi cultures) in the nearby villages, including overnight 'home stays'.

## 2.3 LOCAL ECONOMIC DEVELOPMENT (LED) PROJECTS

### 2.3a Expanded Public Works Programme (EPWP)

The EPWP is a nationwide programme covering all spheres of government and state-owned enterprises that aims to draw significant numbers of the unemployed into productive work. The programme is accompanied by training and skills development so that the participants could increase their capacity to earn an income when they exit the programme.

The Municipality successfully implemented the following projects:

Location	Financial Year	Allocation	Jobs Created	Key Focus Areas
All Wards	2013/14	R3 785 000	100	<ul style="list-style-type: none"> <li>• Cleaning of storm water drains</li> <li>• Regravelling</li> <li>• General maintenance</li> <li>• Cleaning buildings</li> </ul>
All Wards	2014/15	R4 105 000	110	<ul style="list-style-type: none"> <li>• Cleaning of storm water drains</li> <li>• Regravelling</li> <li>• General maintenance</li> <li>• Cleaning buildings</li> </ul>
All Wards	2015/16	R2 059 000	130	<ul style="list-style-type: none"> <li>• Cleaning of storm water drains</li> <li>• Regravelling</li> <li>• General maintenance</li> <li>• Cleaning buildings</li> </ul>
All Wards	2016/17	R3 304 000	150	<ul style="list-style-type: none"> <li>• Cleaning of storm water drains</li> <li>• Regravelling</li> <li>• General maintenance</li> <li>• Cleaning buildings</li> </ul>
All Wards	2017/18	R1 477 000	75	<ul style="list-style-type: none"> <li>• Cleaning of storm water drains</li> <li>• Regravelling</li> <li>• General maintenance</li> <li>• Cleaning buildings</li> </ul>

### 2.3b Community Works Programme (CWP)

The Community Works Programme is a intervention that was adopted by national government to afford the unemployed of working age the opportunity to do a community beneficial job, while also giving the participants the opportunity to improve their chances of getting a long term full time job through skills development.

The following projects were successfully implemented:

Sector	Key Activities
Agricultural Sector	Establishing of communal gardens, home stands gardens, public areas garden, for example churches, schools, traditional offices, clinics, hospitals; Fencing.
Infrastructural Sector	Construction and building, renovations, pipe installations, unblocking of drainage pipes, water provision and infrastructure development and maintenance.
Environmental Sector	Cleaning, maintenance, decorations, grass cutting, establishment of parks, tree planting and trimming, cleaning of graveyards and cleaning of dumping sites
Educational Sector (School Support Programme)	Teacher Aid Assistance, establishment of vegetable gardens, assistance with school nutrition programme, Cleaning, school patrols.
Social Sector	Cleaning of houses inhabited by the elderly, the sick and the infame, home visits for the ill, assistance of persons with disabilities

### 2.3c Job Creation and Training

About 2 228 participants have benefited of late, and have undergone training in Adult Education, First Aid, Occupational Health and Safety, Agriculture, Community Development, Construction, and Painting amongst others.

#### Budget Details

2015/16	2016/17	2017/18
R10 604 533	R12 263 597	R11 001 496

## 2.4 EMPLOYMENT LEVELS

- Employment increased with 8,606 between 2001 and 2011.
- Number of employed individuals in 2011 was 29,141
- Employment number 11.2% of Gert Sibande's employed.
- Employment in formal sector 65.6% and informal sector 21.9%.

**Table 2.9 - Employment Status**

Employment Status	Number of People	Percentage of Population
Employed	29 141	15,7%
Unemployed	15 975	8,6%
Discouraged work seeker	9 282	5,0%
Other not economically active	53 944	29,0%

## 2.5 INCOME LEVELS

- The annual household income in the Municipality increased from R22,832 in 2001 to R48,790 in 2011 (*StatsSA 2011*)
- The highest number of households (11,118) earns an income of R9,602 to R19,600 per annum
- Households with no income was 7,107
- The Municipality was ranked 14<sup>th</sup> lowest out of 18 municipalities in Mpumalanga Province regarding income in 2011 with an average of R48,790 per household per annum
- The low average household income is directly linked to the low employment rate of 29,141 individuals (*StatsSA 2011*)
- The per capita income for the Municipality was less than R38, 000 per annum in 2011
- The Gini-Coefficient in the Municipality is 0.57%, being the third lowest in Mpumalanga Province; and 0,63% in 2012 which is equal to the national average - indicating that inequality is increasing in the Municipality.

**Table 2.10 - Annual Income Levels (*StatsSA 2011*)**

Annual Income Levels	Number of Households	Percentage of Total Households
No income	7 107	14,9%
R1 - R4800	3 374	7,1%
R4801 - R9600	5 663	11,9%
R9601 - R19600	11 118	23,3%
R19601 - R38200	9 766	20,5%
R38201 - R76400	4 779	10,0%
R76401 - R153800	3 139	6,9%
R153801 - R307600	1 842	3,9%
R307601 - R614400	643	1,3%
R614401 - R1228800	128	0,3%
R1228801 - R2457600	80	0,2%
R245601 and more	67	0,1%

The total household expenditure in 2012 amounted to R178 9 billion, an increase from R165,8 billion in 2011. The majority of household expenditure was on accommodation (14.2%), taxes (12.4%), financing (7.2%), transport (6.8%) and medical schemes (6.0%).

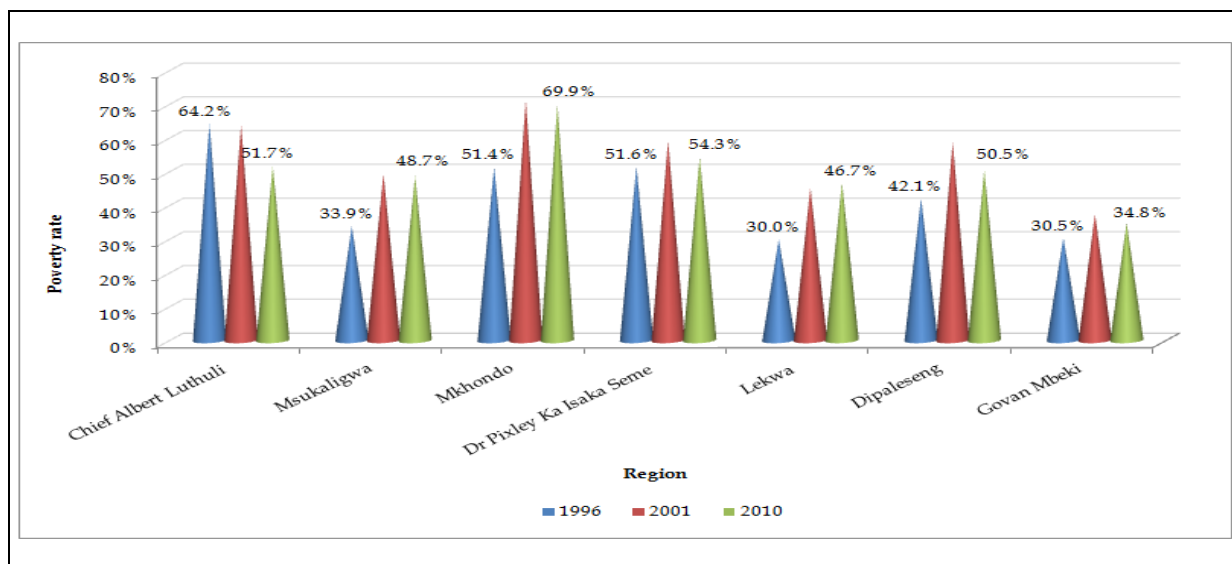
Total retail sales amounted to R58 billion in 2012, an increase from R54 billion in 2011. The most retail sales were for perishable and processed products (34.9%), ladies/girls and infants clothing (9.5%), inedible groceries (7.5%) and pharmaceuticals (6.7%).

Real disposable income grew by 2.1% between 2011 and 2012.

**Table 2.11 - Average Household Income in Chief Albert Luthuli Municipality**

Average Household Income		Average Income Inequality (bottom 40% share of Income)	
2011	Ranking (Highest 1) (Lowest 18)	2011	Ranking (Lowest 18) (Highest 1)
R48 790	14	10.0%	14

**Table 2.12 - Average Household Income / Average Income Inequality (Mpumalanga Province)**



**Table 2.13 - Comparison of Annual Household Income (StatsSA 2011)**

Municipality	Annual Income (Average)	Ranking (Lowest 18) (Highest 1)
Dipaleseng	R61 492	12
Mkhondo	R53 398	13
<b>Chief Albert Luthuli</b>	<b>R48 790</b>	<b>14</b>

## 2.6 POVERTY RATE

*'The poverty rate is the percentage of people living in a household with an income less than the poverty income, being the minimum monthly income needed to sustain a household and this varies according to the size of a household.'*

The poverty rate in the Municipality is high at 40% (2012) (74,500 poor people) (2001: 60.7%; 2004: 58.8%; 2009: 49.0%), with a poverty gap of R333 million in 2012.

The percentage of people living in poverty has reduced from 32.7% in 2011 to 32.3% in 2012. Of the Municipality's people living in poverty in 2012, 94.5% are African, while 4.2% are Asian, 1.2% are Coloured and 0.1% are White. This means that 40% of the African, 16% of the Coloured, 8% of the Asian and 0.4% of the White population are living in poverty.

The Human Development Index (HDI) of the Municipality of 0.46% is rated low, and is the third lowest in Mpumalanga Province. An HDI of 0.5% and above is rated high.

The proportion of income earned by the poorest 40% of the population was 10% in 2011, which is an improvement from 7.9% in 2001 (The target of the NDP/Vision2030 is 10% plus).

The majority of the population earns less than R38,000 per annum; individuals with no income is 80,219 (0.43%), and individuals with an income of up to R400 is 51,595 (0.03%).

The Municipality is ranked 14<sup>th</sup> lowest out of 18 municipalities in the Province with an average household income of R48 790 per annum (R4, 065 per month). The low average household income is directly linked to the low employment rate of 32.4% (Statistics SA 2011).

The Gini-Coefficient is summary statistics of income inequality and varies from 0 to 1 (0 being perfect equality where all households earn equal income; and 1 being one household earning all income and other households earn nothing).

This presents a challenge for the Municipality to find an appropriate way of using its infrastructure grant, in order to create more job opportunities. The problem is compounded by the limited budget allocation from the Municipal Infrastructure Grant (MIG), and the competing needs of the infrastructure development programmes between water and roads, where water took the larger portion of the budget, and also the prioritisation by Province on water supply.

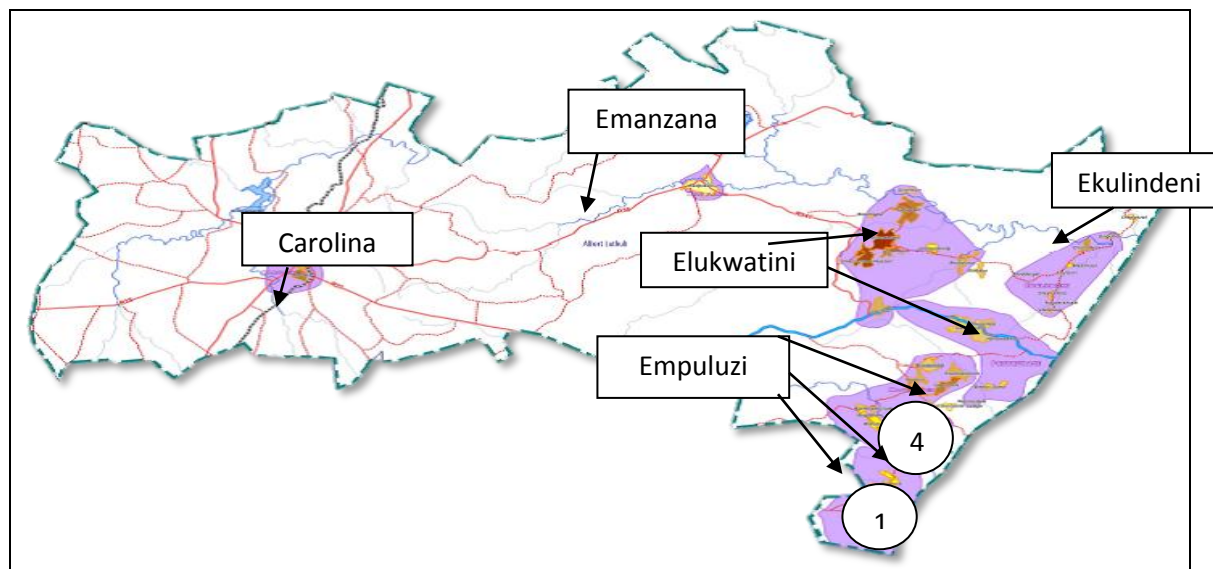
Both programmes have a potential of creating a number of job opportunities, except that the emphasis was placed on upgrading and maintenance of water services/infrastructure, which approach was not in line with the National Development Plan that emphasises infrastructure development.

The spatial distribution of the population and economic sectors need to be understood in terms of growth over time and to understand future growth. A decline in the satisfaction with life may require more work to be done to promote the key positive factors and to actively seek to reduce the negative factors of satisfaction such as having time with family and do the things that they wanted to do; health was an important positive aspect of life satisfaction and ways could be found to improve environmental health, and promoting healthy lifestyles. Low income and standard of living may account reasons for not being satisfied.

**Table 2.14 - Socio-Economic Status (StatsSA 2011)**

Socio-Economic Status						
Year	Housing backlog as proportion of current demand	Unemployment rate	Proportion of households with no income	Proportion of population in low-skilled employment	HIV/AIDS prevalence	Illiterate people older than 14 years
2012/13	12%	34%	34%	44%	44%	10%
2013/14	11%	35%	34%	44%	44%	10%
2014/15	31%	42%	36%	44%	45%	10%
2015/16	31%	32.7%	36%	44%		
2016/17	31%	32.7%	36%	44%	43.2%	10%

**Figure 2.16 - Population Distribution**



The Municipality's 2011 Spatial Development Framework (SDF) identified seven settlement clusters which are:

1. Carolina / Silobela
2. Badplaas / Dlamini
3. Elukwatini / Tjakastad and surroundings – Avontuur, Malahleka, Nhlazatshe, Arnhemburg, Nhlazatshe Restant, Mooiplaas and Enkaba
4. Ekulindeni and surrounding settlements – Engonini, Maanhaar, Ebutsini, Steynsdorp, Kalwerskraal and Vlakplaas.
5. Empuluzi / Mayflower and surrounding settlements – Mayflower, Mayflower Gate, Mafufumbe, Proposed Sincobile Village, Robinsdale, Bettys'goed, Glenmore, Redhill, Dundonald, Swallusnest and Waverley.
6. Fernie / Diepdal and surrounding settlements – Fernie A and B, Diepdal, Davale, Davidale, Northdene and Syde.



7. Settlements around the N17 - *Lochiel, Aankomst, Hartebeeskop, Theekloof, Houtbosch, Pampoen, Smithfield and Oshoek.*

Several main regional roads being the R38, R36 and R33 intersect at the town of Carolina. The R38 and R451 connect Carolina and Elukwatini which are the main *service nodes* in the Municipality.

The majority of the population (approximately 80%) resides in the *rural areas* which include settlement cluster 3, 4, 5, 6 and 7. Carolina services a wide hinterland consisting of agriculture, forestry and mining activities, whereas Elukwatini is the service point to the residential areas in the eastern extent of the Municipality.

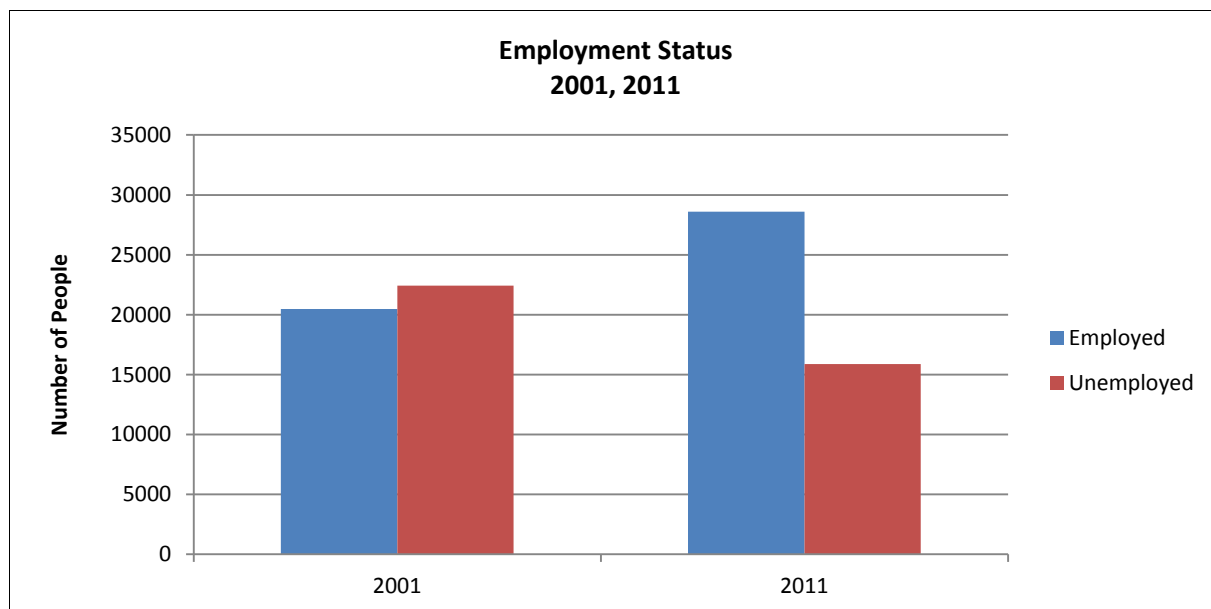
These nodes contain a substantial proportion of trade activity in the Municipality and are the largest employment area

According to *StatsSA 2011* 16% of the population is employed; 58% is in the economic productive years (15-64 years); and 34% are discouraged work seekers or not economically active. The percentage of employment in formal sector was 65,6%, and in the informal sector 21,9%. The proportion of population in low-skilled employment is 44%.

The portion of households with no income was at 36% in 2011, the average income inequality of the poorest 40% of the population 10% (2011).

The average household income per annum is R4,000 per month; 19% of households earn less than R800 per month; and 15% of households have no income. The low average household income is directly linked to the low employment rate -

**Graph 2.17 - Employment Status**



**Table 2.18 - Employment Status**

Year	Employed %			Unemployed %		
	Males	Females	Total	Males	Females	Total
2011	70,9	58,2%	<b>64,6 %</b>	29,1%	41,8%	<b>35,4%</b>
2016						<b>32%</b>

The unemployment rate in the Municipality was at 32.7%; in 2016 and the unemployment rate for youth is at 45%. The poverty rate in the Municipality is high at 51.7%.

The dependency ratio in the Municipality is around 0.51%.

**Table 2.19 - Education Indicators: Grade 12 Pass Rate**

Municipality	Grade 12 Pass Rate			Trend 2015-2016	Admission to B-degree 2016
	2011	2015	2016		
Emakhazeni	74.8%	87.0%	84.5%		21.4%
Steve Tshwete	74.4%	86.3%	81.0%		28.5%
Chief Albert Luthuli	69.7%	79.5%	80.9%		26.3%
Nkomazi	76.2%	85.7%	80.4%		25.2%
Msukaligwa	74.1%	71.3%	77.8%		32.3%
Govan Mbeki	71.3%	74.4%	77.6%		24.5%

**Table 2.20 - Highest Education Levels (20+) (StatsSA 2011)**

Highest Education Levels (20+)	Number of People	Percentage of Population
No schooling	18 622	10,1%
Grade 0	448	0,2%
Grade 1	1 069	0,1%
Grade 2	1 477	0,8%
Grade 3 / ABET 1	2 048	1,1%
Grade 4	2 774	1,5%
Grade 5 / ABET 2	2 495	1,3%
Grade 6	2 290	1,2%
Grade 7 / ABET 3	4 146	2,2%
Grade 8	4 640	2,5%
Grade 9 / ABET 4	4 263	2,3%
Grade 10	7 341	4,1%
Grade 11	9 994	5,4%
Grade 12	25 217	13,6%
NTC I / N1	259	0,1%
NTC II / N2	135	0,1%
NTC III / N3	251	0,1%
NTC 4 / N4	105	0,1%
NTC 5 / N5	79	0,1%
NTC 6 / N6	145	0,1%
Certificate with less than Grade 12	112	0,1%
Diploma with less than Grade 12	121	0,1%
Certificate with Grade 12	1 161	0,6%
Diploma with Grade 12	1 510	0,8%
Higher Diploma	1 033	0,6%
Post Higher Diploma Masters; Doctoral Diploma	180	0,1%
Bachelors Degree	688	0,4%
Bachelors Degree and Post Graduate Diploma	226	0,1%
Honours Degree	358	0,2%
Honours Degree Masters / PhD	168	0,1%
Other	147	0,1%

**Table 2.21 - Literacy and Education Levels (StatsSA 2011)**

Region	No Schooling	Primary Enrolment	Grade 12	Higher Education
Chief Albert Luthuli	19,9%	95,5%	27,0%	6,3%
Gert Sibande District	13,3%	93,9%	28,0%	9,1%
Mpumalanga Province	14,0%	95,0%	29,0%	9,6%

**Table 2.22 - Education Indicators (StatsSA 2011)**

Indicator	2011	Better (+) Worse (-) than Gert Sibande District	Better (+) Worse (-) than Mpumalanga Province	Ranking (Best 1) (Worst 18)
Number of population 20+ with no schooling	18 622			13
Percentage of population 20+ with no schooling	19,9%	-13,4%	-14,1%	17
Percentage of population 20+ with matric and higher	33,2%	-37,2%	-38,7%	11
Functional literacy rate		-6,4%	-76,9%	13

## CHAPTER 3

### STATUS QUO ANALYSIS IN TERMS OF THE KEY PERFORMANCE AREAS (KPA)

#### 3.1 INTRODUCTION

The Constitution (1996) in Section 152 prescribes the important objects of local government, while the Local Government: Municipal System Act, 2000 (Act No 32 of 2000) (the MSA) maps the progress made by the Municipality against the Manifesto for Government, the 12 Outcomes, the National Development Plan and the Sustainable Development Goals and any other development imperatives that are required and expected from the people as well as the other spheres of government whose role is to support and monitor the Municipality to see if the required basic services are offered as expected.

The status quo presented below will focus mainly on the basic services programmes being water and sanitation, electricity, waste removal, and roads and storm water. The majority of these programmes/projects are informed by a number of different policy positioned from a high level of government to the local municipality. Efforts are made to ensure that the information presented postulates the status of development by the Municipality in response to the clarion call to delivery sustainable basic services.

The Municipality regards the IDP as the only guiding document for service delivery.

#### 3.2 KEY PERFORMANCE AREA 1: BASIC SERVICE DELIVERY PROGRAMME: WATER STRATEGIC GOAL: SUSTAINABLE SERVICE DELIVERY STRATEGIC OBJECTIVE: ACCESS TO WATER

##### 3.2.1 Background

In relation to water services, the national target is to, by 2030, achieve access to adequate and equitable sanitation and hygiene for all; improve water quality; substantially increase water use efficiency; implement integrated water resource management; protect and restore water-related eco-systems; expand co-operation and support to developing countries; and support and strengthen public participation in improvement of water and sanitation management.

According to the Statistics SA Community Survey 2016, some areas such as household electricity connections in the Municipality have improved between 2011 and 2016; however, there are challenges in terms of informal dwellings and access to piped water and sanitation.

- The number of informal dwellings increased from 2,857 in 2011 to 5,206 in 2016 - an increase of 2,349 households and almost 10% of the households in informal dwellings.
- The number of households with access to piped water is 43,656 with a share of 81.6% of households having access to water. This is slightly lower than the 81.8% access in 2011. A number of 9,824 or 18.4% of households are still without access to piped water in 2016, which is not a good figure at all.
- The number of households with access to flush/chemical toilets improved in the relevant period – 12,559 households or 23.5% have access to toilet facilities, whereas 1,801 households have no toilets.
- Households with connection to electricity were 51,383 in 2016 - the share of households connected to electricity improved to a level of more than 96% in 2016; however, 1,902 households do not have electricity.
- The average performance in terms of the latest published Blue Drop Report and high risk in terms of the latest published Green Drop Report are improving - the importance, however, is that the Municipality are addressing the challenges.
- In general, the Municipality is not performing well compared to our household services index, but is improving.

##### 3.2.2 Legislative requirements

- Constitution of the Republic of South Africa (1996)
- National Water Act (1998)
- Water Services Act (1997)
- Regulations for the Blue and Green Drop Processes
- Mine Water Regulations (GN704)
- Water Services By-Law

##### 3.2.3 National Target

In terms of the Sustainable Development Goals of Government, the national target for the basic services is to -

- by 2030, achieve universal and equitable access to safe and affordable drinking water for all;
- by 2030, achieve access to adequate and equitable sanitation and hygiene for all and end open defecation, paying special attention to the needs of women and girls and those in vulnerable situations;
- by 2030, improve water quality by reducing pollution, eliminating dumping and minimising release of hazardous chemicals and materials, halving the proportion of untreated wastewater and substantially increasing recycling and safe reuse globally;
- by 2030, substantially increase water-use efficiency across all sectors and ensure sustainable withdrawals and supply of freshwater to address water scarcity and substantially reduce the number of people suffering from water scarcity;
- by 2030, implement integrated water resources management at all levels, including through trans-boundary cooperation as appropriate
- by 2030, protect and restore water-related eco-systems, including mountains, forests, wetlands, rivers, aquifers and lakes;
- by 2030, expand international co-operation and capacity building support to developing countries in water and sanitation related activities and programmes, including water harvesting, desalination, water efficiency, wastewater treatment, recycling and reuse technologies;
- support and strengthen the participation of local communities in improving water and sanitation management.

The Municipality is expected to ensure that communities have access to adequate and safe water and dignified sanitation, and has a responsibility to eliminate water wastage, and to account for each drop of water throughout the value chain, which is from abstraction to distribution.

The basic level of water service is the RDP standard equivalent to a minimum of 25 liters of potable water per day within 200 meters of a household not interrupted for more than 7 days in any year, and a minimum flow of 10 liters per minute for communal water points. The national service standard is substantially higher than the one defined by the Millenium Development Goals at 20 liters of potable water per person per day within 1,000 meters of a household. The Municipality strives to achieve the RDP standard of 200 meters (radius) of a household through the various means that it uses to bring potable water to the community, albeit not without challenges.

The Municipality supplies water to almost 95% of the population under difficult conditions due to the rural nature of its area of jurisdiction, as well as ageing infrastructure. The vast majority of residents (more than 65%) reside in Empuluzi, Ekulindeni, and Elukwatini, which is the former KaNgwane area; some of these areas are surrounded by sparsely populated areas that are outside the bulk water infrastructure, which necessitates a different approach, and water tankers are contracted to deliver water to the 8,690 households in deep rural areas (18%), as well as electrified rudimentary boreholes.

### 3.2.4 Provision of water

The Municipality has been allocated the functions of a Water Services Authority, where a **“water services authority”** is defined in terms of the Water Services Act as *“any municipality, including a district or rural council as defined in the Local Government Transition Act(1993), responsible for ensuring access to water services”*. Thus, in terms of Section 11(1) of the Water Services Act (1997) *“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”*, which effectively authorises the Municipality to provide *“potable water within its jurisdiction to its residents, and to ensure operation, maintenance and upgrading of water and sanitation infrastructure; and address issues related to the monitoring of water quality”*.

Potable (drinkable) water is water that is safe enough to be consumed by humans or used with low risk of immediate or long term harm”. In order to achieve this, Section 12(1) requires that *every water services authority must as part of the process of preparing an integrated development plan in terms of the Local Government Transition Act, 1993 (Act No 209 of 1993); or separately, if no process contemplated above has been initiated, prepare a draft water services development plan for its area of jurisdiction; and a summary of that plan.*

The Municipality has seven water schemes and four package plants, the latest having been completed at Eerstehoek Water Treatment Plant. The operation and maintenance of the infrastructure is done internally by the Department Technical Services, while other major repair and maintenance services are delegated to contracted service providers.

The existing infrastructure does not meet the demand of the current population, which leads to limited supply to other areas, particularly in Eerstehoek and Empuluzi where water supply was rationed. Package Plants were installed as an intervention at both areas to augment water supply. Reliable, uninterrupted and constant water supply is further affected by power supply outages and breakdowns of equipment.

In terms of the Blue Drop and Green Drop Standards Programme, as well as the Blue Drop Risk Rating Report, there is a steady improvement in water quality with more and more of our communities having access to clean potable water, after they had been denied such access by poorly installed infrastructure and battling capacity to keep up with demand. Moreover, the Municipality secured three-year contracts with service providers for water treatment chemicals; water material; and maintenance of pumps and motors to ensure uninterrupted supply of water services to our communities.

Over and above the provision of water through piped water to households, boreholes and water tankers are extensively used to provide water to isolated and deep rural communities.

Certain areas are characterised by severe development backlogs, and intervention is needed to uplift them. These areas are either rural in nature or peri-urban. The Municipality should develop programmes aimed at addressing service backlogs.

The water use in the Municipality is mostly for domestic purposes. Another sector that uses some water is agriculture, and yet other big users are the mining companies. The Municipality, however, does not check the quantity of water used by these companies on an average daily basis, since they extract from dams and rivers. Another user of water is the forestry companies, though the Municipality does not know how many hectares of forests there are in its area of jurisdiction, as well as the types of plantations or trees in the municipal area. The last common enemy of water resources are alien plants and wattle, which consumes a sizeable volume of water.

The Municipality supplies water under difficult conditions to almost 95% of the population of which the majority is in rural towns. Some of those areas are surrounded by sparsely populated areas that are outside the bulk water infrastructure, and a different approach is taken to provide water to those areas by means of contracted water tankers. The Municipality is also faced with the challenge of ageing infrastructure, resulting in high water losses, and disruptions of water supply.

The Municipality applied for RBIG funding in the previous financial year to upgrade the Elukwatini/Eerstehoek Water Scheme. The upgrade would provide adequate water to meet the demand. However, this is a phased project, which would take about 6 to 10 years to realise the desired outcome. The Department of Water and Sanitation would expedite the implementation of the project. Furthermore, through the RBIG programme, the Municipality was looking at options of augmenting the Methula/Fernie raw water source.

The Elukwatini Water Scheme was upgraded to normalise the rationing crisis, and the capacity of the water pumps were also improved.

The completion of the Methula and Ekulindeni Bulk Systems benefits 9,265 households; however, there is still the problem of the raw water source in Methula, which dries up in winter.

The Municipality is mandated to provide basic water and sanitation services by supplying clean drinking water to all settlements, including deep rural areas; the collection and treatment of wastewater to encourage a cleaner environment; to maintain the water and sewerage networks; and to clean reservoirs.

The Municipality supplies water, sanitation, electricity, waste removal, fire fighting, and sport and recreation services to provide in the basic needs of its residents; institutions (schools, hospitals etc); businesses and offices; industries (farming, mining, manufacturing, tourism, etc).

The delivery of basic services is essential in improving the quality of life and sustainable development of communities. Government is committed to providing access to water, sanitation and electricity as basic services to address the infrastructural backlog. Government's development programmes were beginning to show tangible results, in that access to basic services has improved substantially since 1994.

The demand for basic service delivery is very high, and the Municipality is unable to meet the ever-growing demand with the available resources. The number of households is highest around towns and settlements, and is rapidly declining in the rural areas. The Municipality is doing well in the provision of some basic services. It shows progress in three critical basic services, being water, sanitation and electricity, which are embraced by the Sustainable Development Goals. In contrast to this, is the solid waste removal service, which contributes adversely to global warming because the rate of litter that is not collected poses a challenge to the wellbeing of the people and the environment, but the Municipality is steadily improving. The reasons that lead to the slow improvement are the financial factor as well as the rural nature of the Municipality.

An analysis of progressive trends is provided below on each of the basic services.

### **3.2.5 Water Services Development Plan**

The purpose of a Water Service Development Plan can be summarised as follows:

- To develop a culture of knowledge and understanding of water services;
- To ensure political leadership of water services planning and implementation;
- To strategise on how to deal with water services;
- To set out the way (action plan);
- To conclude performance contract between WSA and customers, Province and National Government;

- To ensure integration and synergy; to serve as a basis for effective management;
- To monitor compliance;
- To ensure a communication system.

### 3.2.6 Access to Water

The different levels of access to water in the various settlements are indicated in the following table:

**Table 3.1 - Provision of Water (StatsSA 2011)**

Source	Number of Households	Percentage
Water scheme operated by the Municipality	32 783	68,7%
Borehole	2 641	5,5%
Water tanker	4 118	8,6%
Spring	1 483	3,1%
Rain water tank	237	0,5%
Dam/pool/stagnant water	1 308	2,7%
River/stream	3 685	7,7%
Water vendor	275	0,6%
Other	1 175	2,5%

**Table 3.2 - Access to Piped Water**

Number of households without access*		Share of total households	
2011	2016	2011	2016
8,690	9,824	18,2%	18,4%

**Table 3.3 - Previous Status 2011 (Department of Finance, Mpumalanga Provincial Government)**

Piped Water	Number of Households	Percentage
Piped water in dwelling or yard	33 510	70,2%
Piped water on a communal stand	5 506	11,5%
No access to piped water	8 690	18,2%

**Table 3.4 - Comparison of Access to Water**

Municipality (ranked from best to worst)	2012	2014	Trend 2012-2014
Steve Tshwete	97%	97.1%	
Chief Albert Luthuli	18%	53.2%	
Nkomazi	17%	51.5%	
Emakhazeni	80%	50.0%	
Dr Pixley Ka Isaka Seme	41%	43.4%	
Msukaligwa	21%	18.1%	

**Table 3.5 - Blue Drop Performance previous status**

Performance Area	Standard	Badplaas	Bettys-goed	Carolina	Ekulindeni	Elukwatini	Empuluzi	Fernie
Water Safety Planning (35%)	35%	22,23%	20,13%	23,80%	20,13%	22,23%	22,23%	20,13%
Treatment Process Management (8%)	8%	7,16%	7,16%	8,00%	5,20%	7,16%	6,00%	7,16%
DWQ Compliance (30%)	30%	18,00%	6,75%	22,65%	6,75%	6,75%	6,75%	6,75%
Management Accountability (10%)	10%	5,40%	5,40%	6,00%	5,40%	5,40%	6,00%	5,40%
Asset Management (14%)	14%	5,64%	4,80%	5,64%	5,43%	5,43%	6,48%	4,80%
Use Efficiency/Loss Management (3%)	3%	0,00%	0,00%	0,00%	0,00%	0,00%	0,00%	0,00%
Bonus Scores	-	4,37%	3,00%	5,09%	5,25%	6,45%	4,50%	3,75%
Penalties	-	0,00%	1,77%	0,00%	1,72%	1,88%	1,90%	0,00%

2014 BLUE DROP Score		62,79%	45,46%	71,17%	46,43%	51,53%	50,05%	47,98%
----------------------	--	--------	--------	--------	--------	--------	--------	--------

Chart 3.6 - Percentage of Households with Access to Piped Water

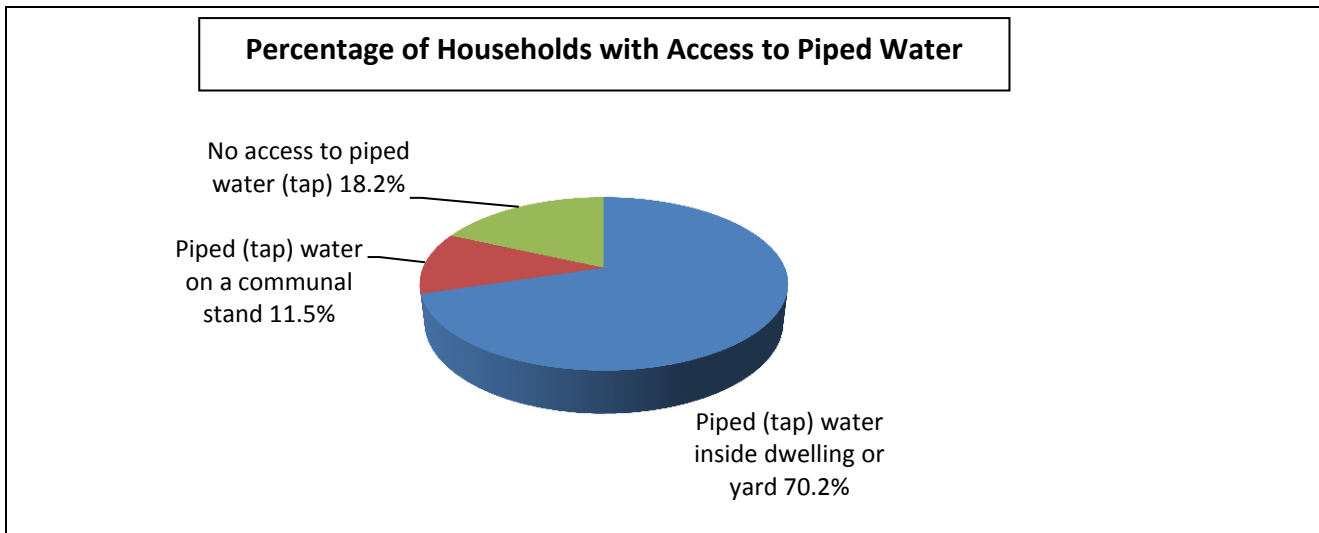


Table 3.7 - Water Provision Backlog

Ward	Number of Households	Percentage
1	1 248	2,6%
2	764	1,6%
3	647	1,4%
4	823	1,7%
5	1 041	2,2%
6	580	1,2%
7	511	1,1%
8	604	1,3%
9	729	1,5%
10	705	1,5%
11	991	2,1%
12	807	1,7%
13	407	0,8%
14	1 260	2,6%
15	893	1,9%
16	842	1,8%
17	880	1,8%
18	992	2,1%
19	727	1,5%
20	427	0,9%
21	396	0,8%
22	1 000	2,1%
23	424	0,9%
24	387	0,8%
25	89	0,2%
Total	18 171	38,1%

The number of 43,656 households (81.6%) has access to piped water, which is slightly lower than the 81.8% access in 2011. The number of 9,824 (18.4%) households without access to piped water in 2016 is not a good figure at all.



### 3.2.7 SDF Approved Level

A suitable standard of water supply is to have access to piped water either to the *dwelling* or at *least within 200 meters of the dwelling*.

According to the *Statista SA 2011 Census* 78.4% of the households of the Municipality have access to piped (*tap*) water which includes households with piped water inside the dwelling/institution, piped water inside the yard and piped water on a community stand within a distance less than 200m from the dwelling/institution. Of this 78.4%, only 22.7% of households have piped water inside their dwelling. Access to piped water is one of the key indicators utilised in the Multiple Deprivation Index.

### 3.2.8 Challenges/Key Issues of Concern

- Ageing infrastructure resulting in high water losses and disruptions of water supply.
- Illegal connections that lead to excessive leaks (systems losses).
- General wastages of water by communities.
- Sources: Only licences will be updated, other sources that do not have sufficient water, like Empuluzi, will be supplemented through RBIG projects.
- Bulk: MEGA will be implementing our approved business plan that addresses infrastructure backlogs.
- Reticulation: The draft plan to replace the existing AC pipeline.
- Boreholes: The GSDM has a programme to assist the Municipality with installation of new boreholes and refurbishment of the existing boreholes.
- Refurbishment: Business plans are developed on a yearly basis and implementation follows after approval and based on priorities.
- O & M: A business plan is available. An O&M manual is being completed and will be implemented after technical training of all staff in terms of O&M.
- Recurring sewer spillages in Carolina due to aged infrastructure, including pump stations
- No cost recovery for water supplied from boreholes
- Asbestos pipes
- No water network in deep rural areas (bulk water infrastructure)
- Supply of water by means of water tankers is becoming unaffordable
- Rationing water supply due to the demand exceeding supply in the Elukwatini (Eerstehoek) Water Scheme area
- Inadequate water treatment plant in Elukwatini (Eerstehoek) area
- High unaccounted for water in Elukwatini (Eerstehoek) area as a result of ageing infrastructure
- Lack of bulk meters
- Shortage of plant and machinery
- Shortage of fleet
- Gravel roads
- Unable to maintain gravel roads, motor bridges, foot bridges in the rainy season
- Lack of construction vehicles
- Recurring breakdowns of yellow plant and machinery
- Lack of repair of yellow plant and machinery due to financial constraints
- Unable to purchase materials due to financial constraints
- Damage of tarred and paved streets by heavy vehicles in Carolina
- Damaged street edges due to failure of the pavement structure in Carolina
- Lack of training of yellow plant / construction vehicle operators
- Limited budget allocation from Municipal Infrastructure Grant (MIG); competing needs of water and roads infrastructure development programmes, where water takes a large portion of the budget; and also the prioritisation by Province on water supply
- The Carolina Wastewater Treatment Works requires urgent refurbishment in order to comply with legislative requirements

### 3.2.9 Operations and Maintenance Plan

A business plan is available. An O&M manual is being completed and will be implemented after technical training of all staff in terms of O&M.

### 3.2.10 Status of bulk supply and storage

A total of 9,265 households benefit from the completion of package plants at Methula and Ekulindeni Bulk Systems; however, there is still a challenge with the raw water source, in particular Methula that dries up in winter.

### **3.2.11 Availability of Water to Other Associated Facilities**

- Unreliable refuse removal vehicles
- Personne
- Refuse disposal sites

### **3.2.12 SDF Service Level**

A suitable standard of sanitation is to have access to at least a ventilated pit latrine (VIP) in the yard.

According to the 2011 census, 68.8% of households utilise a pit latrine and 5.2% have no toilet facilities. This means that effectively 74% of households

Table 3.8 - Households with access to piped water

Ward No	Piped (tap) water inside dwelling/ institution	Piped (tap) water inside yard	Piped (tap) water on community stand: distance less than 200m from dwelling/ institution	Piped (tap) water on community stand: distance between 200m and 500m from dwelling/ institution	Piped (tap) water on community stand: distance between 500m and 1000m (1km) from dwelling/ institution	Piped (tap) water on community stand: distance greater than 1000m (1km) from dwelling/ institution	No access to piped (tap) water	Unspecified Not applicable	Not applicable	Total
1	237	1 136	227	25	13	-	380		-	2 018
2	281	1 097	170	23	7	1	285	-	-	1 863
3	95	1 293	193	20	3	-	284	-	-	1 888
4	661	1 227	31	12	2	21	214	-	-	2 157
5	579	837	78	47	7	2	101	-	-	1 650
6	224	380	491	60	7	11	666	-	-	1 839
7	1	14	124	16	-	6	392	-	-	552
8	12	23	9	9	10	19	840	-	-	911
9	796	1 369	400	85	19	1	377	-	-	3 048
10	219	1 144	150	21	3	12	163	-	-	2 672
11	262	1 119	353	42	2	-	88	-	-	1 867
12	714	952	68	20	4	2	238	-	-	1 998
13	259	627	126	88	58	12	81	-	-	1 240
14	1 554	879	156	48	37	3	399	-	-	3 937
15	1 693	1 450	185	25	18	5	78	-	-	3 444
16	224	158	65	156	74	12	1 641	-	-	2 231
17	273	823	1	3	9	2	80	-	-	1 180
18	280	1 627	65	28	9	-	431	-	-	2 300
19	188	783	97	17	2	20	381	-	-	1 476
20	152	861	87	22	1	3	323	-	-	1 985
21	966	527	372	74	19	10	681	-	-	2 726
22	45	402	76	5	5	-	336	-	-	547
23	603	839	198	63	188	29	774	-	-	2 683
24	148	2 143	114	55	6	2	309	-	-	3 637
25	340	994	13	6	8	-	450	-	-	2 387
<b>Total</b>	<b>10 806</b>	<b>22 704</b>	<b>3 849</b>	<b>970</b>	<b>511</b>	<b>173</b>	<b>9 824</b>	<b>0</b>	<b>0</b>	<b>53 480</b>

## **3.2 KEY PERFORMANCE AREA 1 : BASIC SERVICE DELIVERY PROGRAMME: SANITATION**

### **3.2.1 Background**

The Municipality is responsible to collect and treat waste water, and to ensure compliance to environmental standards as set out by the Department of Water Affairs.

The Water Services Act states that everyone has a right of access to basic sanitation, which is defined as: *The prescribed minimum standard of services necessary for the safe, hygienic and adequate collection, removal, disposal or purification of human excreta, domestic waste water and sewage from households, including informal households.*

The Regulations Relating to Compulsory National Standards and Measures to Conserve Water (Compulsory National Standards) states that the minimum standard for basic sanitation services is: *The provision of appropriate education; and a toilet which is safe, reliable, environmentally sound, easy to keep clean, provides privacy and protection against the weather, well ventilated, keeps smells to a minimum and prevents the entry and exit of flies and other disease-carrying pests.*

The Municipality provides access to basic sanitation to 10,972 households (23%) through flush toilets, and 34,000 households (71%) in the rural areas where it is difficult to supply wastewater removal due to settlements having occupied these areas before planning was done for basic sewer infrastructure, households were provided with VIP toilets. Many of these toilets are nearing their carrying capacity or are full already. The Municipality has therefore launched a pilot project in the 2015/16 financial year to replace the VIP toilets with Smartsan toilets.

### **3.2.2 Legislative Requirements**

- National Environmental Management Act
- Water Services Act
- Regulations for the Blue and Green Drop Processes

### **3.2.3 National Target**

In terms of the Sustainable Development Goals of Government, the national target for the basic services is to -

- by 2030, achieve access to adequate and equitable sanitation and hygiene for all and end open defecation, paying special attention to the needs of women and girls and those in vulnerable situations;
- by 2030, improve water quality by reducing pollution, eliminating dumping and minimizing release of hazardous chemicals and materials, halving the proportion of untreated wastewater and substantially increasing recycling and safe reuse globally;
- by 2030, substantially increase water-use efficiency across all sectors and ensure sustainable withdrawals and supply of freshwater to address water scarcity and substantially reduce the number of people suffering from water scarcity;
- by 2030, implement integrated water resources management at all levels, including through transboundary cooperation as appropriate;
- by 2020, protect and restore water related eco-systems, including mountains, forests, wetlands, rivers, aquifers and lakes;
- by 2030, expand international co-operation and capacity building support to developing countries in water- and sanitation-related activities and programmes, including water harvesting, desalination, water efficiency, wastewater treatment, recycling and reuse technologies;
- support and strengthen the participation of local communities in improving water and sanitation management.

### **3.2.4 Status of Sanitation Services**

The backlog in the provision of basic sanitation is 19,712 households (StatsSA 2011). To address this challenge will require a huge financial injection.

Approximately 61.4% of households are below the RDP standard for sanitation, with the exception of Carolina, part of Emanzana, Elukwatini and Mayflower. The wastewater treatment works and reticulation is provided only to the major urban areas in the municipal area. Other communities have access to pit latrines. Clearly a large portion of the population in the area does not have access to proper sanitation. The biggest challenge for the Municipality is to replace the pit latrines with VIP toilets, where it is suitable. Dumping and flushing of inappropriate materials to waterborne sewer systems and filling up of VIP toilets.

At the current rate of funding, even if only sanitation projects were to be implemented with the grant funding provided annually, the SDG target for sanitation will not be met.

**Table 3.9 - Comparison of number of households without toilets**

Municipality	Number of households without toilets		Share of total households	
	2011	2016	2011	2016
Chief Albert Luthuli	2 476	1 801	5.2%	3.4%
Msukaligwa	987	1 295	4.9%	2.5%
Mkhondo	4 823	1 965	12.9%	4.3%

### 3.2.5 Green Drop Performance

The latest DWA Green Drop Report indicated that the Municipality is 17.2% compliant to the Green Drop Specifications and requires urgent assistance to improve all performance areas of the Green Drop Assessment. The Municipality's treatment plants are in a high-risk situation in terms of their Critical Risk Rating and require urgent attention in terms of refurbishment, upgrades and additions to the current system.

The Green Drop Score of the Municipality was 36,39% in 2013 (2011: 17,2%; 2009: 0,0%) which is a significant improvement on the figure for 2011.

### 3.2.6 Access to Sanitation

According to Statistics SA 2011, there was a backlog of 19,712 households in the provision of basic sanitation services.

The Municipality provided ventilated pit latrines (VIP toilets) to approximately 32,800 households during the last 5 years to eradicate the sanitation backlog. However, the Province directed municipalities to cease this sanitation technology especially in rural areas where there is no infrastructure, and to look at alternatives, preferably waterborne sanitation. This will require a huge financial injection to address this challenge.

The types of sanitation provided by the Municipality are –

- waterborne sanitation in urban settlements, with the challenge of sewer blockages due to inadequate or rationing of water; and
- ventilated toilets system (VIP), which has a short lifespan; about 23% of households receive this service in an acceptable standard, but over 65% receive it at a minimal level. Even though there is a challenge with the definition of what a standard was, it can be loosely accepted that any person who uses any other system than waterborne sewer is below the standard.

The Municipality faces budget constraints in relation to the sanitation service - the fact that less than 30% of households are receiving decent sanitation is a serious concern, given the fact that in terms of water supply, more than 77% of households receive water through piped water. If the Municipality were to convert the 77% of households receiving water to sanitation, it would have been in a position to increase its revenue base, because this is trading service.

### 3.2.7 Status of Sewer Treatment Plants and Related Bulk Infrastructure

The draft IDP commissioned by GSDM concluded that from the current situation the WWTWs do not have sufficient operation and maintenance, application of chemicals and staffing levels.

### 3.2.8 Operations and Maintenance Plan

A business plan is available. An O&M manual is being completed and will be implemented after technical training of all staff in terms of O&M.

### 3.2.9 Challenges / Key Issues of Concern

- VIP Toilets are filling up and need maintenance. The Municipality launched Smatsan a pilot project in the previous financial year. Again there is an issue of backlog.
- Sewer systems new / rehabilitation: None identified due to financial constraints.
- Operation and Maintenance: A business plan is available. An O&M manual is being completed and will be implemented after technical training of all staff in terms of O&M.
- Honey suckers: The Municipality has one honey sucker. Financial challenges do not allow procurement of more.
- WWTW (Carolina) requires urgent refurbishment in order to comply with legislative requirements.
- Recurring sewer spillages due to aged infrastructure also pump stations.
- No cost recovery for water supplied from boreholes
- High electricity bills from Eskom for water treatment plants at Ekulindeni, Elukwatini, Methula, Mayflower and Lusushwane (no cost recovery for treatment and supply)

- Aging infrastructure
- Asbestos pipes
- No water network in deep rural areas (bulk water infrastructure)
- Supply of water by means of water tankers is becoming unaffordable
- High electricity bills from Eskom for electrified boreholes
- Rationing water supply due to the demand exceeding supply in the Elukwatini (Eerstehoek) Water Scheme area
- Inadequate water treatment plant in Elukwatini (Eerstehoek) area
- High unaccounted for water in Elukwatini (Eerstehoek) area as a result of ageing infrastructure
- Lack of bulk meters
- Unable to maintain gravel roads, motor bridges, foot bridges in the rainy season
- Lack of construction vehicles
- Recurring breakdowns of yellow plant and machinery
- Lack of repair of yellow plant and machinery due to financial constraints
- Unable to purchase materials due to financial constraints
- Damage of tarred and paved streets by heavy vehicles in Carolina
- Damaged street edges due to failure of the pavement structure in Carolina
- Lack of training of yellow plant/construction vehicle operators
- Limited budget allocation from Municipal Infrastructure Grant (MIG); competing needs of water and roads infrastructure development programmes, where water takes a large portion of the budget; and also the prioritisation by Province on water supply
- The Carolina Waste Water Treatment Works requires urgent refurbishment in order to comply with legislative requirements.

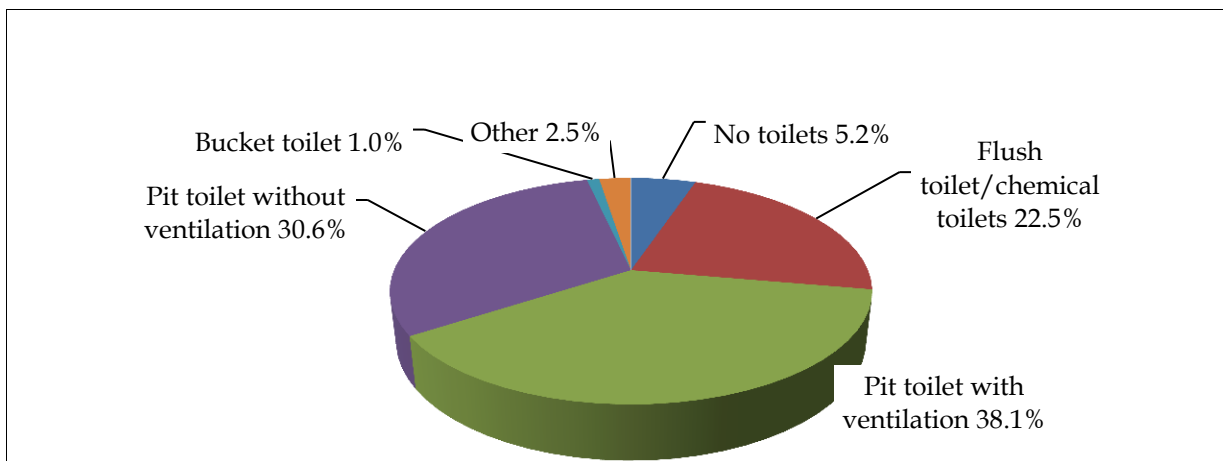
**Table 3.10 - Toilet Facilities (StatsSA 2011)**

Type of Toilet	Number of Households	Percentage
Flush toilet connected to sewerage system	9,009	18,9%
Flush toilet with septic tank	792	1,7%
Pit toilet with ventilation (VIP)	18,196	38,1%
Pit toilet without ventilation	14,600	30,6%
Chemical toilet	946	2,0%
Bucket toilet	473	1,0%
Other	1,213	2,5%
None	2,476	5,2%
Total	47,705	-

**Table 3.11 - Sanitation Backlog (Department of Finance Mpumalanga Provincial Government)**

Toilet Facilities	Number of Households	Percentage
Flush / chemical toilet	10,747	22,5%
Pit latrine with ventilation (VIP)	18,196	38,1%
Pit latrine without ventilation	14,600	30,6%
No toilet	2,476	5,2%
No toilets (highest in Ward 10 (17.0%) and lowest in Ward 1 (3.6%))		

**Chart 3.12 - Availability of Toilet Facilities**



The backlog for toilets is 6.2% of households with no toilets or with bucket system.

**Table 3.13 - Green Drop Performance by Wastewater Treatment Works**

% CCR / CCR Max					
Year	Emanzana	Carolina	Kromdraai	Eerstehoek	Mayflower
2008	44	56	83	100	72
2011	72	94	89	89	89
2012	41	65	47	65	65
2013	94	76	94	94	94
2014	76	76	100	65	100

**Table 3.14 - Waste Water Services (Green Drop)**

Green drop risk rating 2013	Green drop risk rating 2014	Trend 2013-2014
90.6%	83.5%	

There is still a huge challenge in the Province at municipal level to improve the access of households in terms of hygienic and RDP level toilets - 593,606 households (47.9%) have access to other (non-hygienic) toilet facilities.

### 3.2.10 Provincial Economic Policy Framework

- Improvement in some areas such as electricity connections with household services in Chief Albert Luthuli between 2011 and 2016 according to the CS of StatsSA – challenges however in terms of informal dwellings & access to piped water and sanitation.
- Number of informal dwellings increased from 2 857 in 2011 to 5 206 in 2016 – increase of 2 349 households – almost 10% of the households living in informal dwellings.
- Number of households with access to flush/chemical toilets improved in the relevant period – Only access of 12 559 households or a % access of only 23.5% of households – 1 801 households without any toilet facilities (no toilets).
- Average performance in terms of latest published Blue Drop report and high risk in terms of the latest published Green Drop report, but improving trends – importance however of the Municipality to address these challenges.

**Table 3.15 - Comparison of Households with No Access to Toilets**

Number of households without access		Share of total households	
2011	2016	2011	2016
8 690	9 824	18.2%	18.4%
3 841	4 243	9.4%	8.3%
8 039	6 805	21.5%	14.9%
1 410	2 212	7.1%	9.8%
731	2 347	2.4%	6.3%
688	1 397	5.4%	9.4%
885	1 704	1.1%	1.6%

In general the Municipality is not performing well comparatively according to our household services index, but improving.

**Table 3.16 - Comparison of Blue Drop and Green Drop Status**

Municipality (ranked from best to worst)	2012 Blue drop	2014 Blue drop	Trend 2012-2014
Thembisile Hani	78%	67.6%	
Bushbuckridge	31%	64.2%	
<b>Chief Albert Luthuli</b>	<b>18%</b>	<b>53.2%</b>	
Dr Pixley Ka Isaka Seme	41%	43.4%	
Mkhondo	11%	32.4%	

**Table 3.17 - Comparison of Blue Drop and Green Drop Rating**

Local municipal area (ranked from best to worst)	Green drop risk rating 2013	Green drop risk rating 2014	Trend 2013-2014
Steve Tshwete	62.8%	61.9%	
Nkomazi	87.1%	78.8%	
Chief Albert Luthuli	90.6%	83.5%	



**Table 3.18 - Access to Sanitation per settlement**

In areas in wards	Name of settlement	Number of households	Service Level					
			Above RDP standard (sewer connected )		Within RDP standard with ventilated pit toilet		Below RDP Standard without ventilated pit toilet	
			Number of households	Percentage	Number of households	Percentage	Number of households	Percentage
Avontuur		157	0	-	59	37.6%	98	62.4%
Emanzana (Badplaas)		163	112	68.7%	0	-	51	31.3%
Bettysgoed		342	0	-	144	42.1%	198	57.9%
Caithness		24	0	-	8	33.3%	16	66.7%
Carolina		5 059	2 666	52.7%	0	-	2 392	47.3%
Davale		172	0	-	0	-	172	100%
Dibada		48	0	-	0	-	48	100%
Diepdale		1 598	0	-	746	46.7%	852	53.3%
Dumbarton		60	0	-	23	38.3%	37	61.7%
Dundonald		1 229	0	-	590	48.0%	639	52.0%
Ekulindeni		1 341	345	25.6%	501	37.4%	495	37.0%
Embangweni		727	0	-	270	37.1%	457	62.9%
Embhuleni		128	0	-	94	73.4%	34	26.6%
Emphelelandaba		143	0	-	49	34.3%	94	65.7%
Engonini		118	0	-	116	98.3%	2	1.7%
Enkhaba		123	0	-	78	63.4%	45	36.6%
Esgwili		538	0	-	122	22.7%	416	77.3%
Etjelebumbe		507	0	-	250	49.3%	257	50.7%
Fernie		3 783	0	-	2 467	65.2%	1 316	34.8%
Glenmore		1 830	0	-	1 104	60.3%	726	39.7%
Hereford		265	0	-	243	91.7%	22	8.3%
Holeka		609	0	-	383	62.9%	226	37.1%
Houtbos		283	0	-	147	51.9%	136	48.1%
Izidonga		131	0	-	0	-	131	100%
Kalwerskraal		19	0	-	0	-	19	100%
Lukwatini		3 921	2 549	65.0%	0	-	1 372	35.0%
Mafumulo		240	0	-	169	70.4%	71	29.6%

In areas in wards	Name of settlement	Number of households	Service Level					
			Above RDP standard (sewer connected)		Within RDP standard with ventilated pit toilet		Below RDP Standard without ventilated pit toilet	
			Number of households	Percentage	Number of households	Percentage	Number of households	Percentage
	Malahleka	65	0	-	62	95.4%	3	4.6%
	Maanhaar	222	0	-	134	60.4%	88	39.6%
	Manzana	1 970	0	-	843	42.8%	1 127	57.2%
	Maphundlwane	353	108	30.6%	0	-	245	69.4%
	Maryvale	49	41	83.7%	0	-	8	16.3%
	Mayflower Gate	552	0	-	407	73.7%	145	26.3%
	Mayflower	3 638	720	19.8%	0	-	2 918	80.2%
	Mbhejeka	116	0	-	111	95.7%	5	4.3%
	Moddergat	44	0	-	42	95.5%	2	4.5%
	Mooiplaas	987	0	-	756	77.5%	231	22.5%
	Ndonga	48	0	-	0	-	48	100%
	Nhlaba	204	0	-	188	92.2%	16	7.8%
	Nhlazatshe	6 983	0	-	3 959	57.1%	2 979	42.9%
	Northdene	81	0	-	0	-	81	100%
	Phophoyane	80	0	-	78	97.5%	2	2.5%
	Redhill	1 180	0	-	679	57.5%	501	42.5%
	Robinsdale	243	0	-	186	76.5%	57	23.5%
	Theeboom	78	0	-	0	-	78	100%
	Tjakastad	3 071	0	-	1 216	39.6%	1 855	60.4%
	Vlakplaas	149	0	-	139	93.3%	10	6.7%
	Waverly	167	0	-	117	70.1%	50	29.9%

### 3.3 KEY PERFORMANCE AREA 1 : BASIC SERVICES DELIVERY

#### PROGRAMME: ELECTRICITY

##### STRATEGIC OBJECTIVE

- To ensure provision of affordable and sustainable basic services by upgrading the existing, while providing new infrastructure.
- To provide efficient and sustainable electricity supply to the consumers throughout the municipal area;
- To encourage the use of alternative energy to consumers with or without access to the existing electricity grid.

##### INTENDED OUTCOMES: ELIMINATION OF BACKLOG

#### 3.3.1 Background

The Municipality is committed to the provision of safe, affordable and reliable electricity to the community. Electricity is supplied in the municipal serviced area (Carolina, Silobela and eManzana town); while Eskom is the sole distributor in the rest of the other municipal area.

The Municipality is further committed to ensure the safe continuity of supply of electricity to households through its Electricity Section, and compliance with NERSA.

In line with the National targets, the Municipality is committed to the achievement of the goal of having every house connected to the electricity network by 2030. However, it is worth noting that some of the remaining areas are costly to connect to the grid due to the sparse distribution of houses in those areas, coupled by the exorbitant cost-per-connection.

The Municipality is licensed to distribute electricity in Carolina, Silobela and part of Emanzana only. Eskom is licensed for the bulk supply and reticulation in the former Ekulindeni, Elukwatini and Empuluzi TLC areas. Electrification of households in the rural areas, the informal settlements and parts of Silobela Township is a compelling necessity.

The Municipality is responsible for providing and maintain electricity to all households in its licensed area, maintenance and upgrading of existing electricity infrastructure including streetlights, high-mast lights, network and substations.

The maintenance of the electricity infrastructure is central to the achievement of the core goals of supplying safe, affordable and reliable electricity to the community.

Despite the increase in access to electricity, households prefer to use electricity for lighting rather than for cooking and heating. The use of electricity for cooking and heating was observed in less than 50% households and is not uniform, meaning even households with electricity choose not to use it for all their energy needs. Wood is the leading source of energy for cooking and heating.

Apart from providing electricity to consumers (averaging 5.7 Megavolt amperes or MVA), the Municipality continually installs new and replaces old electrical infrastructure, and ensures compliance with both Eskom and National Energy Regulator of South Africa (NERSA) standards and requirements. However, it is noted with great concern that vandalism, theft, illegal connections (including tampering with meters) are the core contributors to revenue loss, and threatens the sustainable provision of electricity services to businesses and households.

The Municipality is 31% compliant with the NERSA electricity licence requirements. Urgent intervention is required in order to achieve improved compliance.

Statistics SA 2011 indicates that 5,978 households do not have electricity. The Municipality made some strides to address the backlog. Currently only 4 206 households do not have access to electricity.

It appears that the choice of fuel for cooking may depend to a large extent on cultural preferences rather than whether or not electricity is available, although cost, availability and effectiveness are all factors. Paraffin may be selected over electricity for cooking purposes, and wood may be widely used in the more rural areas. However, it is argued that electricity would be the generally preferred choice for lighting, concluding that a process of a rapid expansion is reflected in the use of electricity as the preferred energy source for lighting - and therefore a lack of electricity for lighting should be considered a deprivation.

### 3.3.2 Legislative Requirements

- Electricity Act (1987)
- Electricity Amendment Acts 1989, 1994, 1995)
- Electricity Regulation Act (2006)
- NERSA regulations
- Occupational Health and Safety Act

### 3.3.3 The Energy Plan

The Municipality does not have an Electricity Master Plan in place. The District Municipality previously indicated that they will be developing a district-wide Energy Master Plan.

### 3.3.4 National Target

The national target for this service in terms of the Sustainable Development Goals (Goal 7) is –

- To ensure universal access to affordable, reliable and modern energy services by 2030;
- To increase substantially the share of renewable energy in the global energy mix;
- To double the global rate of improvement in energy efficiency;
- To enhance international cooperation to facilitate access to clean energy research and technology, including renewable energy, energy efficiency and advanced and cleaner fossil-fuel technology, and promote investment in energy infrastructure and clean energy technology;
- To expand infrastructure and upgrade technology for supplying modern and sustainable energy services for all in developing countries, in particular least developed countries, small island developing states, and land-locked developing countries, in accordance with their respective programmes of support.

### 3.3.5 Challenges / Key Issues of Concern

- In Gert Sibande District, only Chief Albert Luthuli did not record a favourable drop in the number and a percentage of households in informal dwellings
- Theft and vandalism of electricity infrastructure
- Shortage of plant machinery (crane truck)
- Shortage of fleet
- Financial constraints
- Unavailability of Master Plan and O&M
- Inadequate customer care and emergence response due to shortage of fleet
- By-passing of meters (illegal connections), tampering with, vandalism and theft of infrastructure, especially cables and transformers
- Ageing of infrastructure
- Illegal electricity connections
- Electricity supply backlog mostly in the Eskom area of supply
- Lack of Electricity Master Plan and O&M Plan.

However, the Municipality has performed exceptionally well in addressing the electricity backlog especially in deep rural villages and farm areas. To mitigate the challenge of tampering with electricity meters, the Municipality has started to roll out pre-paid meters.

Households with connection to electricity was 51,383 in 2016 - the share of households connected to electricity improved to a level of more than 96% in 2016, 1,902 households, however, are not connected to electricity at all.

**Table 3.19 - Electricity Backlog / Fuel used for Lighting (StatsSA 2011)**

Energy for Fuel and Lighting	Number of Households	Percentage
Electricity	41 734	87,5%
LP Gas	202	0,4%
Paraffin	20 696	0,3%
Solar	133	11,1%
Candles (not a valid option)	5 307	0,3%
None	123	-

**Table 3.20 - Households with Access to Refuse Removal Facilities (Statics SA 2011)**

Refuse Removal	Number of Households	Percentage
Removed by local authority at least once a week	9 210	19,3%
Removed by local authority less often	485	1,0%
Communal refuse dump	1 264	2,7%
Own refuse dump	29 797	62,5%
No refuse disposal	6 515	13,7%
Other	434	0,9%

**Table 3.21 - Proportion of Households with Minimum Level of Basic Services**

Proportion of Households with minimum level of Basic Services	Percentage
Electricity service connections	92%
Water - available within 200 m from dwelling	97%
Sanitation - households with at least VIP service	80%
Waste removal - kerbside collection once a week	27%
<b>Percentage of Total households receiving basic water services daily</b>	<b>74%</b>

**Table 3.22 - Number of Households with No Electricity Connections**

Number of households not connected		Share of total households	
2011	2016	2011	2016
5 868	1 902	12.3%	3.6%

**Table 3.23 - Access to Electricity per Settlement**

Ward	Name of settlement	Number of households	Service Level								Backlogs		Reason	Intervention required
			Access to electricity or other forms of energy		Reliability	No access to electricity or other forms of energy		Access to public lighting		Reliability	No access to public lighting			
			Number of households	Percentage		Number of households	Percentage	Number of households	Percentage		Number of households	Percentage		
	Amhemburg													
	Avontuur	157	157			0	-							
	Caithness	24	24			0	-							
	Carolina	5 059	5 059			0	-							
	Davale	172	172			0	-							
	Dibada	48	48			0	-							
	Diepdale	1 598	1 598			0	-							
	Dumbarton	60	60			0	-							
	Dundonald	1 229	1 229			0	-							
	Ekulindeni	1 341	1 341			0	-							
	Embangweni	727	727			0	-							
	Embhuleni	128	128			0	-							
	Emphelandaba	143	143			0	-							
	Engonini	118	118			0	-							
	Enkhaba	123	123			0	-							
	Esgwili	538	538			0	-							
	Etjelebembe	507	507			0	-							
	Fernie	3 783	3 783			0	-							
	Glenmore	1 830	1 830			0	-							
	Hereford	265	265			0	-							
	Holeka	609	609			0	-							
	Houtbos	283	283			0	-							
	Izidonga	131	131			0	-							
	Kalwerskraal	19	19			0	-							
	Lukwatini	3 921	3 921			0	-							
	Mafumulo	240	240			0	-							
	Malahleka	65	65			0	-							

Ward	Name of settlement	Number of households	Service Level								Backlogs		Reason	Intervention required
			Access to electricity or other forms of energy		Reliability	No access to electricity or other forms of energy		Access to public lighting		Reliability	No access to public lighting			
			Number of households	Percentage		Number of households	Percentage	Number of households	Percentage		Number of households	Percentage		
	Maanhaar	222	222			0	-							
	Manzana	1 970	1 970			0	-							
	Maphundlwane	353	353			0	-							
	Maryvale	49	49			0	-							
	Mayflower Gate	552	552			0	-							
	Mayflower	3 638	3 638			0	-							
	Mbhejeka	116	116			0	-							
	Moddergat	44	44			0	-							
	Mooiplaas	987	987			0	-							
	Ndonga	48	48			0	-							
	Nhlaba	204	204			0	-							
	Nhlazatshe	6 983	6 983			0	-							
	Northdene	81	81			0	-							
	Phophoyane	80	80			0	-							
	Redhill	1 180	1 180			0	-							
	Robinsdale	243	243			0	-							
	Theeboom	78	78			0	-							
	Tjakastad	3 071	3 071			0	-							
	Vlakplaas	149	149			0	-							
	Waverly	167	167			0	-							

### **3.4. KPA 1 : BASIC SERVICES: PROGRAMME ROADS**

#### **3.4.1 Background**

The Municipal area of jurisdiction stretches roughly from Diepdale and Ekulindeni along Swaziland and South African border in the east towards Hendrina to the west and then roughly from Nooitgedacht and Vygeboom Dams in the North to Warburton in the South.

The area is transversed by three prominent east-west and north-south provincial routes, namely (R33, R36 and R38), which pass through Carolina and serve as an important road network and backbone of the region providing access to different social and economic opportunities within the Mpumalanga Province.

The municipal area is traversed by mainly gravel roads having a combined length of some 649 kilometers. The towns in the region are linked by tarred roads stretching over considerable distances. These are mainly high order Provincial roads which are a responsibility of the Department of Public Works, Roads and Transport. The deteriorating road network, Provincial proclaimed roads and access roads are the most significant infrastructural problem.

Road access is of critical importance for the economy of the region, social fabric, safety and security and tourism. Carolina is located on the main route to Swaziland and carries a high flow of regional-traffic. It also carries a high volume of coal transporting and other trucks that causes a lot of damage to the road surface.

The Municipality is well services with National, Provincial and Municipal roads.

The arterial route (R38) forms an important link with N11 to the west, which in turn link with N4 (Maputo Corridor) to Johannesburg, Nelspruit and Mozambique and again forms link with R40 north of Ekulindeni, which in turn also link with the Maputo Corridor and Swaziland.

The arterial routes (R33 and R39) serve as an important link between the Highveld and Eastvaal regions as it forms link with N17 West of Warburton, which in turn link with N11 and N2 to the South and the capital city of Swaziland to the East. The village clusters around the N17 and South of the N17 do not feature any significant concentration of business which should create a potential for economic development.

All three provincial routes play a tremendous role in serving as transport and economic linkages linking all areas not only within the Albert Luthuli Municipal area but also with other important areas in the Highveld, Lowveld and Eastvaal regions.

#### **3.4.2 Roads and Storm Water**

The situation with regards to storm water drainage is deplorable. In the villages, there are no storm water drainage facilities as is evidenced by inputs from community participation. The roads are generally gravelled, and they have been graded (bladed) down to the level of infrastructure. Regravelling is the next possible option, but shortage of yellow fleet makes it almost impossible for re-gravelling to take place.

There is another challenge with the paved roads, and some provincial roads with not enough storm water drainage. Three main provincial roads are gravelled, and make travelling between villages difficult, if not impossible especially in summer. These roads are Glenmore Road (from Hartebeeskop to Betty's Goed), Redhill Road (from Oshoek to Dundonald and Swallows' Nest), and Diepgezet Road (from Oshoek to Steyn's Dorp).

Road infrastructure need to be upgraded to include storm water drainage systems, evaluate bridges every year, construct new bridges, construction of footbridges and rehabilitation of road networks.

#### **3.4.3 Status of Arterial Roads or Internal Roads/Streets**

The roads and streets in the municipal area have been in a bad state are becoming worse. Some of the gravel roads, especially those in the townships or urban areas, are inaccessible and the situation worsens in the rainy season.

The storm-water drainage system needs urgent attention. The municipality has a plan in place to blade these roads using limited facilities which are not enough for the current demand.

#### **3.4.4 Integrated Roads and Storm-water Master Plan**

The Municipality's Roads and Storm-water Master Plan was adopted by Council, and is reviewed annually. The objective of the Plan is to address and eradicate backlogs.



### **3.4.5 Resources available to support the delivery of the service**

The Municipality has limited resources with regard to personnel (assisted by EPWP employees), vehicles, yellow plant, and equipment due to financial constraints.

### **3.4.6 Challenges / Key Issues of Concern**

- No access roads to informal settlements
- Shortage of heavy construction plant (inadequate tipper trucks), limits construction of footbridges in deep rural areas, and maintenance of vehicle bridges disturbed by unrelated wear and tear situations
- Damage to street and pavement infrastructures in the CBD and residential areas by heavy motor vehicles
- Gravel roads that are eroded every year
- Unable to maintain gravel roads, motor bridges, foot bridges in the rainy season
- Lack of construction vehicles
- Recurring breakdowns of yellow plant and machinery
- Lack of repair of yellow plant and machinery due to financial constraints
- Unable to purchase materials due to financial constraints
- Damage of tarred and paved streets by heavy vehicles in Carolina
- Damaged street edges due to failure of the pavement structure in Carolina
- Lack of training of yellow plant/construction vehicle operators
- Limited budget allocation from Municipal Infrastructure Grant (MIG); competing needs of water and roads infrastructure development programmes, where water takes a large portion of the budget,, and also the prioritisation by Province on water supply

## **3.5 KPA 1 : BASIC SERVICE DELIVERY (INFRASTRUCTURE DEVELOPMENT)**

### **3.5.1 Introduction**

The Constitution (1996) assigns municipalities the duty of ensuring the provision of basic services; promoting social and economic development and a safe and healthy environment in which to live and work.

This chapter outlines the Municipality's infrastructure development and services.

### **3.5.2 Legislative Requirements**

- National Environmental Management Act (1998)
- National Environmental Management Waste Act (2008)
- National Waste Management Strategy (2012)
- National Environment Management: Air Quality (2004)
- Occupational Health and Safety Act

The Municipality continues to put significant resources and effort into infrastructure delivery, in order to eradicate existing backlogs.

The most current figures reflecting the backlog of services to houses/dwellings are seen in the table below together with the range of delivery and the related timeframes for backlog eradication.

### **3.5.3 Infrastructure development**

The Municipality is responsible for the planning of municipal infrastructure, and for utilising the capital allocations to deliver the infrastructure. The Project Management Unit (PMU) is an institutional arrangement that was established to take responsibility for managing all capital projects, to ensure that the municipality is able to address all the capital challenges effectively and efficiently, that capital funds are utilised to build the necessary internal capacity in project management as well as to deliver the infrastructure.

### **3.5.4 The overall roles and responsibilities of the PMU may be detailed as follows:**

- Infrastructure development planning
- Project identification
- Financial planning and management of capital funds
- Project feasibility studies
- Project planning
- Project implementation, including community participation and awareness, construction, capacity building and mentoring support
- Project management

- Building of capacity in the unit
- Monitoring and evaluation of the capital programme and projects
- Compilation and submission of reports in the formats prescribed for the capital programme.

The Service Delivery and Budget Implementation Plan (SDBIP) is an important element in the service delivery process since it translates the IDP objectives into tangible and implementable projects, thereby making service delivery a reality and providing a basis for performance management.

Through the SDBIP, the Executive Mayor is able to hold the Municipal Manager as Head of Administration accountable, and the Municipality is able to account to communities. It enables the Municipal Manager to hold accountable the Managers that report directly to him. At the same time, communities are also able to monitor the functioning of the Municipality. The SDBIP must determine the performance agreements that are entered into between the employer and employees.

The Plan reflects the required elements, such as the performance of the Municipality by department, the targets as per the IDP as well as the budget for projects for the financial year. The Municipality's capital projects are funded by the following programmes:

- Municipal Infrastructure Grant (MIG)
- Integrated National Electrification Programme (INEP) of the Department of Energy
- The Water Services Operating Subsidy of the Department of Water and Sanitation (DWS)
- Capital Funds from Gert Sibande District Municipality (GSDM)
- Own Funds.

The Municipality has a number of priorities that it will pursue in the next few years, most of which align with national government's focus on infrastructure development and job creation.

### 3.5.5 Key issues relating to infrastructure delivery

- Limited access to basic household and community services especially in informal settlements
- Limited funding available to deal with big backlogs;
- The inability of households to pay for basic services due to high levels of poverty and unemployment
- Illegal water and electricity connections.

**Table 3.24 - Progress on Capital Project**

Ward	Project Name	Progress	Completed	Funding Agent
<b>WATER</b>				
10, 13, 14, part 16, 18, 20, 24, 25	Upgrading of pumping capacity and retrofitting of Eerstehoek Water Scheme	Completed	2012-14	MIG
10, 13, 14, part 16, 18, 20, 24, 25	Replacement of AC pipelines on the Eerstehoek Water Scheme	Completed	2012-14	MIG
15, part of 21, 22	Upgrading pumping capacity and retrofitting of Carolina Water Scheme	Completed	2012-14	MIG
17, 23	Upgrading of Emanzana (Badplaas) Water Scheme	Completed	2012-14	MIG
4, 5, 7, 9, 11	Upgrading of Empuluzi Water Scheme.	Completed	2012-14	MIG
15, part of 21, 22	Replacement of AC pipes in Carolina	Completed	2012-14	MIG
1, 3, 5, 6, 7, 8, 9, 12, 13, 16, 18, 19, 21, 23, 24, 25	<b>Water Services Operating Subsidy (drilling, equipping boreholes) at following areas:</b> Lochiel, Oshoek, The Brook, Phaphama, Houtbos, Syde, Dewet, Dumberton, KaJim, Mashonamini, Engelsedraai, Teenline, Biyane, Schoeman, Mbejeka, Thubelisha, Enkanini, Nhlazatshe 7A, Bosville, Uitgevonden, Vlakplaas, Witklip, Kamboyi, Part of Nhlaba, Julius Mkhondo, Sebentani, Kranspan, Moedig, Lusthof, Redhill and Ema-Eighteen	Completed	2012-14	DWA
<b>SANITATION</b>				
15, 22	Construction of Silobela Ext 2 and 3 - 750 toilets top structure	Completed		MIG

Ward	Project Name	Progress	Completed	Funding Agent
<b>ROADS</b>				
14, 16, 25	Tarring of Nhlanzatshe 3 Road	Completed		MIG
16, 25	Tarring of Nhlanzatshe 1 Ring Road	Completed		
5, 6	Construction of tarring from Dundonald to Slovo	Completed		
12	Construction of Ekulindeni Ring Road			
17, 23	Construction of Emanzana (Badplaas) Ring Road	Completed		
4, 9	Construction of Mayflower Ring Road	Completed		
2, 3	Construction of Mahoxo Road	Completed	2013	
19	Construction of Mooiplaas Road	Completed		

**Table 3.24 - List of previous infrastructure projects**

Ward	Project Name	Progress	Completed	Funding Agent
<b>WATER</b>				
10, 13, 14, part 16, 18, 20, 24, 25	Upgrading of pumping capacity and retrofitting of Eerstehoek Water Scheme	Completed	2012-14	MIG
10, 13, 14, part 16, 18, 20, 24, 25	Replacement of AC pipelines on the Eerstehoek Water Scheme	Completed	2012-14	MIG
15, part of 21, 22	Upgrading pumping capacity and retrofitting of Carolina Water Scheme	Completed	2012-14	MIG
17, 23	Upgrading of Emanzana (Badplaas) Water Scheme	Completed	2012-14	MIG
4, 5, 7, 9, 11	Upgrading of Empuluzi Water Scheme.	Completed	2012-14	MIG
1, 3, 5, 6, 7, 8, 9, 12, 13, 16, 18, 19, 21, 23, 24, 25	<b>Water Services Operating Subsidy (drilling, equipping boreholes) at following areas:</b> Lochiel, Oshoek, The Brook, Phaphama, Houtbos, Syde, Dewet, Dumberton, Kajim, Mashonamini, Engelsedraai, Teenline, Biyane, Schoeman, Mbejeka, Thubelisha, Enkanini, Nhlanzatshe 7A, Bosville, Uitgevonden, Vlakplaas, Witklip, Kamboyi, Part of Nhlababa, Julius Mkhondo, Sebentani, Kranspan, Moedig, Lusthof, Redhill and Ema-Eighteen	Completed	2012-14	DWA
<b>SANITATION</b>				
15, 22	Construction of Silobela Ext 2 and 3 - 750 toilets top structure	Completed		MIG
<b>ROADS</b>				
14, 16, 25	Tarring of Nhlanzatshe 3 Road	Completed		MIG
16, 25	Tarring of Nhlanzatshe 1 Ring Road	Completed		
5, 6	Construction of tarring from Dundonald to Slovo	Completed		
12	Construction of Ekulindeni Ring Road			
17, 23	Construction of Emanzana (Badplaas) Ring Road	Completed		
4, 9	Construction of Mayflower Ring Road	Completed		
2, 3	Construction of Mahoxo Road	Completed	2013	
19	Construction of Mooiplaas Road	Completed		

**Table 3.25: List of prioritised projects**

Ward	Project Name	Approved Budget 2015/16	Budget 2016/17	Budget 2017/18	Funding Agent
<b>WATER</b>					
10, 13, 14, part 16, 18, 20, 24, 25	Replacement of AC Pipelines on the Eerstehoek Water Scheme	10,000,000	12 000 000	15 000 000	MIG
15, part 21, 22	Upgrading pumping capacity and retrofitting of Carolina Water Scheme	14 000 000	-	-	MIG
17,23	Upgrading of Badplaas Water Scheme	4 000 000	6 000 000	8 000 000	MIG
7	Construction of Bulk Pipeline to and Storage at Mayflower Gate	2 000 000	-	-	
20,24, 25	Construction of Bulk Storage, Pipeline and Raised Tank for Nhlanzatshe 2, 4, 5, 6, 7	5 000 000	8 000 000	10 000 000	
15, part 21, 22	Replacement of AC Pipes Carolina	10 000 000	10 000 000	15 000 000	MIG
4, 5, 6, 7, 9,	Refurbishment of Eerstehoek and Empuluzi Water Treatment	15 000 000	30 000 000	25 000 000	DWS

Ward	Project Name	Approved Budget 2015/16	Budget 2016/17	Budget 2017/18	Funding Agent
10, 11, 13, 14, 16, 18, 20, 24, 25	Plants				Services Operating Subsidy
1, 3, 4, 5, 6, 7, 8, 9, 10, 11, 12	Refurbishment and Electrification of Boreholes (40) Syde 2, DeWet, Ndonga, Caithness, Mafufumbe, Vilakazi Store, Magagula section, Ngwenya Store, Robinsdale, Oshoek, Block 6, Mngomezulu, Mafufumbe Khanya School, kaJim, Aankomst, Ekuphumuleni, Hartebeeskop, Ngodini, Hereford (Mabasa), Suncity, Faith Mission 2, Mtshali Store, Magic Store, kaMboyi, Nhlaba, Losmecherry, Edwaleni, Elukwatini South, Mission, Lochiel kaMngcuza, Lochiel next to Primary School, Mbhejeka 2, Avontuur (Mashonamini), Nkaba, Styensdorp, Leliefontein, Steynsdraai, Moedig, Engelsedraai, Heuningklip, Schoeman, Sebentani	10 000 000	-	-	DWS Services Operating Subsidy
<b>SUB TOTAL WATER</b>		<b>70 000 000</b>	<b>66 000 000</b>	<b>73 000 000</b>	
<b>SUB TOTAL WATER - MIG</b>		<b>45 000 000</b>	<b>36 000 000</b>	<b>48 000 000</b>	

### 3.6 KPA 1 : BASIC SERVICES DELIVERY (PROGRAMME WASTE REMOVAL)

#### 3.6.1 Background

The Municipality operates 5 waste disposal sites that are licensed as either Landfill Sites or Transfer Stations. These landfill sites are expected to accommodate an average of 594 tonnes of waste per month. Domestic waste and garden waste is buried in dug cells and covered with soil.

The municipality is not fully compliant with the environmental and waste management regulations in administering the both disposal and landfill sites due non availability of appropriate equipment's and tools.

In line with the requirement of the National Environmental Management: Waste Act 2000, section 11, the municipality has developed the Integrated Waste Management Plan (IWMP) that would focus on better managing the overall waste management.

#### 3.6.2 Legislative requirements

- National Environmental Management Act 107 of 1998
- National Environmental Management Waste Act 59 of 2008
- National Waste Management Strategy of 2012
- National Environment Management: Air Quality Act 39 of 2004
- Occupational Health & Safety Act
- Waste Act, No 59 of 2008
- National Domestic Waste removal Standard of 2011
- Waste Classification Regulations of 2013
- National Policy for the Provision of Refuse Removal to indigent households of 2011
- National Waste Information Regulations of 2012
- Clean Environment Waste Act (2008)
- Domestic Waste National Collection Standard (2011)

#### 3.6.3 National Target

The national target for this service in terms of the Sustainable Development Goals is to, by 2030, reduce the adverse per capita environmental impact of cities, including by paying special attention to air quality and municipal and other waste management.

#### 3.6.4 Service level in terms of the SDF

A suitable standard of refuse removal is to have access to kerb-side refuse removal by the Municipality at least once a week.

According to 2011 Census, 19.3% of households have refuse removed by the Municipality and only 13.7% of households have no refuse removal at all.

### 3.6.5 Strategic Objective

- To ensure provision of affordable and sustainable basic services by upgrading existing and providing new infrastructure
- To ensure a clean and healthy environment through the provision of regular refuse removal services to existing and new developments.
- To contribute towards the mitigation of climate change impacts.
- To ensure that people are aware of the impact of waste on their health, well-being and the environment.

The key strategic approach to improve the Waste Management Service is to engage the community and mobilise stakeholders in the following key interventions programs:

- Waste avoidance
- Waste minimisation
- Waste storage
- Waste treatment
- Waste recovery
- Re-cycling of waste
- Re-use of waste
- Safe disposal of waste

The National Waste Management Act requires the Municipality to manage, in partnership with other spheres of government, its waste responsibly including improving its waste management services to achieve the following goals:

- Enhancing access to waste management service
- Licensing of landfill site
- Management of landfill sites
- Waste management fleet
- Management and control of illegal dumping of waste
- Community participation and partnership to avoid, reduce or minimise waste

### 3.6.6 Integrated Waste Management Plan (IWMP)

The Integrated Waste Management Plan was approved by the Municipal Council, and it is reviewed on an annual basis.

### 3.6.7 Status of Waste Disposal

#### (a) Landfill sites

The Municipality has 5 operational waste disposal sites, which are licensed as follows:

- Carolina - Landfill Site
- Elukwatini - licensed as a Landfill Site
- Ekulindeni - Transfer Station
- Emanzana - Transfer Station
- Empuluzi - Transfer Station

The Municipality is not able to maintain its disposal sites effectively due to a lack of the required plant and equipment as a result of financial constraints.

#### (b) Reduction, re-use and recycling

The Municipality has informal business recyclers in the 5 disposal sites which need to be formalised to stimulate economic growth.

### 3.6.8 Access to the waste removal service

The Municipality renders the waste removal service internally to 12 909 households (27,1% of the total number of households) Carolina, Silobela, Emanzana, Elukwatini, Ekulindeni and Empuluzi. A special business refuse collection service for business outlets in the municipal areas at Carolina and Elukwatini.

The solid household waste removal service is rendered to 2,250 registered indigent households at a discounted rate.

Skip bins are placed at strategic places for communal use in areas like informal settlements. The bins are emptied on weekly basis as per the drafted schedule.

The Municipality manages the service through the Department Community Services: Waste Management Section. The Department is headed by the Director: Community Services and the Manager: Community, Environment and Waste Management is in charge of the operations of the Section.

The Waste Management Section is responsible for waste removal services, including garden waste and building rubble; cleaning of streets in CBD areas, sidewalks, gardens, and pension pay-points; which services are done on a continuous basis.

The Section has 22 staff members, supported by occasional EPWP and CWP participants.

The nature of the work exposes the staff to hazardous and health risks, and it therefore requires regular medical surveillance of staff in terms of the Occupational Health Act (1997). Domestic waste needs to be selected and packed according to the nature of the material it contains, eg garden waste, domestic waste, industrial waste, e-waste etc. Staff deals with waste that is not classified as recommended, due to the lack of a proper refuse removal system. This poses health risks or injury to staff collecting waste on a weekly basis, in that, for instance, it may be necessary to lift a 200-liter refuse bin filled with waste or ash, as is the case at some residential sections and households.

The Department utilises the tailor made compactor, grader and skip bin trucks to mitigate any physical injuries and manageable workload.

Environmental and waste management are constitutional obligations in terms of the National Environmental Management Act (2000), Section 24, and obliges a municipality to provide and manage its waste disposal according to certain standards and it is defined briefly as follows:

*any substance, material or object, that is unwanted, rejected, abandoned, discarded or disposed of, or that is intended any substance, material or object, that is unwanted, rejected, abandoned, discarded or disposed of, or that is intended or required to be discarded or disposed of by the holder of that substance, material or object, whether or not such substance, material or object can be re-used, recycled or recovered and includes all wastes as defined in Schedule 3 to this Act; or other substance, material or object that is not included in Schedule 3 that may be defined as a waste by the Minister by notice in the Gazette, but any waste or portion of waste, referred to in paragraphs (a) and (b), ceases to be a waste.*

### 3.6.9 Challenges / Key Issues of Concern

- Inadequate of vehicles, equipment and yellow plant
- Inadequate of compactor trucks
- Difficulty to fully comply with the stringent waste management regulations
- The mushrooming of illegal dumps in the municipal areas.
- Challenges to manage the generation of increased waste due to increased economic development, and mining and industrial activities
- Uncontrollable illegal dumping spots; existence of dongas that lead to dumping spots
- Financial constraints due to low revenue collection
- Lack of equipment and vehicles
- Inadequate maintenance of refuse removal equipment
- Shortage of household dustbins at informal settlements
- No access roads to informal settlements
- Uncontrollable illegal dumping spots
- Limited resources
- Inability to address global warming issues due to the vastness of the municipal area where it will be very costly to extend the service to about 12 villages situated in the deep rural areas
- Financial constraints due to low revenue collection.

**Table 3.26 - Refuse Removal**

Share of households with weekly refuse removal		Percentage
2011	2016	
10 360	12 909	78%

The solid household waste removal service is rendered to 12,909 households (27,1% of the total number of households). The service is provided weekly in accordance with a drafted schedule, in spite of limited resources.

Table 3.27 - Solid Waste Removal per settlements

Ward	Name of settlement	Number of households	Service Level						Backlog				Intervention required
			Refuse removed by local authority at least once per week		Refuse removed by local authority less often		Communal refuse dump		Own refuse dump		No refuse disposal		
	Avontuur	157	111	70.7%	0	-	0	-	46	-	0	29.3%	
	Caithness	24	0	-	0	-	0	-	16	66.7%	8	33.3%	
	Carolina	5 059	2 307	45.6%	0	-	784	34.0%	1 887	37.3%	0	-	
	Davale	172	0	-	0	-	0	-	137	79.7%	35	20.3%	
	Dibada	48	30	62.5%	0	-	0	-	18	37.5%	0	-	
	Diepdale	1 598	0	-	0	-	0	-	1 063	66.5%	535	33.5%	
	Dumbarton	60	0	-	0	-	0	-	60	100%	0	-	
	Dundonald	1 229	0	-	0	-	0	-	1 229	100%	0	-	
	Ekulindeni	1 341	910	67.9%	0	-	0	-	431	32.1%	0	-	
	Embangweni	727	0	-	0	-	0	-	513	70.6%	214	29.4%	
	Embhuleni	128	0	-	0	-	0	-	74	57.8%	653	42.2%	
	Emphelandaba	143	0	-	0	-	0	-	143	100%	0	-	
	Engonini	118	0	-	0	-	0	-	25	21.2%	93	78.8%	
	Enkhaba	123	0	-	0	-	0	-	123	100%	0	-	
	Esgwili	538	0	-	0	-	0	-	538	100%	0	-	
	Etjelebumbe	507	0	-	0	-	0	-	226	44.8%	281	55.2%	
	Fernie	3 783	0	-	0	-	0	-	3 253	86.0%	530	14%	
	Glenmore	1 830	0	-	0	-	0	-	1 656	90.5%	174	9.5%	
	Hereford	265	0	-	0	-	0	-	245	92.5%	20	7.5%	
	Holeka	609	0	-	0	-	0	-	538	88.3%	71	11.7%	
	Houtbos	283	0	-	0	-	0	-	246	86.9%	37	13.1%	
	Izidonga	131	0	-	0	-	0	-	110	84.0%	21	16.0%	
	Kalwerskraal	19	0	-	0	-	0	-	16	84.2%	3	15.8%	
	Lukwatini	3 921	2 420	61.7%	0	-	0	-	1 372	35.0%	129	65.0%	
	Mafululo	240	0	-	0	-	0	-	104	43.3%	136	56.7%	
	Malahleka	65	0	-	0	-	0	-	33	50.8%	32	49.2%	
	Maanhaar	222	0	-	0	-	0	-	159	71.6%	63	28.4%	
	Manzana	1 970	168	8.5%	0	-	0	-	1 493	75.8%	309	24.2%	

Ward	Name of settlement	Number of households	Service Level						Backlog				Intervention required
			Refuse removed by local authority at least once per week		Refuse removed by local authority less often		Communal refuse dump		Own refuse dump		No refuse disposal		
	Maphundlwane	353	89	25.2%	0	-	0	-	234	66.3%	30	33.7%	
	Maryvale	49	0	-	0	-	0	-	47	95.9%	2	4.1%	
	Mayflower Gate	552	0	-	0	-	0	-	507	91.8%	45	8.2%	
	Mayflower	3 638	0	-	0	-	0	-	3 605	99.1%	33	0.9%	
	Mbhejeka	116	0	-	0	-	0	-	105	90.5%	11	9.5%	
	Moddergat	44	0	-	0	-	0	-	40	90.9%	4	9.1%	
	Mooiplaas	987	0	-	0	-	0	-	895	90.7%	92	9.3%	
	Ndonga	48	0	-	0	-	0	-	38	79.2%	10	20.8%	
	Nhlaba	204	0	-	0	-	0	-	183	89.7%	21	10.3%	
	Nhlazatshe	6 983	0	-	0	-	0	-	5 936	85.0%	1 047	15.0%	
	Northdene	81	0	-	0	-	0	-	77	95.1%	3	4.9%	
	Phophoyane	80	0	-	0	-	0	-	80	100%	0	-	
	Redhill	1 180	0	-	0	-	0	-	834	71.9%	346	28.1%	
	Robinsdale	243	0	-	0	-	0	-	191	78.6%	52	21.4%	
	Theeboom	78	0	-	0	-	0	-	47	60.3%	31	39.7%	
	Tjakastad	3 071	0	-	0	-	0	-	2 448	79.7%	513	20.3%	
	Vlakplaas	149	0	-	0	-	0	-	138	92.6%	11	7.4%	
	Waverly	167	0	-	0	-	0	-	152	93.8%	15	6.2%	

Source: Stats SA 2011



### 3.7 KPA 1: BASIC SERVICES DELIVERY (PROGRAMME COMMUNITY SAFETY)

#### 3.7.1 TRAFFIC MANAGEMENT

The main function of this section is to ensure safety for all road users through traffic control; and dealt with various patrol- and court duties, and traffic law enforcement. The Traffic Law Administration Sub-section rendered administrative support to traffic control by collecting traffic fines, and administering the execution of warrants and traffic summonses.

##### (a) Background

The Municipality provides safety and security services, traffic and law enforcement services, emergency and rescue services, and disaster management services through the Department Community and Public Safety Services.

##### (b) Safety and Security Service

The aims of the *safety and security function* is to ensure, promote, and sustain the safety and protection of municipal buildings; and the guarding of and monitoring of access to municipal buildings, offices and other properties. Security guards are deployed at strategic municipal properties and are monitored by the Department Public Safety.

##### (c) Traffic and Law Enforcement Service

The aims of the *traffic and law enforcement function* of the Municipality is to ensure safety for all road users through traffic control; to deal with various patrol- and court duties; to enforce traffic laws; to render administrative support to traffic control by collecting traffic fines; administering the execution of warrants and traffic summonses; and to maintain and erect road traffic signs and markings.

**The objectives of the traffic and law enforcement function are -**

- To improve the quality of services by providing vehicles and labour
- To ensure that Traffic Officers are operating in all areas to reduce overloading and reckless driving
- To assist with the provision of scholar patrols at strategic points to ensure the safety of children
- To acquire specialised traffic control oriented vehicles and equipment.
- To reduce speed violations and promote traffic safety

The service is governed by the National Road Traffic Act (1996) to maintain road safety within the municipality area of jurisdiction including:

- Identification of hot spots for over-speeding and providing traffic calming measures
- Provision of visibility and law enforcement
- Provision of escorts of abnormal loads and VIPs
- Provision of road blocks and scholar patrols
- Execution of Warrants of Arrest
- Maintenance of road signs, street names and road markings

##### (d) Legislative requirements

- National Road Traffic Act (1996)
- Fire Brigade Act (1987)
- Disaster Act (2000)

##### (e) Fire Fighting, Emergency and Rescue Service

The objectives of the *fire fighting, emergency and rescue function* is aimed at the effective and economic utilisation of materials and personnel for the greatest benefit and protection of citizens and their property during major incidents; to save lives and property by providing fire fighting and rescue services to the community; to educate the community in terms of risks and hazards; and to do emergency and rescue (disaster) planning, risk assessment, awareness programmes, consultation with stakeholders, provision of a disaster management framework, and a mitigation process.

The Municipality has a fully functional fire station in Carolina, and a satellite fire station in Elukwatini; and a Disaster Centre in Carolina.

**Table 3.28 - Traffic Management - Traffic Officers Service Data**

Details	2013//14	2014/15	2015/16
	Actual Number	Actual Number	Actual Number
Number of road traffic accidents	200	146	152
Number of by-law infringements attended	8	0	4
Number of traffic officers in the field on an average day	11	10	11

### 3.8 KPA 1 : BASIC SERVICES DELIVERY ( PROGRAMME DISASTER MANAGEMENT)

#### 3.8.1 Background

Disasters, be it technological, natural, man-made and environmental disasters, pose a threat to the development objectives of the Municipality. It is therefore important that disaster management principles are taken into account during the planning processes. The Municipality has implemented disaster risk management measures which aim to minimise the effects of disasters. Communities are educated and trained to recognise the importance of disaster management and formal emergency services are also extended to residents.

A Disaster Management Plan was adopted by Council and is reviewed annually.

#### 3.8.2 Fire and Emergency

Every year fires result in irrecoverable loss of lives and property. Firefighting is a vital service for the realisation of a number of human rights such as the right to life; the right to an environment; the right to property, and is a matter which Local Government has the right to administer.

Public safety is the business of the modern fire department. Emergency response is the most visible of services provided by fire and rescue services and consequently the function through which the efficiency of the unit is generally perceived by the general population. However, due to the vastness of the Municipality, and insufficient vehicles and equipment it is not always possible to reach a scene in time.

There are still areas within the Municipality that do not have adequate access to fire and rescue services and it remains a priority of the unit to extend cover to these areas.

#### 3.8.3 Key Issues relating to Fire and Rescue

- Vast rural areas make it difficult to provide an effective service;
- Unpredictable and uncertain consequences of climate change;
- Provision of services to informal settlements;
- Limited programmes of awareness and education for disaster and fire incidents
- Lack of a disaster risk management strategy.

#### 3.8.4 Challenges to the sector

- Staff shortage to operate two traffic shifts
- Manual execution of warrants of arrest
- Insufficient vehicles for the traffic technical section
- Insufficient fire engines to cover the municipal area
- Delay in response time due to the vastness of the municipal area
- Control Room (Disaster Centre) not functional
- Insufficient staff for the Emergency and Rescue (Disaster) Section

The Municipality is prone to natural disaster but the main related to meteorological patterns, mainly storms and floods. ,they occur in the main around festive seasons of December to January, then occasionally over other periods ,the most challenging one is the hurricane storms which occur in spring and summer.

Areas mostly affected are those along the Mpuluzi Valley, Lusushwane Valley, and Mlondozi Valley.

#### (a) Drought

As with the rest of the country, the Municipality is susceptible to the outbreak of drought, which is as a direct result of the weather pattern known as *El Nino*, which results in warmer winters than usual and extremely hot summers than average.

**(b) Fires and Accidents**

Burning of fossil fuels in power stations to the north of the municipal area also contribute towards the phenomenon of global warming. Moreover, periodical veld and forest fires and fires breaking at private residences pose another challenge. Motor Vehicle Accidents (MVA) especially on the main aerial roads pose another danger. The municipality has only one fire engine which has to deal with all the five units and this is not in line with the disaster Act.

The SDF gives guideline in terms of spatial configurations of structures and roads in order to deal with disasters including protection or mitigation and reduction of disasters by protected flood 100 years flood line in order to mitigate for disaster and the protection of the environment

**Table 3.29 - Basic Service Delivery: Traffic and Law Enforcement**

Priority Area	Strategic Objective	Key Performance Indicator (KPI)	2015/16 Budget / (Vote No)	2015/16 Baseline	2017/22 Target	2016/17 Actual Performance	2017/18-22 Actual desired	Reasons for Deviation	Remedial Steps Taken
<b>KPA : BASIC SERVICE DELIVERY</b>									
Traffic and Law Enforcement	To provide visible policing and law enforcement	Number of law enforcement activities	R420,000 (0511/4525) (0511/4515) (0511/4487)	Issued 1 710 summonses	Issue 45000 summonses	Issued 6,638 summonses	Issued 45 000 TMT summonses	Inadequate monitoring and control	Daily
	To provide traffic calming measures	Number of speed humps / control measures built	R150,000 (0511/6015) 8 speed humps	Provided 2 speed humps	Provide 20 speed humps	Provided 7 speed hump	20 calming measures in 5yrs	Tight schedule of Technical Services	Technical Services assists with erection

### 3.9 KPA 1 : BASIC SERVICES DELIVERY (PROGRAMME FIRE AND RESCUE)

#### 3.9.1 Introduction

The Municipality has one fully-fledged fire station in Carolina, and a satellite fire station in Elukwatini; as well as an operational fire engine and three rescue vehicles. This shortage of fire-fighting equipment creates the challenge of late response to fire calls, and in the current situation the section can only handle two incidents at a time due to insufficient equipment. The municipality has since entered into agreement with a neighbouring municipality to assist during serious fires.

#### 3.9.2 Legislative Framework

- Fire Services Act, Act 99 of 1987.
- National Building Regulations and Building Standards Act 103 of 1977.
- Occupational Health and Safety Act 85 of 1993.
- Hazardous Substances Act, Act 15 of 1973 as amended.
- National Road Traffic Act 46 of 1998.
- Disaster management Act 57 of 2002.
- National Disaster Management Framework 2005
- National Veldt and Forest Fire Act 101 of 1998.
- Explosives Act, Act 26 of 1956 as revised.
- Municipal Systems Act, 32 of 2000
- Safety At Sports and Recreational Events Act 2 of 2010
- South African National Standards

#### 3.9.3 Functions

The main function of this section includes, but is not limited to:

- Attending to emergency calls
- Extinguishing fires
- Extricating trapped victims from vehicles
- Rendering rescue operations
- Conducting fire prevention inspections, risk assessment, and building plan assessment
- Cleaning spillages at accidents scene
- Stabilising incident scenes

#### 3.9.4 Achievements

- Attended 259 fire calls
- Conducted 4 fire awareness
- Approved 4 building plans

#### 3.9.5 Challenges

- Shortage of personnel to complete a shift
- Limited fire engines to cover the jurisdiction of the municipality
- Delay in response time due to the vastness of the municipality
- Limited equipment

**Table 3.29: Fire and Rescue Services Data**

Details	2013/14		2014/15		2015/16	
	Estimated Number	Actual Number	Estimated Number	Actual Number	Estimated Number	Actual Number
Number of fires attended	155	274	502	502	259	259
Number of incidents attended	90	155	1000	1000	300	300
Average turn-out time (urban areas)	30 minutes	15 minutes	15 minutes	15 minutes	15 minutes	15 minutes
Average turn-out time (rural areas)	10-15 minutes	10-15 minutes	15 minutes	15 minutes	30 minutes	30 minutes
Number of fire fighters posts	9	9	9	9	12	12
Number of fire appliances	7	21	21	21	21	21
Average number of appliances off the road	10	15	15	15	10	10

**Table 3.30: Fire and Rescue - Number of Employees**

Job Level	2014/15	2015/16	2017/18			
	Number of Employees	Number of Employees	Number of Posts	Number of Employees	Number of Vacancies (fulltime equivalents)	Number of Vacancies (as % of total posts)
0-3	1	0	1	0	1	100%
4-6	2	3	3	2	1	33%
7-9	6	6	9	6	3	33%
10-12	2	3	3	3	0	0%
<b>Total</b>	<b>10</b>	<b>36</b>	<b>16</b>	<b>11</b>	<b>5</b>	<b>31%</b>

**Table 3.27 - Physical Hazards Posing Highest Risks**

In a generic sense, the following physical hazards were found to pose the highest risks;

HAZARDS	VULNERABILITIES	EFFECTS/MAGNITUDE	PREVENTION & MITIGATION STRATEGIES
Storm & floods	Communities buildings and schools (Structural)	Loss of life, loss, homeless, loss of stocks, increase risk of diseases	Prevent land invasion, quality building by using appropriate specifications
Fires (Veld/Structural)	Plantations, Farming Areas, Industrial Areas. Property and people	Loss of life, loss of homes, loss of Live stocks, loss of grazing land.	Awareness campaigns' and encourage farmers to do fire breaks.
Drought	Farmers, Communities who depending in farming and animals	Poor Loss of life, livestock, increase of diseases	Alternative source water and alternative Irrigation system.
Epidemics	Communities	Loss of life, loss of employment due to illness.	Awareness campaigns and availability of resources
Crime	Properties and communities.	Loss of human lives and damage of properties	Awareness campaigns and more visibility of SAPS
Road and railway accident	Motorist, Pedestrian tourist and livestock	Loss of human lives and livestock	Awareness campaigns and speed reduce.
Chemical spillages	Communities, tourist and livestock	Loss of human lives and livestock.	Hazmat control procedures
Stray Animals	Motorist and tourist	Loss of human lives	More and visible signage.
Drowning	Communities	Loss - human lives	All unnecessary dam be rehabilitation.
Trench mine	Communities	Loss human lives and live stock	Rehabilitation of old mines
Mist	Motorist and tourist	Loss of lives	Speed reduction and signage.
Pot holes	Motorist and tourist	Loss of lives	Sealing of the roads

### **3.10. (KPA1): BASIC SERVICES DELIVERY: PROGRAMME: CEMETERIES**

#### **3.10.1(a). Introduction**

The municipality is responsible for the provision of graves to the communities for burials and maintenance of 6 municipal cemeteries. They are at Emanzana, Carolina, Ekulindeni, Elukwatini, Mayflower and Silobela. Other areas are falling within the tribal authority and are using the tribal cemeteries, which are spread throughout the villages at times.

There is no proper management of land use in the rural areas, and the municipality has identified that challenge; and would be working with relevant stakeholders including traditional leaders to identify one cemetery for a village, so that there is land available to provide other services such as serviced stands for residential purposes.

Fencing, toilets and water are some of the challenges that are faced in relation to cemeteries. Where these were installed, they were vandalised and stolen in no time. Several attempts were made in the past by the Municipality to engage the Tribal Authorities with a view to secure available space appropriate for cemeteries and to have those fenced, but more often than not the fences were removed where it was installed.

However, graves were availed to needy community members to bury their loved ones in all municipal cemeteries.

The establishment of new cemeteries at Ekulindeni, Elukwatini, Mayflower and Silobela, remain the priority since these cemeteries have reached their full capacity.

The establishment of a new cemetery at Mayflower is at the final stages

#### **3.10.1(b)Legislative Requirements**

- National Environmental Management Act
- Biodiversity Act
- National Heritage Resources Act
- Occupational Health & Safety Act
- Water Act
- Environmental Conservation Act
- Conservation of Agricultural Resources Act

## **4. 3.10.2. ENVIROMENTAL PROCEDURE FOR PROJECTS SCREENING FOR ENVIRONMENTAL AUTHORISATION**

### **1. Project Screening-List of Activities That Need Environmental Authorization Before Commencement**

Environmental Impact Assessment Regulations were made under National Environmental Management Act 107 of 1988 and the purpose is to regulate the procedure and criteria relating to the submission, processing and consideration of, and decision on, applications for environmental authorizations for the commencement of activities in order to avoid detrimental impacts on the environment, or where it cannot be avoided, ensure mitigation and management of impacts to acceptable levels, and to optimise positive environmental impacts, and for matters pertaining thereto

However there are thresholds that one needs to comply with when it comes to Environmental Impact Assessment

#### **2. Regulations and as such activities are categorized according to 3 listing notices. viz:**

- Listing Notice 1 (No R544) made under section 24(5) of the National Environmental Management Act, 1998 (Act No. 107 of 1998) -for small scale developments with minimal impacts on the environment and involves Basic Assessment
- Listing Notice 2 (No. R545) made under sections 24(2), 24(5), 24D & 44 - for larger developments with big impacts and involves scoping and IEA.
- Listing Notice 3 (No. R546)-developments in specific identified geographical areas.

Municipalities have different projects listed in their IDPs for implementation but there are no thresholds specified for projects and that can lead to Municipalities either:

- commencing listed activities without applying for authorization or
- else applying for environmental authorization for projects that are not listed and therefore don't need any environmental authorization

From the list of projects in the IDP, these are some of the listed activities that could be triggered (in terms of Environmental Impact Assessment Regulations Listing Notice 1 of 2010):

#### **Listing Notice 1**

##### **Activity No 3**

The construction of facilities or infrastructure for the slaughter of animals with a product throughput of:

- (i) Poultry exceeding 50 poultry per day; or
- (ii) Game and red meat exceeding 6 units per day

##### **Activity No 4**

The development and related operation of facilities or infrastructure for the concentration of animals for the purpose of commercial production in densities that exceed-

- (i) 20 square metres per large stock unit and more than 500 units per facility;



- (ii) 8 square meters per small stock unit and;
  - a. more than 1 000 units per facility excluding pigs where (b) applies; or
  - b. more than 250 pigs per facility excluding piglets that are not yet weaned;
- (iii) 30 square metres per crocodile at any level of production, excluding crocodiles younger than 6 months;
- (iv) 3 square metre per rabbit and more than 500 rabbits per facility; or
- (v) 250 square metres per ostrich or emu and more than 50 ostriches or emus per

**Activity No 5**

The construction of facilities or infrastructure for the concentration of:

- (i) More than 1 000 poultry per facility situated within an urban area, excluding chicks Younger than 20 days
- (ii) More than 5 000 poultry per facility situated outside an urban area, excluding Chicks younger than 20 days,

**Activity No 9**

The construction of facilities or infrastructure exceeding 1000 metres in length for the bulk transportation of water, sewage or storm water –

- (i) With an internal diameter of 0,36 metres or more; or
- (ii) with a peak throughput of 120 litres per second or more,

Excluding where:

- a. Such facilities or infrastructure are for bulk transportation of water, sewage or storm water or storm water drainage inside a road reserve; or
- b. Where such construction will occur within urban areas but further than 32 metres from a watercourse, measured from the edge of the watercourse.

**Activity No 10**

The development and related operation of infrastructure exceeding 1000 metres in length for the bulk transportation of sewage, effluent, process water, waste water, return water, industrial discharge or slimes with an internal diameter of 0,36 metres or more; or

- (ii) With a peak throughput of 120 litres per second or more; excluding where-
  - (a) Such infrastructure is for bulk transportation of sewage, effluent, process water, waste water, return water, industrial discharge or slimes inside a road reserve; or
  - (b) Where such development will occur within an urban area.

**Activity No 12**

The development of-

- (i) canals exceeding 100 square metres in size;
- (ii) Channels exceeding 100 square metres in size;
- (iii) Bridges exceeding 100 square metres in size;
- (iv) Dams, where the dam, including infrastructure and water surface area, exceeds 100 square metres in size;
- (v) Weirs, where the weir, including infrastructure and water surface area, exceeds 100 square metres in size;
- (vi) Bulk storm water outlet structures exceeding 100 square metres in size;
- (vii) Marinas exceeding 100 square metres in size;
- (viii) jetties exceeding 100 square metres in size;
- (ix) Slipways exceeding 100 square metres in size;
- (x) Buildings exceeding 100 square metres in size;
- (xi) Boardwalks exceeding 100 square metres in size; or
- (xii) Infrastructure or structures with a physical footprint of 100 square metres or more; where such development occurs-
  - (a) Within a watercourse;
  - (b) In front of a development setback; or
  - (c) If no development setback exists, within 32 metres of a watercourse, measured from the edge of a watercourse; - excluding-
    - (aa) the development of infrastructure or structures within existing ports or harbours that will not increase the development footprint of the port or harbour; (bb) where such development activities are related to the development of a port or harbour, in which case activity 26 in Listing Notice 2 of 2014 applies;
    - (cc) activities listed in activity 14 in Listing Notice 2 of 2014 or activity 14 in Listing Notice 3 of 2014, in which case that activity applies;
    - (dd) where such development occurs within an urban area; or
    - (ee) where such development occurs within existing roads or road reserves.

**Activity No 19**

The infilling or depositing of any material of more than 5 cubic metres into, or the dredging, excavation, removal or moving of soil, sand, shells, shell grit, pebbles or rock of more than 5 cubic metres from-

- (i) A watercourse;
- (ii) The seashore; or
- (iii) The littoral active zone, an estuary or a distance of 100 metres inland of the high-water mark of the sea or an estuary, whichever distance is the greater but excluding where such infilling, depositing, dredging, excavation, removal or moving-
  - (a) Will occur behind a development setback;
  - (b) Is for maintenance purposes undertaken in accordance with a maintenance management plan; or
  - (c) Falls within the ambit of activity 21 in this Notice, in which case that activity applies.

**Activity No 20**

Any activity including the operation of that activity which requires a prospecting right in terms of section 16 of the Mineral and Petroleum Resources Development Act, 2002 (Act No. 28 of 2002), including associated infrastructure, structures and earthworks, directly related to prospecting of a mineral resource, including activities for which an exemption has been issued in terms of section 106 of the Mineral and Petroleum Resources Development Act, 2002 (Act No. 28 of 2002).

**Activity No 23**

The establishment of cemeteries of 2500 square metres or more in size

**Activity No 24**

The development of-

- (i) a road for which an environmental authorisation was obtained for the route determination in terms of activity 5 in Government Notice 387 of 2006 or activity 18 in Government Notice 545 of 2010; or
- (ii) A road with a reserve wider than 13,5 meters, or where no reserve exists where the road is wider than 8 metres; but excluding-
  - (a) Roads which are identified and included in activity 27 in Listing Notice 2 of 2014; or
  - (b) Roads where the entire road falls within an urban area.

**Activity No 25**

The development and related operation of facilities or infrastructure for the treatment of effluent, wastewater or sewage with a daily throughput capacity of more than 2000 cubic metres but less than 15000 cubic metres

**Activity No 26**

Residential, retail, recreational, tourism, commercial or institutional developments of 1000 square metres or more, on land previously used for mining or heavy industrial purposes; - excluding -

- (i) Where such land has been remediated in terms of part 8 of the National Environmental Management: Waste Act, 2008 (Act No. 59 of 2008) in which case the National Environmental Management: Waste Act, 2008 applies; or
- (ii) Where an environmental authorisation has been obtained for the decommissioning of such a mine or industry in terms of this Notice or any previous NEMA notice; or
- (iii) where a closure certificate has been issued in terms of section 43 of the Mineral and Petroleum Resources Development Act, 2002 (Act No. 28 of 2002) for such land.

**Activity No 27**

The clearance of an area of 1 hectare or more, but less than 20 hectares of indigenous vegetation, except where such clearance of indigenous vegetation is required for-

- (i) The undertaking of a linear activity; or
- (ii) Maintenance purposes undertaken in accordance with a maintenance management plan.

**Activity No 28**

Residential, mixed, retail, commercial, industrial or institutional developments where such land was used for agriculture or a forestation on or after 01 April 1998 and where such development:

- (i) Will occur inside an urban area, where the total land to be developed is bigger than 5 hectares; or
- (ii) will occur outside an urban area, where the total land to be developed is bigger than 1 hectare; excluding where such land has already been developed for residential, mixed, retail, commercial, industrial or institutional purposes.

**Activity No 34**

The expansion or changes to existing facilities for any process or activity where such expansion or changes will result in the need for a permit or licence or an amended permit or licence in terms of national or provincial legislation governing the release of emissions or pollution, excluding-

- (i) Where the facility, process or activity is included in the list of waste management activities published in terms of section 19 of the National Environmental Management: Waste Act, 2008 (Act No. 59 of 2008) in which case the National Environmental Management: Waste Act, 2008 applies; or
- (ii) The expansion of or changes to existing facilities for the treatment of effluent, wastewater or sewage where the capacity will be increased by less than 15 000 cubic metres per day.

**Activity No 39**

The expansion and related operation of facilities for the concentration of animals for the purpose of commercial production in densities that will exceed-

- (i) 20 square metres per large stock unit, where the expansion will constitute more than 500 additional units;
- (ii) 8 square meters per small stock unit, where the expansion will constitute more than;
- (a) 1 000 additional units per facility or more excluding pigs where (b) applies; or

- (b) 250 additional pigs, excluding piglets that are not yet weaned;
- (iii) 30 square metres per crocodile at any level of production where the expansion will constitute an increase in the level of production, excluding crocodiles younger than 6 months;
- (iv) 3 square metre per rabbit where the expansion will constitute more than 500 additional rabbits; or
- (v) 250 square metres per ostrich or emu where the expansion will constitute more than 50 additional ostriches or emus.

**Activity No 40**

The expansion and related operation of facilities for the concentration of poultry, excluding chicks younger than 20 days, where the capacity of the facility will be increased by-

- (i) More than 1 000 poultry where the facility is situated within an urban area; or
- (ii) More than 5 000 poultry per facility situated outside an urban area.

**Activity No 44**

The expansion of cemeteries by 2500 square metres or more

**Activity No 45**

The expansion of infrastructure for the bulk transportation of water or storm water where the existing infrastructure-

- (i) Has an internal diameter of 0,36 metres or more; or
- (ii) Has a peak throughput of 120 litres per second or more; and
  - (a) Where the facility or infrastructure is expanded by more than 1000 metres in length; or
  - (b) Where the throughput capacity of the facility or infrastructure will be increased by 10% or more;

Excluding where such expansion-

- (aa) relates to transportation of water or storm water within a road reserve; or
- (bb) will occur within an urban area.

**Activity No 46**

The expansion and related operation of infrastructure for the bulk transportation of sewage, effluent, process water, waste water, return water, industrial discharge or slimes where the existing infrastructure-

- (i) Has an internal diameter of 0,36 metres or more; or
- (ii) Has a peak throughput of 120 litres per second or more; and
  - (a) Where the facility or infrastructure is expanded by more than 1000 metres in length; or
  - (b) where the throughput capacity of the facility or infrastructure will be increased by 10% or more;

excluding where such expansion-

- (aa) relates to transportation of sewage, effluent, process water, waste water, return water, industrial discharge or slimes within a road reserve; or
- (bb) will occur within an urban area.

**Activity No 48**

The expansion of- (i) Canals where the canal is expanded by 100 square metres or more in size ;

- (ii) Channels where the channel is expanded by 100 square metres or more in size ;
- (iii) Bridges where the bridge is expanded by 100 square metres or more in size;
- (iv) Dams, where the dam, including infrastructure and water surface area, is expanded by 100 square metres or more in size;
- (v) Weirs, where the weir, including infrastructure and water surface area, is expanded by 100 square metres or more in size;
- (vi) Bulk storm water outlet structures where the bulk storm water outlet structure is expanded by 100 square metres or more in size; or
- (vii) Marinas where the marina is expanded by 100 square metres or more in size;

Where such expansion or expansion and related operation occurs-

- (a) Within a watercourse;
- (b) In front of a development setback; or
- (c) If no development setback exists, within 32 metres of a watercourse, measured from the edge of a watercourse;

Excluding-

- (aa) the expansion of infrastructure or structures within existing ports or harbours that will not increase the development footprint of the port or harbour;
- (bb) where such expansion activities are related to the development of a port or harbour, in which case activity 26 in Listing Notice 2 of 2014 applies;
- (cc) activities listed in activity 14 in Listing Notice 2 of 2014 or activity 14 in Listing Notice 3 of 2014, in which case that activity applies;
- (dd) where such expansion occurs within an urban area; or
- (ee) where such expansion occurs within existing roads or road reserves.

**Activity No 56**

The widening of a road by more than 6 metres, or the lengthening of a road by more than 1 kilometre-

- (i) Where the existing reserve is wider than 13,5 meters; or
- (ii) Where no reserve exists, where the existing road is wider than 8 metres;

Excluding where widening or lengthening occur inside urban areas.

**Activity No 57**

The expansion and related operation of facilities or infrastructure for the treatment of effluent, wastewater or sewage where the capacity will be increased by 15000 cubic metres or more per day and the development footprint will increase by 1000 square meters or more.

The expansion of facilities or infrastructure for the bulk transportation of water, sewage or storm water where:

- (a) The facility or infrastructure is expanded by more than 1000 metres in length; or
- (b) Where the throughput capacity of the facility or infrastructure will be increased by 10% or more—excluding where such expansion:
  - (i) Relates to transportation of water, sewage or storm water within a road reserve; or
  - (ii) Where such expansion will occur within urban areas but further than 32 metres from a watercourse, measured from the edge of the watercourse.

**Activity No 63**

The expansion of facilities or infrastructure for the transfer of water from and to or between any combinations of the following-

- (i) Water catchments;
- (ii) Water treatment works; or
- (iii) Impoundments;

where the capacity will be increased by 50 000 cubic metres or more per day, but excluding water treatment works where water is treated for drinking purposes.

**Activity No 64**

The expansion of railway lines, stations or shunting yards where there will be an increased development footprint, excluding-

- (i) Railway lines, shunting yards and railway stations in industrial complexes or zones;
- (ii) Underground railway lines in mines; or
- (iii) Additional railway lines within the railway line reserve.

**Activity No 66**

The expansion of a dam where-

- (i) the highest part of the dam wall, as measured from the outside toe of the wall to the highest part of the wall, was originally 5 metres or higher and where the height of the wall is increased by 2,5 metres or more; or

**Listing Notice 2**

**Activity No 6**

The development of facilities or infrastructure for any process or activity which requires a permit or licence in terms of national or provincial legislation governing the generation or release of emissions, pollution or effluent, excluding

- (i) Activities which are identified and included in Listing Notice 1 of 2014;
- (ii) activities which are included in the list of waste management activities published in terms of section 19 of the National Environmental Management: Waste Act, 2008 (Act No. 59 of 2008) in which case the National Environmental Management: Waste Act, 2008 applies or
- (iii) the development of facilities or infrastructure for the treatment of effluent, wastewater or sewage where such facilities have a daily throughput capacity of 2000 cubic metres or less

**Activity No 8**

The construction of (i) airports, or  
(ii) Runways or aircraft landing strips longer than 1,4 kilometres

**Activity No 11**

The development of facilities or infrastructure for the transfer of 50 000 cubic metres or more water per day, from and to or between any combination of the following -

- (i) Water catchments;
- (ii) Water treatment works; or
- (iii) Impoundments; excluding treatment works where water is to be treated for drinking purposes.

**Activity No 12**

The construction of railway lines, stations or shunting yards, excluding -

- (i) Railway lines, shunting yards and railway stations in industrial complexes or zones;
- (ii) Underground railway lines in a mining area; and
- (iii) Additional railway lines within the reserve of an existing railway line;

**Activity No 13**

The physical alteration of virgin soil to agriculture, or afforestation for the purposes of commercial tree, timber or wood production of 100 hectares or more

**Activity No 15**

The clearance of an area of 20 hectares or more of indigenous vegetation, excluding where such clearance of indigenous vegetation is required for-

- (i) The undertaking of a linear activity; or
- (ii) Maintenance purposes undertaken in accordance with a maintenance management plan

**Activity No 16**

The development of a dam where the highest part of the dam wall, as measured from the outside toe of the wall to the highest part of the wall, is 5 metres or higher or where the highwater mark of the dam covers an area of 10 hectares or more.

### 3.11. (KPA1): BASIC SERVICES DELIVERY PROGRAMME: HUMAN SETTLEMENTS

#### 3.11.(a) HOUSING SERVICE

##### a. Introduction and Background

Since 1994 South Africa has embarked on several programmes towards building a better life for all by providing, amongst others, shelter and basic services for the poorest of communities in the country. This requires that the three spheres of government take all reasonable and necessary steps within the framework of national and provincial housing legislation and policy to initiate, plan, coordinate, facilitate, promote and enable appropriate housing development in various parts of the country as contemplated in the Housing Act (1997).

##### b. In pursuance of the above, the Mpumalanga Department of Human Settlement initiated the compilation of an IDP Housing Chapter for the Chief Albert Luthuli Local Municipality that will assist it in:

- Informing the current status quo of housing development needs and provide a projection for future needs in the municipal area;
- Providing the Local and District IDP processes with sufficient information about human settlement planning, choices, priority areas, benefits, as well as operational and strategic requirements;
- Providing sufficient information regarding the allocation of limited financial and human resources to a wide variety of human settlement development initiatives throughout the municipal area;
- Providing guidance in prioritising housing projects for urban areas, rural nodal areas and agri-villages in the Chief Albert Luthuli Local Municipality in order to ensure balanced urban and rural human settlement throughout the municipal area.

##### c. Report Structure

This document represents the first draft version of the Chief Albert Luthuli IDP Housing Chapter. Section 2 confirms the study area and details the study objectives to be achieved as part of the investigation.

Section 3 highlights the legislative framework and subsidy programmes within which the Chief Albert Luthuli IDP Housing Chapter needs to be compiled and it elaborates on the most important human settlement related policy directives to be applied as obtained from the National Development Plan, National Outcome 8, Mpumalanga Sustainable Human Settlement Master Plan, Mpumalanga Spatial Development Framework and the Chief Albert Luthuli Spatial Development Framework. It also captures the housing related needs as identified in the Chief Albert Luthuli IDP.

Section 4 covers the Status Quo Analysis and deals with three aspects: the nature, spatial distribution and extent of housing demand in the municipal area; the spatial distribution, size, ownership, and development status of land suitable for future human settlement; and the institutional capacity of the municipality to deal with housing related matters.

Section 5 comprises the proposed Strategic Plan and human settlement projects for the municipality.

The housing chapter of the Municipality is guided by the following legislative framework which gives guidance in terms of what needs to be done;

#### 311(b) Housing Typologies

Encourage **Social (Medium-Density) Housing** which may make a strong contribution to urban renewal and integration.

Social housing must be understood to accommodate a **range of housing product** designs to meet spatial and affordability requirements. Social housing products may include:

- Multi-level flat, or apartment options, for higher income groups, incorporating beneficiary mixes to support the principle of integration and cross-subsidisation;
- Co-operative group housing;
- Transitional housing for destitute households; and
- Communal housing with a combination of family and single-room accommodation with shared facilities and hostels.

##### d. Settlement Design

Ensure the development of **compact, mixed land use**; and diverse, life-enhancing environments with maximum possibilities for **pedestrian movement and transit** via safe and efficient public transport in cases where motorised means of movement is imperative.

More **appropriate settlement designs and housing** products, and more acceptable housing quality should be achieved.

There is a need to focus on changing the face of the stereotypical RDP houses, and settlements, through the promotion of **alternative technology and design**.

Enhance settlement design by including design professionals at planning and project design stages, and developing **design guidelines**.

#### 3.11(c) The National Legislative Framework

The Constitution of the Republic of South Africa (Act No. 108 of 1996) states that housing delivery falls within the ambit of national and provincial government. The primary function of provinces with regards to housing is annotated in Part 3 (7) of the National Housing Act (No. 107), of 1997:

*“Every provincial government must, after consultation with the provincial organisations representing the municipalities as contemplated in section 163(a) of the Constitution, do everything in its power to promote and facilitate the provision of adequate housing in its province within the framework of national housing policy”.*

Housing Policy is formulated and funded mainly by the national government, but is implemented primarily by provincial and local government.

**(i) National Government**

The primary role of National Government, acting through the powers of the Minister of Housing (or more latterly Minister of Human Settlements) is to:

- Formulate national housing policy, including national norms and standards, for implementation on National Housing Programmes. The most important function at national level is the design of the Housing Subsidy Scheme coupled with the allocation of finance and resources.
- Develop national norms and standards which are incorporated into the National Housing Code.
- Determine nationwide delivery targets through a multi-year strategic plan with appropriate apportionment of funds allocated from the South African Housing Fund.
- Continuous evaluation of performance related to the delivery targets and funding allocations.
- Assist and enhance capacity of provincial and local government to meet targeted objectives.

**(ii) Provincial Government**

The role of the Department of Human Settlements within the provincial government is to:

- Devise provincial policy within the framework of National Housing Policy. The policy must enable the development of adequate housing in the province.
- Promotion of provincial legislation that promotes effective housing delivery.
- Providing a supporting function to municipalities and to intervene where municipalities cannot or do not perform their duties as defined by the Act.
- Prepare and maintain a multi-year strategic provincial housing plan. This plan will be in line with housing delivery targets determined by the province. These programmes must be carried out in line with National Housing Policy.

**(iii) Local Government**

According to the Housing Act of 1997 all municipalities, as part of their function to promote integrated development planning must utilise the framework of national and provincial housing legislation to ensure that:

- The local residents of its area of governance have access to adequate housing opportunities.
- The health and safety of residents are adhered to.
- Infrastructure services in respect of water, sanitation, electricity, roads, storm water drainage and transport are provided in a viable manner.

**3.11(d) National Housing Act and Housing Code**

**(i) Housing Code**

The Code articulates the national housing vision as: “... the establishment and maintenance of habitable, stable and Sustainable public and private residential environments to ensure viable households and communities in areas allowing convenient access to economic) Community facilities, opportunities, and to health, educational and social amenities in which all citizens and permanent residents of the Republic will, on a progressive basis, have access to:

**(ii) National Housing Policy Context**

*The National Housing Code, 2009 sets the underlying policy principles, guidelines and norms and standards which apply to Government’s various housing assistance programmes introduced since 1994 and updated. This is done in terms of the Housing Act, 1997 (Act No 107 of 1997).*

*Ten years after the introduction of the housing programme in 1994, a comprehensive review was undertaken of the outcomes of the programme and the changes in the socio-economic context in the country. This led to the approval of the Comprehensive Plan for Sustainable Human Settlement commonly referred to as “Breaking New Ground” or “BNG”, by Cabinet in September 2004.*

*The Comprehensive Plan shifted the focus to improving the quality of housing and housing environments by integrating communities and settlements. It also set new minimum standards for housing products improving privacy and sustainability by providing for the development of a range of social and economic facilities in housing projects. The Comprehensive Plan also focuses on Informal Settlement Upgrading to meet the Millennium Goals of the United Nations to improve the lives of slum dwellers.*

- (iii) *Permanent residential structures*
- (iv) *Adequate protection against the elements*
- (v) *Secure tenure*
- (vi) *Houses that ensure internal and external privacy*
- (vii) *Potable water*
- (viii) *Adequate sanitary facilities, and*
- (ix) *Domestic energy supply.*

**(x) Integrated Residential Development Programme**

This Programme has been introduced to facilitate the development of integrated human settlements in well-located areas that provide convenient access to urban amenities, including places of employment. The Programme also aims at creating social cohesion.

The Integrated Residential Development Programme (IRDP) provides for the acquisition of land, servicing of stands for a variety of land uses including commercial, recreational, schools and clinics, as well as residential stands for all low, middle and high income groups. The land use and income group mix will be based on local planning and needs assessment.

This Programme also provides for the creation of non-residential stands such as:

- Institutional stands e.g. police stations, schools and clinics;
- Business and commercial stands;
- Stands for not-for-profit community services e.g. churches and crèches/nursery schools;
- Stands for public use e.g. parks and community facilities etc.; and
- Special conditions apply to the sale and transfer of these stands.

**(xi) Upgrading of Informal Settlements**

The Informal Settlement Upgrading Programme is one of the most important programmes of government which seeks to upgrade the living conditions of millions of poor people by providing secure tenure and access to basic services and housing.

One of the basic tenets of the programme is that beneficiary communities must be involved throughout the project cycle. All members of the community, also those who do not qualify for subsidies, are included.

The Programme therefore aims to bring about social cohesion, stability and security in integrated developments and to create jobs and economic well-being for communities which did not previously have access to land and business services, formal housing and social and economic amenities.

**(xii) Provision of Social and Economic Facilities**

Owing to backlogs in existing settlements and the need to prioritise those, authorities responsible for the provision of social and economic facilities, such as schools, clinics, community halls, recreational facilities and trading facilities, have not been able to provide facilities in most new housing projects.

In line with the policy to establish quality, sustainable human settlements, a programme has been introduced to fund primary social and economic amenities, where funding is not available from other sources.

**(xiii) Housing Assistance in Emergency Circumstances**

During the process of upgrading informal settlements, it may be necessary to temporarily re-house households while services are being installed or formal houses are being built on sites previously occupied by informal structures.

Likewise it may be necessary to provide temporary housing relief to households in stress following natural or manmade disasters (e.g. where settlements have been destroyed by fire or houses have been rendered uninhabitable by storms and need to be repaired). In such cases the National Disaster Relief Fund renders the first line of Government assistance. The Emergency Housing Assistance Programme may then be used for temporary housing for disaster victims until such time as they can be provided with permanent houses.

This Programme will apply to emergency situations of exceptional housing need, such situations being referred to as "Emergencies".

**(xiv) Social Housing Programme**

Security of tenure remains one of the fundamental principles of housing policy. Where other programmes provide freehold tenure to households, there has been an increasing need for affordable rental units which provide secure tenure to households which prefer the mobility provided by rental accommodation.

Furthermore the Comprehensive Plan identifies the need to address the inequities of the Apartheid induced spatial frameworks of our cities and towns by promoting integration across income and population group divides. There is a need to provide especially poor households with convenient access to employment opportunities and the full range of urban amenities.

**(xv) Institutional Subsidies**

As the Social Housing Programme focuses mainly on achieving urban integration and upgrading and is applicable only in declared restructuring zones, the need remains for a programme that will provide for affordable rental accommodation in other parts of settlements (e.g. as part of informal settlement upgrades where such settlements are not well-located with regard to employment opportunities but where certain members of the community may need rental accommodation).

Hence an Institutional Housing Subsidy Programme has been introduced to provide capital grants to social housing institutions which construct and manage affordable rental units. The Programme also provides for the sale of units by the social housing institution after at least four years have lapsed.

**(xvi) Housing institutions need to meet certain criteria to qualify for the subsidy. These are:**

- The institution must have legal status;
- The main object of applying for the subsidy must be the development and holding of immovable property for occupation;
- The institution must be financially viable;
- Institutions must make a financial contribution in addition to the subsidy; and
- Institutions will normally be required to own immovable property, although long term leases may be found acceptable.

**Community Residential Units Programme**

Both the Social Housing and the Institutional Subsidy Programmes do not provide rental accommodation affordable to the very poor (and often informally employed) because of the high cost of multi-level units (and facilities provided) and the resultant high rental charges.

Likewise there is a need for a programme that will support the upgrading of government owned communal rental accommodation (hostels).

Hence, the Community Residential Units Programme (CRU) aims to facilitate the provision of secure, stable rental tenure for lower income persons/households. The Programme provides a coherent framework for dealing with the many different forms of existing public sector residential accommodation.

The grant funding provided by the CRU Programme will be utilised for the development of the following public rental housing assets:

**(xvii) Individual Subsidy Programme**

This Programme provides access to state assistance where qualifying households wish to acquire an existing house or a vacant serviced residential stand, linked to a house construction contract through an approved mortgage loan. These properties are available in the normal secondary housing market or have been developed as part of projects not financed through one of the National Housing Programmes.

The Programme encourages the growth of the secondary residential property market achieving an objective of the Comprehensive Plan for the Creation of Sustainable Human Settlements.

The Programme provides access to funding for the following two categories:

**Credit Linked Subsidies:**

In cases where the applicant can afford mortgage loan finance, the applicant may apply for a subsidy that is linked to credit from a financial institution; and

**Non-Credit Linked Subsidies:**

In cases where the applicant cannot afford mortgage loan finance, the applicant may apply for a subsidy to acquire an existing house entirely out of the subsidy and may supplement this with other funds that may be available to him or her. Qualifying persons who bought vacant serviced stands from their own resources and need assistance to construct a house may also apply for Non-Credit Linked Subsidies.

Non-Credit Linked subsidies are available to persons meeting the qualification criteria and who do not qualify for credit from a financial institution, as determined by the institution's lending criteria or who do not wish to access credit from a lender. The purchase of an existing house is therefore made solely from the subsidy amount awarded.

Non-Credit Linked subsidy applications are submitted to the Provincial Department together with a conditional deed of sale for the relevant property for evaluation and acquiring the MEC's approval

**(xviii) Rural Subsidy: Communal Land Rights**

In areas of communal tenure (e.g. where the Minister of Rural Development and Land Reform holds land in trust for communities) and where traditional leaders allocate land for settlement to households or persons, freehold tenure can in most cases not be easily secured. Hence it was necessary to develop a programme to assist households in areas with communal tenure to access housing subsidies.

The Rural Housing Programme only applies in areas of communal tenure and requires that tenure rights first be confirmed through the processes prescribed by the Minister of Rural Development and Land Reform.

**(xix) Consolidation Subsidy Programme**

Before the introduction of the White Paper on a New Housing Policy and Strategy for South Africa in December 1994, a substantial number of households had received serviced sites in terms of state housing schemes instituted pre-1994.

In order to enable such households to access adequate housing, a consolidation subsidy has been introduced which provides for the completion of houses on the serviced sites. Therefore beneficiaries of such stands may apply under this Programme for further assistance to construct a house on their stands or to upgrade / complete their house they may have constructed from their own resources.

The developer being a municipality or a provincial department is responsible for the implementation of the consolidation project with the full participation of the beneficiaries. The process includes Stakeholder negotiations, the identification of beneficiaries through interviews and assisting beneficiary communities to register.

**(xx) Enhanced Extended Discount Benefit Scheme**

The policy framework and implementation guidelines for an Enhanced Extended Discount Benefit Scheme (EEDBS) were specifically formulated and implemented to support decisions made regarding the transfer of pre-1994 housing stock and is intended to stimulate and facilitate the transfer of public housing stock to qualifying occupants.

The aim of the EEDBS is to ensure that the majority of the occupants of public housing stock are provided with the opportunity to secure individual ownership of their housing units.



The EEDBS will be undertaken on the basis of a partnership of cooperative governance between the relevant municipality, the Provincial Department, and the National Department

**(xxi) Rectification of Certain Residential Properties created under the Pre-1994 Housing Dispensation**

This Programme has been created to facilitate the improvement of state financed residential properties created through State housing programme interventions during the pre-1994 housing dispensation that are still in ownership of the public sector institution and/or that were disposed of to beneficiaries.

The main objective of the Programme would be the improvement of municipal engineering services where inappropriate levels of services were delivered and the renovation and/or upgrading, or the complete reconstruction of dwellings that are severely structurally compromised.

The projects will be undertaken on the basis of a partnership of cooperative governance between the relevant municipalities, the Provincial Department, and the National Department.

**(xxii) Enhanced People's Housing Process**

The People's Housing Process is a government housing support programme that assists households who wish to enhance their houses by actively contributing towards the building of their own homes. The process allows beneficiaries to establish a housing support organisation that will provide them with organisational, technical and administrative assistance. Training and guidance on how to build houses are also supplied. Participation in the process is regarded as a contribution towards the achievement of their housing opportunities and the compulsory requirement for a financial contribution is thus not applicable. Participation has the benefit of:

- a saving in labour costs;
- avoiding payment of a profit element to developers; and
- optimising control and decisions regarding the housing product to be delivered.

The EPHP is a community driven process and it must be noted that the housing process is phased over time. The programme is not oriented towards delivery at scale over limited time frames. The programme requires skilful technical expertise to assist, train and guide the house building processes. The achievement of quality housing products remains a fundamental objective.

**(xxiii) Farm Residents Housing Assistance Programme**

This housing assistance programme provides capital subsidies for the development of engineering services - where no other funding is available, and adequate houses for farm workers and occupiers in a variety of development scenarios. The Programme attempts to address the wide variety of housing needs of people working and residing on farms by providing a flexible package of housing models to suit the local context.

In most instances, the programme will be applied where the farm residents are required to reside close to their employment obligations and where the farm land is distant from the nearest town, rendering the settlement of the farm residents in the town impracticable.

**Table 3.29 - INFORMAL DWELLINGS**

Local Municipal area	Number of households in informal dwellings		Share of total households	
	2011	2016	2011	2016
Chief Albert Luthuli	2 857	5 206	6.0%	9.7%

**Progress**

The Municipality's role in the provision of housing is only to allocate housing allocations received from the Provincial Department of Human Settlements to different Wards.

According to the Statistics SA 2011 Census, the percentage of households living either in temporal shacks or behind formal structures, was around 2 600 households in the 2011/12 financial year. In 2011/12 to 2012/13 660 housing units were completed; in 2013/14 146 housing units were completed; and in 2015/16 400 housing units were completed.

The Department Human Settlements allocated 960 units in 2014/15, which were rolled over to 2015/16 financial year.

This roll-continued to completion towards the end of the financial year, by estimation a total of 400 housing units were nearing completion in 2016/17.

The non-completion of housing units was made worse by contractors who did not honour their contractual obligations

The Municipality does not have control over their appointments, since the Municipality was only facilitating in terms of sourcing and capturing the list of beneficiaries

An initial allocation of 511 housing units was for the PHP, Rural Subsidies, and Military Veterans programmes, which was not completed in time and was rolled over to following financial years. A further allocation of 960 units was received from the Department, which was also rolled over to following financial years.

This roll-over will continue until completed, since only 500 housing units had been completed.

The Municipality is doing its utmost to assist residents with decent shelter. Land has been identified for the middle and low Income groups.

**Challenges currently**

- The allocation of housing units from Province are not sufficient to cover all the Wards or areas, the backlog in Wards was very huge;
- Shortage of staff and resources within the Municipality;
- No response received from the Department of Human Settlements regarding Title Deeds affecting beneficiaries (Housing Subsidy System declined beneficiaries);

- Some beneficiaries were validated and put on hold by the Department of Human Settlements due to the reduced scope or work for contactors;
  - Disaster Houses had not been attended to by the Department of Human Settlements for more than five years.
- Correspondences were submitted to the Department of Human Settlements for intervention or assistance on housing matters, but no response was received.

### Key Issues of Concern

- Contractors do not honour their contractual obligations, and the Municipality did not have control over their appointments, since the Municipality was only facilitating in terms of finding and capturing the list of beneficiaries;
- High backlogs due to delays of allocations by the Department of Human Settlements;
- Lack of suitable land;
- Projects stalled due to delays experienced in land acquisition, lack of suitable land, environmental and developmental approvals.

### Status of the Housing Sector Plan / Housing Chapter

The Housing Chapter of the IDP for the Municipality was approved and adopted by Council; the document was forwarded to the Department of Human Settlements for consideration

#### Backlog information and identified housing needs

The demand for formal houses amounts to 10,851 units (22.7%), which is needed to eradicate the traditional mud-and-stick houses in the Municipality (*StatsSA 2011*).

According to *StatsSA 2011* the majority of households in CALM live in either formal dwellings or traditional dwellings.

- House of brick/concrete structure: 35,444
- Traditional dwelling/hut/structure: 7,994
- Informal dwelling (shack in backyard): 899

When the statistics as stated above is taken into consideration, it is clear indication that there is still large backlog for formal housing in the municipality.

Provision of housing is not the competency of the municipality, and all RDP allocations are made by the Department of Human Settlement. The annual allocation to Chief Albert Luthuli is far below the existing need. The Housing section of the municipality works closely with the Department of Human Settlement to monitor the allocation and implementation of the housing projects in the municipal area.

Backlog of housing in the whole municipality is 12,802 according to *StatsSA 2011*.

#### 3.5.6.2 Housing Chapter.

The Housing Chapter is one of the key sector plans required for issues that relate to housing.

#### Public Amenities

The need for public amenities in the whole Chief Albert Luthuli Municipality far exceeds the available facilities and funding, either through internal or external sources of funding.

The list of identified needs in this document under section 1.3.2 (page 26 to 28) clearly indicate the backlog of amenities such as:

- Post office, Community halls, Cultural Centre, Schools – primary and secondary; Substance and drug rehabilitation centre, Shopping complex, Community parks
- Institutional buildings, Youth centres, Community radio station, Clinics, Orphanages
- Drop in centres, Day care centres, Sport facilities
- Training centres
- Hospitals, Thusong Centre, Old age and disabled homes, Creches
- Filling stations, Taxi rank, Libraries

The Housing Chapter of the IDP for the Municipality was approved and adopted by Council; the document was forwarded to the Department of Human Settlements for consideration.

The SDF proposes the following principles which the institution would need to adhere to or follow when considering development

**Table 3.30 - Spatial Proposals**

PRINCIPLES	Description
1. Urban/Rural Edge	Utilise the urban and rural edge to manage growth.
2. Densification (Overall concept for the Municipality)	It is recommended that all vacant stands within the Urban and Rural edges must first be developed before considering

any future outwardly extensions.
<b>3. Central Business District</b> It is recommended as far as possible that all business and retail activities should be restricted to the areas indicated in "red" on the maps.
<b>4. Industrial Zones</b> Currently there is limited industrial activity within the CALLM. A detailed economic study is required with regard to the demand in the identified nodal areas in order to strengthen this sector and lure new investments.
<b>5. Mixed Use Development</b> Mixed land use zones are key in order to achieve viable urban areas. Mixed land uses also provide a more diverse and sizable population and commercial base for supporting viable public transit.
<b>6. Proposed Future Extensions</b> Once all vacant land and proposed mixed use zones are developed only then should any proposed future development be considered.
<b>7. Manage</b> The "blue" areas on the map include a 100 metre buffer around Churches, Community Halls, Clinics, Schools and other key community facilities. All taverns, bottle stores and funeral parlours shops should be discouraged in these areas.
<b>8. Intensify</b> The areas highlighted in "red" on the map include a 150 metre buffer around land uses such as business activities. These areas should act as little nodes, but only where the following principles are applied; <ul style="list-style-type: none"> <li>• Importance</li> <li>• Service and function</li> <li>• Close proximity to Major corridors</li> <li>• Link to activity spines and corridors</li> </ul>
<b>9. Protect</b> All land with a conservations status, or used for agricultural purposes, or grazing, or public open space or sports fields, or close to rivers and streams should not be developed.
<b>10. Tourism Area</b> Tourism within the CALLM is a major economic sector. All tourism areas should be enhanced and strengthened
<b>11. Agriculture</b> Protect high potential agricultural land and promote small-scale extensive commercial farming activities within the rural areas
<b>12. Open space</b> The municipal open space network indicated in green on the maps, should never be considered for any development

**Table 3.31 Human Settlement - Number of households with access to Basic Housing**

Year	Total households (including informal and settlements)	Total households (including informal and traditional settlements)	Number of Households in informal settlements (traditional)	Percentage of households (informal settlements)
2013/14	47 705	36 497	7 994	23%
2014/15	47 705	35 500	6 500	18%
2015/16	53480	35 500	6 500	18%

Source: Stats SA 2011

**Table 3.32 - Types of Dwellings**

CHIEF ALBERT LUTHULI MUNICIPALITY		
Type of Dwelling:	Household	% of Household
House or brick/concrete block structure on a separate stand or yard or on a farm	35,444	74.30
Traditional dwelling/hut/structure made of traditional materials	7,994	16.76
Flat or apartment in a block of flats	200	0.42
Cluster house in complex	48	0.10
Townhouse (semi-detached house in a complex)	104	0.22
Semi-detached house	76	0.16
House/flat/room in backyard	327	0.69
Informal dwelling (shack; in backyard)	899	1.88
Informal dwelling (shack; not in backyard; e.g. in an informal/squatter settlement or on a farm)	5775	4.11

Room/flatlet on a property or larger dwelling/servants quarters/granny flat	298	0.62
Caravan/tent	41	0.09
Other	316	0.66
<b>Total</b>	<b>53480</b>	<b>100.00</b>
<i>Source: Statistics SA 2011 Census</i>		

**Required**

<i>Households per ward (Source: Stats SA 2011)</i>																										
WARD	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	
HOUSEH OLDSW	2,018	1, 86 3	1,888	2,157	1,650	1,839	55 2	91 1	3,0 48	1,6 72	1,8 67	1,9 98	1,2 40	2,9 37	3,4 44	2,2 31	1,1 80	2,3 00	1,4 76	1,2 69	2,6 27	54 7	2,6 83	2,6 37	1,67 2	
RDPR																										
FORMAL TOWN			✓	✓	✓	✓																				
INFORMA L TOWN	✓		✓	✓	✓	✓																				
UPGRAD E NEED	✓		✓	✓	✓	✓																				

5. 3.12.INTEGRATED HUMEN SETTLEMENT: TOWNSHIP ESTABLISHMENT

6. 3.12(a)Carolina / Silobela

Please see Figure 12 for the allocation of the projects which are reflected below as reflected in the housing chapter

Short Term Projects – 2015/2016								Carolina / Silobela			
	Projects	Project Description						Scale/ No of Units	Responsibility	Funding Requirements	
Strategic Planning		Feasibility Assessments									
	Project 1: Carolindia Ext 2	The site was used as the previous landfill site of the municipality. Conduct a feasibility on the site if it suitable to be used for residential purposes. Geotech investigation will be required accompanied by an environmental screening report. The exact boundaries of the site should be confirmed through a land surveyor. If site is feasible compile a detailed precinct plan. <b>The site is registered to the Chief Albert Luthuli Municipality. (see figure 12.1)</b>						200	CALM	R 200 000.00	
	Project 2: Carolindia Ext 3	The site is located west of the R33 towards Warburton. Conduct a feasibility study on the suitability of the site for residential purposes. Geotech investigation will be required accompanied by an environmental screening report. The exact boundaries of the site should be confirmed through a land surveyor to determine the ownership. If site is feasible compile a detailed precinct plan.						250	CALM	R 200 000.00	
	Project 3: CPA Farm at Silobela	Portion 4 and the Remainder of the farm Droogvallei 41IT is registered to two individual CPA's. The farms are however being developed with a large number of houses without the required planning. The sites should be investigated to determine if the respective development comply with the relevant legislation. Agreement should be discussed between the owners and the municipality to incorporate the areas into the urban fabric and undertake the required planning.						30	CALM	R 250 000.00	
		Land Acquisition									
Statutory Planning		Township Establishments, subdivision, consolidation, rezoning etc									
		Geotech	Survey	Cons	Sub	Rez	Township Establishment	Comments			
	Project 4: Silobela Ext 4						✓	A draft layout exists for the area. The township establishment process needs to be finalised including the registration of the General Plan. Services have been installed and only road infrastructure is required	1051	CALM	R 1 787 750.00

Statutory Planning	<b>Project 5: Silobela Ext 3</b>		✓		✓			The area has an approved General Plan and the engineering services have been installed in the area. The units in the area have not settled according to the layout and needs to be relocated to conform to the layout. The layout needs to be amended in areas where people have constructed permanent structures.	2000	CALM	R 1 200 000.00	
	<b>Project 6: Carolina Ext 3 (see figure 12.2)</b>		✓	✓	✓	✓		A developer has been granted an option to develop Carolina Ext 3. The development will comprise of 350 potential sites which will accommodate 150 low incomes, 100 rental stocks, 200 FLISP and high income sites. The township layout therefore needs to be amended to create the potential number of sites	350	CALM / PRIVATE	R 5 953 350.00	
	<b>Project 7: Pieter de Bruin park</b>		✓	✓	✓	✓		A developer has been granted an option to develop Carolina Ext 3. The development will comprise of 500 potential sites which will accommodate 275 low income, 200 rental stock, high income sites. The township layout therefore needs to be amended to create the potential number of sites	500	CALM / PRIVATE	R 850 500.00	
Implementation		Installation of Engineering Services										
	<b>Project 8: Water reservoir</b>	The current water capacity of the municipality is not able to accommodate the existing and future settlements in Carolina and Silobela. The demand has been calculated and the required upgrade of the water reservoirs needs to be undertaken.							CALM		R 13 million	
		Construction of Top Structures										
	<b>Project 9: Silobela Ext 3</b>	The township requires the construction of 1500 top structures. The identified sites needs to be identified and the top structures constructed.					1500		CALM/ DHS		R111 900 000.00 (R74600 unit cost)	

	Projects	Project Description							Scale / No of Units	Responsibility	Funding Requirements
Strategic Planning	<b>Feasibility Assessments</b>										
	Project 10: Flood area Silobela	A large number of informal units are located in the flood area in the historical buffer strip between Carolina and Silobela. The 1:100 year flood line needs to be calculated accompanied by geotech and environmental screening report. The houses that are located in the 1:100 year flood line area need to be relocated to alternative areas.								CALM	R 250 000.00
	Project 11: Portion 7 Droogvallei	The area has been earmarked as one of the SDA's in the municipality. A feasibility assessment needs to be undertaken to determine the suitability of the portion of land for future development. If the site is deemed feasible a detailed precinct plan needs to be compiled. The site is privately owned thus a willing seller will be one of the aspects which will need to be investigated in the feasibility phase.							100	CALM	R 200 000.00
	Project 12: Portion 4 Goedehoop	<b>The portion of land is registered to the Chief Albert Luthuli Municipality.</b> The farm has not been identified in the SDF for future development but based on the ownership and need in Silobela Township can be further investigated. A detailed precinct plan needs to be compiled for the respective area. The precinct plan should be informed by a preliminary geotech and environmental screening report.							2000	CALM	R 350 000.00
	<b>Land Acquisition</b>										
	Project 13: Carolindia Ext 3	Once the ownership of the area between the rail and the R33 has been confirmed the municipality should procure the portion of land.									
Statutory Planning	<b>Township Establishments, subdivision, consolidation, rezoning etc</b>										
		Geotech	Survey	C o n s	S u b	R e z	Township Establishment	Comments			
	Project 14: Carolindia Ext 2						✓		500 (FLIS P 200, Rental 150, Low cost 300)	CALM	R 850 500.00
			✓		✓						
Implementation	<b>Installation of Engineering Services</b>										
	Project 15: Carolina Ext 3	Ensure that sufficient bulk engineering capacity is available for the development of Carolina Ext 3. If the capacity is insufficient the municipality should budget for the required upgrades							350	CALM / DHS/ PRIVATE	R 789 600.00
	Project 16: Pieter de Bruin Park	Ensure that sufficient bulk engineering capacity is available for the development of Pieter de Bruin Park. If the capacity is insufficient the municipality should budget for the required upgrades							500	CALM / DHS/ PRIVATE	R 1 128 000.00
	<b>Construction of Top Structures</b>										



	<b>Project 17: Silobela Ext 4</b>	The township establishment process should be completed. 700 top structures can be developed in the township. The stands have already been occupied with informal units therefore the new structures will replace the informal units. Stands should also be made available for FLISP housing					700			R 52 220 000.00 (R74600 unit cost)	
<b>Long Term Projects – 2019/2020 Carolina / Silobela</b>											
	<b>Projects</b>	<b>Project Description</b>					<b>Scale / No of Units</b>	<b>Responsibility</b>	<b>Funding Requirements</b>		
Strategic Planning		Feasibility Assessments									
	<b>Project 18: CPA farms</b>	The number of units being developed on the surrounding CPA owned farms needs to be determined and the planning status of each of the settlements. The Constitution of each CPA should also be sourced to determine if large scale housing is allowed in terms of the Constitution. Based on the findings the municipality should compile a strategy to address the increasing number of houses on CPA farms.						CALM	R 800 000.00		
		Land Acquisition									
	<b>Project 19: Portion 7 Droogvallei</b>	If the portion of land has been identified as feasible the municipality should procure the portion of land. The municipality owns Portion 4 of the farm Goedeheop south-west of Carolina therefore a land swap can also be negotiated with the owner of Droogvallei.						CALM	R 564 000.00		
Statutory Planning		Township Establishments, subdivision, consolidation, rezoning etc									
		Geotech	Survey	Cons	Sub	Rez	Township Establishment	Comments			
	<b>Project 20: Ptn 4 Goedeheop</b>						✓	Commission the township establishment of the area. The findings of the precinct plan which should have been undertaken in the Medium projects need to inform the township establishment process.	2000	CALM	R 3 402 000.00
Implementation		Installation of Engineering Services									
	<b>Project 21: Carolindia Ext 2</b>	Plan and install the required engineering services for Carolindia Ext 2.					T.B.D	CALM / DHS	T.B.D		
		Construction of Top Structures									

	<b>Project 22: Carolina Ext 3</b>	Construct the low cost housing and rental stock in Carolina Ext 3	250	CALM / DHS/ PRIVATE	R 26 028 000.00 (R104 112 unit cost)
	<b>Project 23: Pieter de Bruin Park</b>	Construct the low cost housing and rental stock in Pieter de Bruin Park	475	CALM / DHS/ PRIVATE	R 49 453 200.00 (R104 112 unit cost)

### 3.12(b)EManzana/Badplaas

Please see **Figure 13** for the allocation of the projects which are reflected below

Short Term Projects – 2015/2016										Badplaas		
	Projects	Project Description							Scale/ No of Units	Responsibility	Funding Requirements	
Strategic Planning	<b>Feasibility Assessments</b>											
	<b>Project 1: Badplaas Town</b>	The township consists of 125 stands and is vested with Public Works. The municipality has applied to the Department Public Works to procure the site. The status of the application could not be determined. In order to optimally utilise the site the area needs to be densified through the amendment of the layout. A precinct plan should be compiled for the site including a detailed layout of the proposed densification. The precinct plan should take cognisance of the existing engineering services and indicate if the bulk infrastructure can accommodate the increased density.							250	CALM	R 250 000.00	
	<b>Land Acquisition</b>											
	<b>Project 2: Badplaas Town</b>	Confirm the status of the application to Public Works to obtain the 125 sites at Badplaas. Conclude the process and receive transfer of the identified sites.							250	CALM / PUBLIC WORKS	R 100 000.00	
Statutory	<b>Township Establishments, subdivision, consolidation, rezoning etc</b>											
		Geotech	Survey	Cons	Sub	Rez	Township Establishment	Comments				

								Layout for 1000 stands was compiled for area. The area has since been invaded and the layout needs to be amended to accommodate the existing structures and to create larger sites. The capacity of township has decreased from 1000 to 500. The township establishment application should be completed.	500	CALM / DARDLA	R 850 500.00	
	<b>Project 3: Badplaas Farm</b>		✓				✓					
Implementation		Installation of Engineering Services										
		<b>Project 4: Water Treatment Works</b>	The municipality has budgeted R 16 million for the enlargement of the Water Treatment Works. The sewerage treatment works has sufficient capacity at the moment.							CALM	R 16 000 000.00	
			Construction of Top Structures									
<b>Medium Term Projects – 2017/2018 Badplaas</b>												
	<b>Projects</b>	<b>Project Description</b>						<b>Scale/ No of Units</b>	<b>Responsibility</b>	<b>Funding Requirements</b>		
Strategic Planning		<b>Feasibility Assessments</b>										
		<b>Land Acquisition</b>										
		<b>Project 5: Badplaas farm</b>	The Department of Rural development and Land Administration has entered into an agreement to purchase the portion of land and establish 500 residential sites (see project 3 above). The transfer of the farm should be completed and Chief Albert Luthuli Municipality should receive transfer of the site.							CALM / DARDLA	R 100 000.00	
St		<b>Township Establishments, subdivision, consolidation, rezoning etc</b>										

		Geotech	Survey	Cons	Sub	Rez	Township Establishment	Comments			
	<b>Project 6: Badplaas Town</b>		✓	✓	✓	✓		The amendment of the General Plan should be undertaken to create the 250 sites. The existing services should be incorporated into the revised layout. The	250 (100 rental stock, 150 FLISP, 90 high income)	CALM / PUBLIC WORKS	R 425 250.00
<b>Implementation</b>											
	<b>Installation of Engineering Services</b>										
	<b>Project 7: Badplaas Farm</b>	The township establishment should be concluded and the engineering services should be planned and installed.						250	CALM / DHS	R 6 000 000.00	
	<b>Construction of Top Structures</b>										
<b>Long Term Projects – 2019/2020 Badplaas</b>											
	<b>Projects</b>	<b>Project Description</b>						<b>Scale/ No of Units</b>	<b>Responsibility</b>	<b>Funding Requirements</b>	
<b>Strategic Planning</b>	<b>Feasibility Assessments</b>										
	<b>Project 8: Rural Community</b>	A comprehensive study needs to be commissioned for the surrounding informal settlement at Badplass. The units are located on Communal Trust Land. The study needs to classify the settlements in line with the requirements of the National Upgrading Support Programme. The status of engineering services and provision of community facilities should clearly be outlined.							CALM	R 200 000.00	
	<b>Land Acquisition</b>										
<b>Statutory Planning</b>	<b>Township Establishments, subdivision, consolidation, rezoning etc</b>										
		Geotech	Survey	Cons	Sub	Rez	Township Establishment	Comments			
							✓				
						✓					
<b>Implemen</b>	<b>Installation of Engineering Services</b>										

	Construction of Top Structures			
<b>Project 9: Badplaas Farm</b>	The revised layout and township establishment allows for the development of 500 units. The top structures for the area should be constructed. The beneficiaries for the proposed 500 houses should be sourced from the immediate area.	500	CALM / DHS	R 37 300 000.00 (Unit cost R74 600)
<b>Project 10: Badplaas Town</b>	The revised layout should allow for the development of 100 rental units. The top structures for the rental units should be constructed. The layout will further allow for 150 FLISP erven which should be provided to the qualifiers. The remaining 90 high income stands should be sold in line with the MFMA.	250	CALM / DHS	R 10 411 200.00 (R104 112 unit cost)

Elukwatini

Please see **Figure 14** for the allocation of the projects which are reflected below

Short Term Projects – 2015/2016										Elukwatini				
	Projects	Project Description						Scale/ No of Units	Responsibility	Funding Requirements				
Strategic Planning	Feasibility Assessments													
	<b>Project 1: Elukwatini B Ext</b>	The area has been earmarked for future housing in the SDF. The area is located north of Elukwatini B Ext 1 and is currently being utilised for agricultural purposes. Feasibility studies needs to be undertaken for the area including a preliminary geotech and EIA screening report. The ownership and the traditional authority for the area also need to form part of the investigation. Once the above has been confirmed a detailed precinct plan needs to be compiled for the area. A need exists in the area for FLISP housing and to a lower extent RDP houses. The municipality indicated that the people prefer to build their own houses in the area.						1500	CALM	R 350 000.00				
	<b>Project 2: Elukwatini BA ext</b>	The area is located west of Elukwatini BA Ext 1 and has been earmarked in the SDF as a Strategic Development Area. Feasibility studies needs to be undertaken for the area including a preliminary geotech and EIA screening report. The ownership and the traditional authority for the area also need to form part of the investigation. Once the above has been confirmed a detailed precinct plan needs to be compiled for the area.						500	CALM	R 350 000.00				
		Land Acquisition												
Statutory Planning	Township Establishments, subdivision, consolidation, rezoning etc													
		Geotech	Survey	Cons	Sub	Rez	Township Establishment	Comments						
	<b>Project 3: Elukwatini BA</b>						<p>The layout for the area has been approved. The General Plan for the area needs to be completed and submitted to the Surveyor General for approval</p> <p>✓</p>	500 (100 high income, 150 rental stock, FLISP 250)	CALM / DHS	R 850 500.00				

Implementation		Installation of Engineering Services									
	<b>Project 4: Elukwatini</b>	Construct bulk pipelines to all un-serviced settlements								CALM / DHS	R 60 million
	<b>Project 5: Tjakastad</b>	Construct additional reticulation at Tjakastad								CALM / DHS	R 9 million
		Construction of Top Structures									

Medium Term Projects – 2017/2018											Elukwatini	
	Projects	Project Description							Scale / No of Units	Responsibility	Funding Requirements	
Strategic Planning		<b>Feasibility Assessments</b>										
	<b>Project 6: Nhlazatshene</b>	The area has been identified as a SDA in terms of the Chief Albert Luthuli SDF. A feasibility study needs to be conducted for the area which must include a preliminary geotech and environmental screening report. The reports further needs to indicate the ownership status of the area and who the traditional authority is. A detailed precinct plan should be compiled once the feasibility study has been completed.							750	CALM	R 250 000.00	
		<b>Land Acquisition</b>										
	<b>Project 7: Elukwatini B Ext</b>	The portion of land needs to be procured is the feasibility studied deemed it feasible.							T.B.D	CALM / COGTA / DARDLA	T.B.D	
Statutory Planning		<b>Township Establishments, subdivision, consolidation, rezoning etc</b>										
		Geotech	Survey	Cons	Sub	Rez	Township Establishment	Comments				
	<b>Project 8: Elukwatini B Ext</b>						✓		1500	CALM	R 2 551 500.00	
Implementation		<b>Installation of Engineering Services</b>										
	<b>Project 9: Elukwatini BA</b>	Plan and install the required engineering services.							500	CALM / DHS	R 12 000 000.00	
		<b>Construction of Top Structures</b>										
<b>Project 10: Elukwatini BA</b>	The need in the area is for FLISP stands and rental housing. The 150 rental houses need to be constructed for the area.							150	CALM / DHS	R 15 616 800.00 (R104 112 unit cost)		

Long Term Projects – 2019/2020											Elukwatini	
--------------------------------	--	--	--	--	--	--	--	--	--	--	------------	--

	Projects	Project Description	Scale / No of Units	Responsibility	Funding Requirements						
Strategic Planning		Feasibility Assessments									
	Project 11: Elukwatin i	The settlements in the area should be categorised in terms of the standards of the national Upgrading Support Programme. The categorisation will assist the municipality to determine which units are located on suitable land and which units need to be relocated.		CALM / DHS	R 400 000.00						
Strategic Planning		Land Acquisition									
	Project 12: Elukwatin i BA ext	The portion of land needs to be procured if the feasibility studied deemed it feasible	T.B.D	CALM	T.B.D						
	Project 13: Nhlazatsh e	The portion of land needs to be procured if the feasibility studied deemed it feasible	750		T.B.D						
Statutory Planning		Township Establishments, subdivision, consolidation, rezoning etc									
		Geotech	Survey	Cons	Su	Rez	Township Establishment	Comments			
	Project 14: Nhlazatsh e						✓		750	CALM	R 1 275 750.00
	Project 15: Elukwatin i BA ext						✓		500	CALM	R 850 500.00
Implementation		Installation of Engineering Services									
			Construction of Top Structures								
	Project 16: Elukwatin i BA	Construct the top structures in the area.	1500	DHS	R 111 900 000. (R 74 600.00 unit cost)						

### 7. 3.12 (c) Dundonald

Please see Figure 15 for the allocation of the projects which are reflected below

Short Term Projects – 2015/2016						Dundonald					
	Projects	Project Description	Scale / No of Units	Responsibility	Funding Requirements						
S		Feasibility Assessments									

	<b>Project 1: Mafumulo</b>	The area has been identified as a SDA in terms of the Chief Albert Luthuli SDF. A feasibility study needs to be conducted for the area which must include a preliminary geotech and environmental screening report. The reports further needs to indicate the ownership status of the area and who the traditional authority is. A detailed precinct plan should be compiled once the feasibility study has been completed.						2000	CALM	R 350 000.00
		<b>Land Acquisition</b>								
Statutory Planning		<b>Township Establishments, subdivision, consolidation, rezoning etc</b>								
		Geotech	Survey	Cons	Sub	Rez	Township Establishment	Comments		
	<b>Project 2: Robbinsdale</b>						✓	Formalise the area where the informal units have been built	302 CALM / DHS R 513 700.00	
Implementation		<b>Installation of Engineering Services</b>								
		<b>Construction of Top Structures</b>								
	<b>Project 3: Dundonald</b>	138 Top Structures for the PHP program has been allocated to the area. The structures need to be completed.						138	DHS	R 10 294 800 (Unit cost R74 600)
	<b>Project 4 : Mafumulo</b>	168 Top Structures for the PHP program has been allocated to the area. The structures need to be completed						168	DHS	R 12 532 800.00 (Unit cost R74 600)
	<b>Project 5: Belvidere</b>	Ward Councillor indicated that an unknown number of top structures in terms of the Rural Subsidy are required for the area.						±70	DHS	R 5 222 000.00 (Unit cost R74 600)
<b>Medium Term Projects – 2017/2018 Dundonald</b>										
	<b>Projects</b>	<b>Project Description</b>					<b>Scale / No of Units</b>	<b>Responsibility</b>	<b>Funding Requirements</b>	
Strategic Planning		<b>Feasibility Assessments</b>								
		<b>Land Acquisition</b>								
	<b>Project 6: Mafumulo</b>	If the feasibility study deemed the area feasible the portions of land need to be procured.					2 000	CALM	T.B.D	
St		<b>Township Establishments, subdivision, consolidation, rezoning etc</b>								



	Geotech	Survey	Cons	Sub	Rez	Township Establishment	Comments				
Implementation	Project 7: Redhill					✓	Formalise the area where the informal units have been built	241	CALM	R 410 000.00	
	Project 8: Hereford					✓	Formalise the area where the informal units have been built	261	CALM	R 450 000.00	
<b>Installation of Engineering Services</b>											
Implementation	Project 9: Dundonald	Upgrade reservoir capacity at Dundonald								CALM / DHS	R 7 million
	<b>Construction of Top Structures</b>										
	Project 10: Dundonald	There are approximately 500 available sites for the area that require top structures according the municipality. The sites are scattered through the area.						500		CALM / DHS	R 37 300 000.00 (Unit cost R74 600)

Long Term Projects – 2019/2020											Dundonald				
	Projects	Project Description						Scale / No of Units	Responsibility	Funding Requirements					
Strategic Planning	Feasibility Assessments														
	<b>Land Acquisition</b>														
Statutory Planning	<b>Township Establishments, subdivision, consolidation, rezoning etc</b>														
		Geotech	Survey	Cons	Sub	Rez	Township Establishment	Comments							
	Project 11: Mafumulo						✓		2000	CALM	R 3 402 000.00				
						✓									
<b>Installation of Engineering Services</b>															

<b>Project 12: Dundonald</b>	Construct additional reticulation at Dundonald	T.B.D	CALM / DHS	R 1.2 million
	<b>Construction of Top Structures</b>			
<b>Project 13: Dundonald</b>	There are approximately 500 available sites for the area that require top structures according the municipality. The sites are scattered through the area. Continue with the allocation of top structures in the area.	500	DHS	R 37 300 000.0 0 (Unit cost R74 600)

### 8. 3.12. (KPA1): BASIC SERVICES DELIVERY PROGRAMME: FREE BASIC SERVICE FREE BASIC SERVICES AND INDIGENT SUPPORT

#### a. Introduction

The Municipality spent more on free basic service delivery due to the high unemployment rate in the Municipality, which was above 30%, whilst most citizens depended on others. About 70% of unemployed people are youths between the ages 14 to 34 years, while the employed earned an average of less than R50 000 per annum

#### b. Minimum Standards for Free Basic Services (FBS)

##### Water

25 litres per person per day or 6 kiloliter (kl) per household per month within 200m of a household [legislated in regulations published in terms of the Water Services Act, 1997 (Act No 108 of 1997);

##### c. Sanitation

- Safe, clean, hygienic and reliable toilet facility e.g. a Ventilated Improved Pit (VIP) latrine or waterborne sanitation. If a household was connected to the sewer, then 3 to 4 kilolitre extra FBW per month should be provided for flushing;

##### d. Electricity

50 kWh per household per month for grid connected households and up to 80% subsidy on the monthly operating fee for non-grid systems e.g. home solar systems;

##### e. Refuse Removal

Most appropriate level of waste removal service based on site specific circumstances.

##### f. Legal and Policy Framework

The following subsections outline the legal and policy framework for FBW, FBSan, FBE and FBRR in more detail, including the specification about cross-subsidisation and funding for the specific FBS: )

#### g. Legislative Requirements

- Constitution of the Republic of South Africa, 1996
- Water Services Act
- National Free Basic Water Policy
- Regulations Relating to Compulsory National Standards and Measures to Conserve Water (Compulsory National Standards)
- Free Basic Sanitation Implementation Strategy - DWA, April 2009
- Electricity Basic Services Support Tariff (Free Basic Electricity) Policy - DME, 1 April 2003 (p14)
- National Policy for the Provision of Basic Refuse Removal Services to Indigent Households - DEA, October 2010
- National Domestic Waste removal Standard

National Policy for the Provision of Refuse Removal

#### h. Free Basic Water (FBW)

In 2001, the Free Basic Water Policy was implemented in South Africa, based on the right to water contained in section 27 of the Constitution (1996), as well as the Water Services Act (1997). This Act is the primary law governing the provision of water and sanitation services to households in South Africa. One of the main aims of the Act is to provide for "the right of access to basic water supply and the right to basic sanitation necessary to secure sufficient water and an environment not harmful to human health or well-being." Section 3 of the Water Services Act (1997) states that:

(i) Everyone has a right of access to basic water supply and basic sanitation.

(ii) Every water services institution must take reasonable measures to realise these rights.

(iii) Every water services authority must, in its water services development plan, provide for measures the rights.

- DWA "Free Basic Sanitation Implementation Strategy" (April 2009)
- DME "Electricity Basic Services Support Tariff (Free Basic Electricity) Policy" (1 April 2003) p14
- Section 2(a) of the Water Services Act (1997)

Based on the above legislative requirements for Free Basic Services, the Municipality as a Water Service Authority, attempted in its limited means to bring water to deep rural communities through various ways.

The Municipality was also guided by its own policy with regards to free basic services. The Indigent Policy of the Municipality gives a detailed view of the procedure for identification and application for the service.

**i. Free Basic Sanitation (FBSan)**

Section 3 of the Water Services Act (1997) states that everyone has a right of access to basic sanitation and the Act defines basic sanitation as: *Basic Sanitation - The prescribed minimum standard of services necessary for the safe, hygienic and adequate collection, removal, disposal or purification of human excreta, domestic waste water and sewage from households, including informal households.*

According to the Regulations Relating to Compulsory National Standards and Measures to Conserve Water (Compulsory National Standards), the minimum standard for basic sanitation services was: *The provision of appropriate education; and a toilet which is safe, reliable, environmentally sound, easy to keep clean, provides privacy and protection against the weather, well ventilated, keeps smells to a minimum and prevents the entry and exit of flies and other disease-carrying pests.*

**j. Free Basic Electricity (FBE)**

While the provision of electricity is a local government mandate, in practice the responsibility for the distribution of electricity is shared between Eskom and the Municipality. In the Eskom supply areas, the Municipality is expected to pay Eskom for any FBE provided to residents. Free allocation of electricity to qualifying households set at 50 kWh per month ensured a minimum amount of electricity for poor households.

Access to free basic services to households earning less than R 1,100 per month was made possible through various means.

The following graph and table provide a breakdown of the free basic services provided by the Municipality from 2011/12 to the end of the 2015/16 financial year. The costs incurred for the provision of these services are as follows:

**Table 3.33 - Provision of Free Basic Services**

<b>Free Basic Services</b>	<b>Original Budget</b>	<b>Adjusted Budget</b>
Water (6 kiloliters per household per month)	1 585 000	250 000
Sanitation (free sanitation)	1 120 000	300 000
Electricity (50kwh per household per month)	3 908 000	3 908 000
Refuse collection (once a week)	1 480 000	280 000
<b>Total of FBS provided (minimum social package)</b>	<b>8 093 000</b>	<b>4 738 000</b>

Table 3.34 - Progress to support on free basic services to the indigents

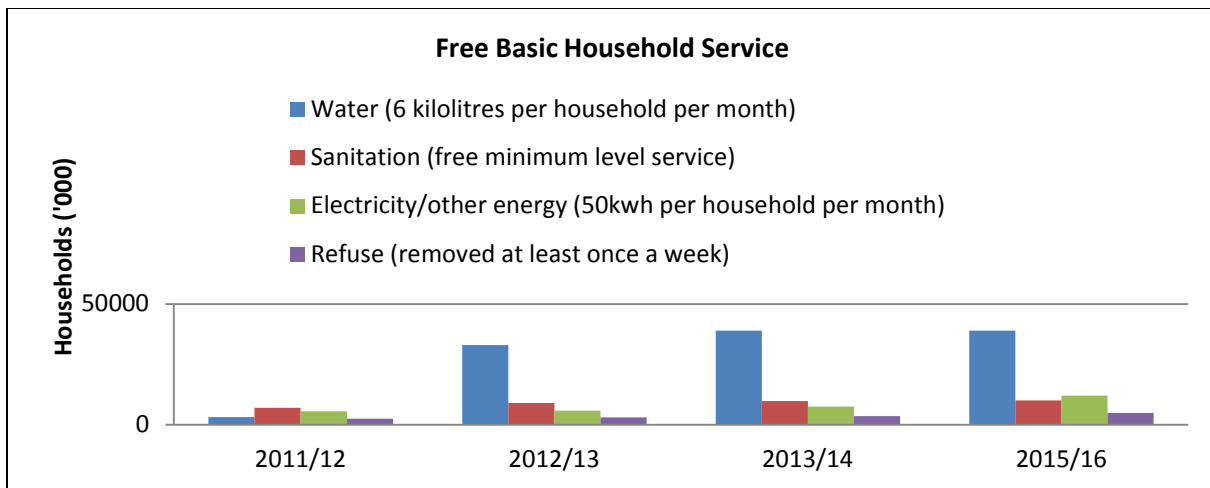


Table 3.35: Free Basic Services

Priority Area	Strategic Objective	Key Performance Indicator (KPI)	2016/17 Budget / (Vote No)	2017/22 Baseline	2017-22 Target	Comparison		Reasons for Deviation	Steps Taken To Improve Performance	Means of Verification
		Performance Indicator				Actual registered	Actual benefiting not registered			
<b>KPA : BASIC SERVICE DELIVERY</b>										
<b>RESPONSIBLE PERSON – DIRETOR: TECHNICAL SERVICES</b>										
<b>Free Basic Services Potable Water</b>	To provide free basic water services to registered indigent households earning less than R2.300 per month	Number of registered indigent households receiving free basic water (6 Kl) per month	Finance	53480 households	1) Provide 47.706 households with free basic water (6kl)	1) Provided 7.525 registered indigent households	1) Provided 47 706 households benefiting from free basic service not accounted for	No proper register to account for all consumers of FBS	Develop a credible register	Reports on service delivery Register of Indigent beneficiaries
<b>Free Basic Services Electricity</b>	To provide free basic electricity services to registered indigent households earning less than R1.100 per month	Number of registered indigent households receiving free basic electricity services per month	CFO	7.525 households	1) Provide 7.525 registered indigent households with free basic electricity monthly	1) Provided 7.525 registered indigent households with free basic electricity	1) Provided 1752 registered indigent households qualifying for free basic electricity monthly	No proper register to account for all consumers of FBS	None	Reports on service Indigent Register of Indigent beneficiaries
<b>Discounted Waste Removal Service</b>	To provide a discounted waste removal service to registered indigent households earning less than R2.300 per month	Number of indigent households with access to discounted waste removal services	R280.000 (0450/1601)	2.767 indigent households	1) Provide 3,225 registered indigent households with access to discounted waste removal services	1) Provided 8,787 indigent households with discounted waste removal services Achieved	1) Provided 2.767 indigent households with kerbside waste removal services at a discounted rate Achieved	No proper register to account for all consumers of FBS	Develop a credible register	Hard copies of reports

### 3.13. (KPA1): BASIC SERVICES DELIVERY PROGRAMME: SOCIAL DEVELOPMENT

#### 1. Health Services (clinics and hospitals) and transversal issues

##### a) Background

The functions of environmental health are assigned to the district municipality in terms of the National Health Act (2003). The definition of these functions in the Health Act includes environmental pollution control, waste management, food health, and water quality monitoring. The environmental health inspections are done by the staff seconded to the Municipality by the Gert Sibande District Municipality.

The provision of health care is a competency of not a function of municipalities. The Municipality only ensures that the applicable regulations and policies are complied with.

The Municipality is, however, responsible for the provision of basic services such as water, sanitation, electricity, waste removal, and roads and storm-water to clinics and hospitals within its jurisdiction.

All clinics and hospitals have access to the basic services provided by the Municipality, except for electricity that is provided by Eskom in areas other than Carolina.

##### b) Health Services (clinics and hospitals)

Health services are provided by clinics and hospitals in both urban and rural areas. There are a total of twenty one (21) clinics in the Chief Albert Luthuli Municipal area; grouped into two clusters; the **NORTHERN CLUSTER** from Diepdale to Carolina (10), and **SOUTHERN CLUSTER** from Hartebeeskop to Badplaas (11).

In addition, there are two Level 1 Hospitals (Carolina Hospital and Embhuleni Hospital), which receive patients referred from the clinics and provides outpatient services as well.

Great strides have been made towards complying with the National Environmental Management Act (NEMA). The Act prescribes that the Municipality should ensure that it protects and conserve the environment in a sustainable manner.

**Table 3.28 - Public Facilities within Chief Albert Luthuli Municipality**

Facilities	Total number of Facilities	Carolina	Emanzana	Empuluzi	Ekulindeni	Elukwatini
Library	7	2	1	2	1	1
Community hall	8	2	1	2	1	2
Sport stadium	3	1	0	2	1	1
Police Station	5	1	1	3	1	2
Clinic	21	2	3	8	3	5
Post Office	6	1	1	1	1	1
Crèche						
Primary School	73					
Secondary School	48					
Cemetery	6	2	2	1	1	1

Municipal Health Services are prescribed by and defined in:

- Section 24 of the Constitution of the Republic of South Africa, 1996 (Act 108 of 1996), which entrenches the right of all citizens to live in an environment that is not harmful to their health or well-being.
- National Health Act, 2003 (Act 61 of 2003), which states the responsibilities of Municipalities in the performance of such services.
- Section 53(3) of the Health Act, 1977 (Act 63 of 1977).
- Section 10(3)(b) of the Foodstuffs, Cosmetics and Disinfectants Act, 1972 (Act 54 Of 1972).

#### Legislative Requirements

- National Environmental Mangement Air Quality Act (39 of 2004)
- Constitution of the Republic of South Africa, Act 108 of 1996
- Commission on Gender Equality Act 39 of 1996

- Promotion of Equality and Prevention of Unfair Discrimination Act (2000)
- Children's Act 38 of 2005
- White Paper on Social Welfare
- National Welfare Act 100 of 1978
- Social Assistance Act 13 of 2004
- Older Person's Act 13 of 2006
- Social Work Act 110 of 1978 as amended
- White Paper for an Integrated Disability Strategy of the Government on National Unity
  - HIV and AIDS and STI National Strategic Plan, 2012-2016
  - Disability Framework for Local Government 2009-2014

**In accordance with the National Health Act of 2003, the GSDM Health Section had the following core function:**

- (a) water quality monitoring;
- (b) food control; now taken over by District Municipality
- (c) waste management;
- (d) health surveillance of premises;
- (e) surveillance and prevention of communicable diseases, excluding immunisations;
- (f) vector control;
- (g) environmental pollution control;
- (h) disposal of the dead; and chemical safety

As per Government Gazette No. 826 of 13 June 2003, the Minister of Local Government and Housing assigned the provision of municipal health services to District Municipalities as from 1 July 2004. This, by implication, means that all Environmental Health Practitioners involved with the provision of the above services, should be in the employ of District Municipalities.

The Gert Sibande District Municipality has deployed a qualified Environmental Health Practitioner (EHP) in our municipality. The EHP is skilled and qualified, tasked with the responsibility of ensuring a healthy and safe environment for all communities in the municipality.

Key issues to be addressed at Local Municipalities pertaining to Municipal Health Services include: \_\_\_\_\_

- Access to safe drinking water
- Access to safe sanitation
- Management of safe food access, distribution and sale
- Waste management services
- Management and control of medical and hazardous waste
- Minimisation and control of environmental pollution and environmental health risk

**The following will be the key strategic approach to improve Municipal Health service delivery:**

- Regulatory Services [development & review of By-Laws, District Health Plans]
- Compliance Monitoring and Enforcement
- Awareness and Capacity Building
- Community and Stakeholder Mobilisation
- Inter-sectoral collaboration and partnership
- Surveillance of high risk communities, environmental health risk areas
- Increase surveillance to minimise unsafe foodstuff Cosmetics and disinfectants sales or distribution

Key challenges relating to health service provision in the municipality are:

- High rate of HIV/AIDS and TB. At 43% in 2015
- Increasing Non Communicable Diseases
- High teenage pregnancy rate;
- Sexual abuse in children younger than sixteen years
- Abuse of chemical substances (drugs and alcohol)
- High incidence of injuries and trauma
- It is difficult to report and account accurately since the environmental health service is rendered by the District Municipality
- The municipality does not have the equipment and staff for this service
- Resistance is encountered from some outlets when compliance is demanded

- Shelf foodstuffs for disposal is usually demanded or retrieved by community members and reclaimers
- The issuing process of health certificates takes longer and delays services providers
- Insufficient Environmental Health Practitioners, only 2 for Chief Albert Luthuli Municipality

### **HIV/AIDS, Home Based Care and Orphans**

Mpumalanga is one of the three (3) Provinces with the highest infection rates of HIV / AID's. Latest statistics for the Province reveal an increase in the District infection rate. The table below compares the prevalence rate of HIV/Aids within the Gert Sibande District.

The municipality has to develop an intervention strategy that will bring about significant changes in the incidence and prevalence of HIV. This strategy is guided by the provincial strategic plan which describes the vision for the 2012 – 2016 PSP:

- HIV prevalence rate of pregnant women was 43.2% in 2011 - increasing between 2001 & 2011.
- HIV prevalence rate excluding pregnant women was 21.6% (2011) - decreasing trend.
- TB cases – decreased between 2010 and 2012.
- Clinics – 17 of Gert Sibande's 62 clinics are in the municipal area.
- Community health centres – 4 of Gert Sibande's 18 CHCs.

The Local Aids Council is the last level of the purposefully formed coordination structures as a strategic response to the pandemic ravaging the communities. It follows after the National Aids Council, the Provincial Aids Council and the District Aids Council.

It is necessary that the political and administrative leadership should be empowered on HIV & AIDS in order to ensure that the oversight role and monitoring and evaluation are respectively implemented. In addition, it should also ensure that LAC activities are strengthened.

Strategies to prevent HIV infection should immediately be put into place and these include condom distribution and usage of same, education and distribution of information regarding HIV and AIDS should be increased. Medical Male Circumcision should also be encouraged as it reduces the spread of HIV and once circumcised, chances of contracting the disease are very minimal. More people have come out to be counselled and get tested for HIV.

The Chief Albert Luthuli Municipality has collaborated with the Department of Culture, Sports and Recreation through sending at least 15 delegates to the Provincial Youth Camp, a camp whose aim is to inculcate patriotism, volunteerism and social cohesion as well as foster a drug-free society.

The municipality interacts with all high schools in programmes aimed at Career Guidance, Motivational Talks as well as Exams Prayers from the beginning of each academic calendar year. The municipality has also distributed sanitary towels in partnership with the National Youth Development Agency to deep rural areas targeting schools.

Key Issues pertaining to Youth Development includes the following:

- Development of a Youth Development Strategy linked to current policies
- Enhance Youth Participation in Local Government matters e.g. involvement of youth in Monitoring municipality compliance on policy matters
- Ineffectiveness of Youth developmental organisations [Youth Councils]
- Lack of Youth viable strategic partnership with relevant stakeholders [private & public institutions]
- Development and Capacitating of the Youth Unit within the Community Services Department
- Youth Summit and the adoption of the youth development policy and strategy
- Facilitate development of a comprehensive data base of youth or child headed households
- Facilitation and support of specific economic interventions for the youth to actively participate in the municipality's main economic streams or access the local markets in collaboration with the LED Unit
- Set targets for preferential procurement and recruitment of young people in various sectors.

Implementation of a comprehensive bursary scheme

Key Issues pertaining to Gender include among others the following:

- Ensure involvement of all sectors and response of their programmes to gender mainstreaming;
- Pay more attention to issues affecting women;
- Harness the access of economic opportunities to women in the municipality;
- Mainstreaming of Women in the development initiatives of municipalities;
- Prioritise a number of women empowerment issues and find ways of mainstreaming them in all the decision making, planning and budgeting process of the municipality;
- Ensure that men are also involved in gender mainstreaming issues;
- Develop a Gender Mainstreaming Policy and plan.



## Achievements for 2013-16

- Rolled out awareness Campaigns to other stakeholders such as Pastors, Traditional healers, Homosexuals
- Community dialogues to engage community members on HIV/Aids related issues.
- Voluntary Medical Male Circumcision awareness campaigns to encourage males to do a medical circumcision which reduces the risk of infection.

## Priorities for 2014/15

- Increase HIV awareness especially among high-risk populations such as young people, farm labourers, truck drivers and sex workers.
- Expand HIV Counselling and Testing (HCT) campaigns.
- Use combination prevention strategies to maximise HIV and TB prevention.
- Canvass for support from the private sector to assist with the funding for the awareness activities.
- Strengthen the local AIDS councils (LACs) to encourage participation from all sectors of the Municipality.
- Increase the VMMC campaigns.

## Strategic Objectives

“To formalize organize and professionally control the Cultural Creative Industry “

### Objectives

- To promote recognition of Arts and Culture Industry
- To address the changing skills requirement in the Cultural and Creative Industry
- To improve and fast track finance in the sector
- To create cross-sectoral opportunities for growth and investment.
  
- To encourage and facilitate the setting up of platforms, networks and clusters between all public and private sectors that are relevant to the sector.
- To encourage and support the digitization of cultural con

## Culture Sports and Recreation Pillars

- Arts and Culture has eight pillars namely IKS (Indigenous knowledge system)
- Arts Administration, Language & Publishing
- Cultural & Natural Heritage
- Audio Visual and Interactive Media
- Design Fashion Graphic and Interior design
- Visual Art and Craft, the last being Performance
- Theatre, Music, Dance
- Festival Rituals and Events.

The municipality has a challenge in facilitating the support for Youth to be able to safely and effectively participate in Sports, Arts and cultural activities. The major challenge faced by the municipality is inadequate and dilapidated facilities within the communities, and the general lack of interest in sport by the youth. Due to the huge backlog of basic service delivery by the municipality little is provided for the development and upgrading of these facilities.

However, with a healthy partnership with other stakeholders such the Gert Sibande District Municipality and the provincial Department of Culture, Sport and recreation, key objectives have been achieved.

These include:

- the construction of the multi-purpose court in Silobela,
- the renovation of Elukwatini stadium,
- the supply of sport equipment to 40 schools,
- the provision of equipment to 42 teams at Diepdale,
- the establishment of the boxing federation in the municipality,
- the hosting of the District boxing tournament

In order to promote healthy life styles and to unleash talent within the municipality through sport and recreational activities, the following key issues need to be prioritized as they relate to the National Sport and Recreation Plan:

- Upgrading, adequate maintenance and rehabilitation of all facilities.
- Use the 15% of the MIG allocation to construct and renovate the sport facilities.
- Facilitate the revival of Sports, Arts and Culture councils including school sport structures.
- Coordination and facilitation of opportunities for young talent to be exposed and supported through development
- Involvement and participation of the business sector and other stakeholders in promoting sport and recreational activities.
- This would indirectly promote a healthy society and would contribute towards local economic development.
- Coordinate the mayoral games annually and encourage full participation by the youth.

## **Welfare and Disability Coordination and Support**

- There is a serious lack of reliable and relevant information on the nature and prevalence of disability in South Africa. Historically this has been due to a variety of reasons, such as failure to mainstream disability into Government statistical processes, the use of divergent survey methodologies, negative attitudes towards persons with disabilities, poor infrastructure and violence in underdeveloped areas which impedes data collection and diverse definitions of disability.
- 
- “People with disabilities in South Africa continue to face barriers that prevent them from enjoying their full civil, political, economic, social, cultural and developmental rights. This is largely due to ignorance and prejudice in our society. It is also because some legislation fails to protect the rights of people with disabilities.” (Towards a barrier free society, SAHRC report, November 2002).
- 
- Universal access for people with disabilities is the ultimate goal of the disability movement. This means the removal of all cultural, physical, social and other barriers that prevent people with disabilities from entering, using or benefiting from the various systems of society that are available to other citizens.
- 
- The SAHRC report mentioned above identified the following kinds of areas which need to be accessible to people with disabilities: activities, buildings, communication, education, facilities, gatherings, houses, information, jobs, kerbs, language, news, opportunities, parking, services, transport, voting, workplaces, youth groups and zebra crossings.

The District as the country at large is faced with the challenge of ensuring that necessary support is given to people with disabilities. A lot of work still needs to be done to ensure that as we strive for better life for all, people with disabilities are not excluded. All programmes that are implemented within the communities should prioritise the needs and conditions of people with disabilities and ensuring that employment opportunities are created for them.

Furthermore people with disabilities are still confronted with challenges regarding their participation in economic activities, access to public facilities, housing and other social services rendered by the state and the private sector. Some strides have been made in terms of legislation to address the matter, but not much has been done to affect the intention and expectations of the legislation and the people with Disabilities.

The CALM Disability Forum is currently not operational due to budgetary constraints. The Forum’s objective was to promote coordination of services. Organisations of people living with disabilities have a platform to be involved in service delivery and these stakeholders have influence in policy matters. The local municipality has worked with the District Municipality and the Department of Health to meet its backlog of providing the needy people with wheel chairs while the Business sector has donated assistive devices including spectacles, talking watches and hearing aids to those in need of such.

The Chief Albert Luthuli Municipality participates in the District and Provincial commemorations of the International Day for People with Disabilities on an annual basis in order to create awareness. In order to intensify our commitments, we have participated in various workshops on sign language organised for the deaf community by hosting workshops.

### **Key Issues pertaining to people with disabilities include among others the following:**

- Inadequate facilities
- Accessibility in most of Chief Albert Luthuli Municipality offices (No ramps or lifts)
- Strengthening of Local Disability Forums
- Insufficient access to economic, training /development and employment opportunities
- Poor access to proper housing and public facilities
- Poor access to information for example sign language and Braille
- Discrimination
- Inadequate social and health services

Finalisation of the Chief Albert Luthuli Disability Policy Strategy

## Youth Development

South Africa has a youthful population most of which is either unemployed, underdeveloped or living under unpleasant poverty circumstances. This very picture is cascaded down in the context of CALM where a majority of our young people, due to their background, lack of information on career development, lack of skills necessary for the local economic growth, are confronted with bleak future prospects. All the CALM social partners have a responsibility to ensure that such challenges are addressed effectively. Young people alone cannot overcome the hurdles that they face without purposeful support of all the relevant stakeholders led by local government.

In the National Youth Commission Act, youth are defined as those people who are between 14 and 35 years of age (this is the definition that has been used in all youth planning and statistical representations of Statistics South Africa, 2001 and 2011).

The Target Groups Identified in the National Youth Development Policy Framework 2002-2007

Young women; Youth with disabilities; Unemployed Youth;

School aged and out of school Youth; Youth based in rural areas; and Youth at risk.

Given the status quo of the CALM youth population, the municipality has given priority to the youth through its EPWP programmes. It is also envisaged to create and support specific interventions for the youth to actively participate in the local economic growth areas and employment opportunities.

The Local Municipality has over the years partnered and collaborated with the National Youth Development Agency in a number of workshops aimed at unemployed youth who either seek employment or to start their own businesses

The Department of Social Development over and above the supply of Social Welfare facilities within CALM is also doing social welfare/ community development programmes where youth organisations access money for life skills targeting the unemployed youth within the District. To date 7 youth organisations from the local municipalities have been received funding from the Department and they are as follows:

- Ekulindeni Youth Enviro Club (EYEC)
- Elukwatini Youth Development Centre (EYDC)
- Mayflower Youth Development Centre (MYDC)
- Phumalanga Youth Development Centre (PYD, stationed at Red Hill)
- Silobela Youth Advisory Centre (SIYAC, stationed at Silobela)
- Sukumani Youth Advisory Centre (SYAC, stationed at Diepdale)
  - Tjakastad Youth Development Centre (TYDC)

Monitoring is provided by the Community Development Practitioners appointed by DSD. They mainly focus on the following key programmes offered in these centres:

- Job preparation and employment
- Career guidance
- Access to higher education
- Entrepreneurship support
- Basic computer skills

Chief Albert Luthuli Municipality sent at least 70 delegates to Youth Summit organized by Gert Sibande District Municipality in conjunction with the Department of Trade and Industry on the 30<sup>th</sup> and 31<sup>st</sup> of July 2011 at Ermelo under the theme "Youth in Action for Economic Freedom in our life time".

The District Youth summit was preceded by consultative meetings that were held in the seven Local Municipalities during the month of June and July 2011. It was attended by youth from all seven Local Municipalities that constitute the Gert Sibande District. About five hundred young people representing all the municipalities were in attendance. An additional hundred constituted other stakeholders.

The following are the key issues as contained in the Youth Summit Report:

### Education and Skills Development

- Early Childhood Development; Adult Basic Education and Training
- Basic Education and Training; Further Education and Training
- Higher Education and Training; Learners with Special Needs
- Culture of Learning and Teaching; School Safety
- Civic Education; Skills Development
- Economic Development and Job Creation

- Regional Economic Drivers; Industrialisation; Tourism; Farming, Agriculture and Processing; Mining and Mineral Resources  
Information Communications Technologies; Construction
- Rural and Agricultural Development
  - Access to State Land (farms)
  - No Funds for maintenance of farm given to Youth farmer
  - Tender on Land reform and agriculture.
  - No youth is represented on senior management position on Rural, Agriculture and Land Reform from Gert Sibande District Municipality.
  - Access to market is not possible, a special to youth who are currently farmers.
  - No youth structure represented on Land reform office –in the approving committee of farm.
  - A serious need for enterprises and skills development
  - Regulation of Ownership
  - Monitoring and Mentorship
  - The Support to Land Rehabilitation Programmes
  - Assistance from the public and private sector

## **Gender**

There are many compelling reasons as to why Local Government must look at its gender policies and practices. Consider some of the ways in which women's concerns, work and issues are interwoven into Local Governance issues on a virtually daily basis.

Most of the everyday issues are of primary concern to women. Women are rooted in local areas, frequently unable to leave these, often because they lack the means to do so. Women are thus inclined to get involved in local politics because of their concern for "home" issues, as well as their commitment to their families and emancipation of other women.

Access to water and sanitation, or lack of access, impacts heavily on women since they fetch water if it is not available at their homes. This often requires long erratic hours of hard labour. They also need to ensure the well-being of their families. Poor quality water and lack of sanitation can cause illness and strain their already depleted resources.

---

Ownership of land and housing is often restricted to men, excluding women from land and home security. Yet, women often maintain the home and attend to home activities for the sake of the family. High crime rates impact on women and children, often exacerbated by lack of electricity, water, sanitation and safer recreational facilities.

## **Children's Rights**

Concerns have been raised both nationally and locally on the extent to which the rights of children have been violated amongst our communities. Out of many awareness programmes initiated by government there has been an improvement in some quarters of our society, yet more work still remains so as to improve our neighbourhood and better the plight of children within the GSDM. In responding to some of these challenges the GSDM is committed to mobilise all the relevant stakeholders within our communities to support all initiatives intended to ensure upbringing of children in a safer and healthy neighbourhoods, as they are being prepared to lead and inform decisions of future generations.

Key Issues pertaining to Rights of Children include, among others, the following:

- Lack of support and coordination for the emancipation, protection and support for children in need and distress;
- Development of policy guidelines pertaining to Children's Rights;
- Facilitation and establishing partnership that is focused on availing resources to assist children in need;
- Coordination and support of child headed households;
- Consultation and strengthening of partnership with stakeholders including NGO's and CBOs to comprehensively address children issues.

## **Thusong Services Centre**

The Thusong Service Centre programme is an initiative of government that was initiated in 1999 as a primary vehicle to integrate government services into rural communities. This was done to address historical, social and economic factors which limited access to information, services and participation by citizens, as they had to travel long distances to access these services.

The rural areas in particular were meant to benefit from services that would not be readily available in rural areas such as government departments, banks and other public service institutions.

The Thusong Service Centre, situated at Fernie B, is a host to a number of sector departments, state entities and other related agencies, to provide services to the people around the Mpuluzi area. The following departments are hosted and provide services at the centre.

- *Department of Home Affairs*
  - *South African Social Service Agency*
  - *Department Social Development (Social Workers)*
  - *Department of Labour*
  - *Government Communications and Information Systems*
  - *South African Post Office*
  - *South African Police Service*
  - *Standard Bank ATM*
  - *Legal Aid Board*
  - *National Rural Youth Service Corps (NARYSEC)*
- The major challenge with the centre is the maintenance of the buildings.

### **Library Services**

The municipality is responsible for the provision of the library services to the community. This service is achieved through 6 operational libraries stationed at Emanzana, Carolina, Ekulindeni, Elukwatini, Empuluzi and Silobela. These libraries are open from Monday to Friday from 08:00 to 16:00. These libraries have books for most tastes and ages, and are connected to the internet

A new library at Glenmore was completed in 2015/16

A Memorandum of Understanding with the Department of Culture, Sport and Recreation was signed that would eventually avail a mobile library to the deep rural areas that did not have easy access to libraries.

The challenge to the provision of this service is the lack of maintenance to the library buildings and inavailability of internet service. In most cases, the libraries are stocked with old books.

### **Education**

The provision of education is not a function of municipalities. The Municipality is, however, responsible for the provision of basic services such as water, sanitation, electricity, waste removal, and roads and storm-water, as well as safety and security in terms of traffic and law enforcement within its jurisdiction.

Some have access to the basic services provided by the Municipality, except for electricity that is provided by Eskom. Schools in the reural areas do not have access to water and sewerage system; they rely heavily on water supplied by the watertankers, and their sanitation is in the level of pitlatrines.

There has been an intervention by provincial government to provide safe and reliable water and sanitation to schools in the previous financial year (2015/2016). Boreholes were drilled and equipped.

There is an annual Matric Excellence Awards hosted by the Executive Mayor to award best performing learners, schools and circuits. It would be important to incorporate rolling programmes to assist learners with career guidance, bursaries and coaching on critical subjects.

### **Grade 12 pqss rate**

Local municipal area	Grade 12 Pass Rate			Trend 2015-2016	Admission to B degree 2016
	2011	2015	2016		
Thaba Chweu	69.0%	85.7%	88.8%		36.1%
Emalahleni	75.8%	84.6%	88.0%		27.0%
Lekwa	71.1%	82.6%	87.5%		30.7%
Emakhazeni	74.8%	87.0%	84.5%		21.4%
Victor Khanye	70.3%	85.4%	82.1%		27.8%
Steve Tshwete	74.4%	86.3%	81.0%		28.5%
Chief Albert Luthuli	69.7%	79.5%	80.9%		26.3%

**Table 6.2 - Literacy and Education Levels (StatsSA 2011)**

Region	No Schooling	Primary Enrolment	Matric	Higher Education
Chief Albert Luthuli	19,9%	95,5%	27,0	6,3
Gert Sibande District	13,3%	93,9%	28,0	9,1
Mpumalanga Province	14,0%	95,0%	29,0	9,6

**Table 6.4 - Literacy and Education Levels (StatsSA 2011)**

Region	No Schooling	Primary Enrolment	Matric	Higher Education
Chief Albert Luthuli	19,9%	95,5%	27,0	6,3
Gert Sibande District	13,3%	93,9%	28,0	9,1
Mpumalanga Province	14,0%	95,0%	29,0	9,6

**Table 6.5 - Education Indicators (StatsSA 2011)**

Indicator	2011	Better (+) Worse (-) than Gert Sibande District	Better (+) Worse (-) Than Mpumalanga Province	Ranking (Best 1)(Worst 18)
Number of population 20+ with no schooling	18 622			13
Percentage of population 20+ with no schooling	19,9%	-13,4%	-14,1%	17
Percentage of population 20+ with matric and higher	33,2%	-37,2%	-38,7%	11
Functional literacy rate		-6,4%	-76,9%	13

### 9. 3.14. SPATIAL DEVELOPMENT AND PHYSICAL PLANNING

The SDF and LUMS guide the spatial distribution of current and future desirable land usage within the Municipality. In this regard, the following aspects will be addressed:

- The direction of growth
- Major movement routes
- Areas of development to redress imbalances
- Conservation of natural and built environment
- Areas which discourage specific land uses
- Areas where intensity of land development could be increased or reduced.

#### Spatial Development Framework (SDF) and Land Use Management System (LUMS)

A SDF contains a summary of legal requirements in terms of the components of spatial development frameworks: To give effect to the directive principles;

- To be consistent with any applicable national or provincial legislation on environmental management;
- To give effect to any national and provincial plans and planning legislation;
- To provide guidelines for a land use management system; and
- To provide a Capital investment framework.

The MSA (2003), Chapter 5, requires that each local authority compiles an Integrated Development Plan for its area of jurisdiction; and Section 26 states that the SDF is one of the core components of the IDP.

The Spatial Planning and Land Use Management Act, 2013 (SPLUMA) is a legal framework for all spatial planning and land use management legislation in South Africa. It seeks to promote consistency and uniformity in procedures and decision-making. Other objectives include addressing historical spatial imbalances and the integration of the principles of sustainable development into land use and planning regulatory tools and legislative instruments. SPLUMA requires national, provincial, and municipal spheres of government to prepare SDFs that establish a clear vision which must be developed through a thorough inventory and analysis based on national spatial planning principles and local long-term development goals and plans. SDFs are thus mandatory at all three spheres of government.

Section 12 (1) sets out general provisions which are applicable to the preparation of all scales of SDFs. These provisions require that all SDFs must:

- a. interpret and represent the spatial development vision of the responsible sphere of government and competent authority;
- b. be informed by a long-term spatial development vision;
- c. represent the integration and trade-off of all relevant sector policies and plans;
- d. guide planning and development decisions across all sectors of government;
- e. guide a provincial department or municipality in taking any decision or exercising any discretion in terms of this Act or any other law relating to spatial planning and land use management systems;
- f. contribute to a coherent, planned approach to spatial development in the national, provincial and municipal spheres;
- g. provide clear and accessible information to the public and private sector and provide direction for investment purposes;
- h. include previously disadvantaged areas, areas under traditional leadership, rural areas, informal settlements, slums and land holdings of state-owned enterprises and government agencies and address their inclusion and integration into the spatial, economic, social and environmental objectives of the relevant sphere;
- i. address historical spatial imbalances in development;
- j. identify the long-term risks of particular spatial patterns of growth and development and the policies and strategies necessary to mitigate those risks;
- k. provide direction for strategic developments, infrastructure investment, promote efficient, sustainable and planned investments by all sectors and indicate priority areas for investment in land development;
- l. promote a rational and predictable land development environment to create trust and stimulate investment;
- m. take cognizance of any environmental management instrument adopted by the relevant environmental management authority;
- n. give effect to national legislation and policies on mineral resources and sustainable utilisation and protection of agricultural resources; and
- o. consider and, where necessary, incorporate the outcomes of substantial public engagement, including direct participation in the process through public meetings, public exhibitions, public debates and discourses in the media and any other forum or mechanisms that promote such direct involvement.

**Table 3.36 - PRINCIPLES OF THE SDF**

<b>PRINCIPLES</b>	<b>Description</b>
1. Urban/Rural Edge	Utilise the urban and rural edge to manage growth.
2. Densification (Overall concept for the Municipality)	It is recommended that all vacant stands within the Urban and Rural edges must first be developed before considering any future outwardly extensions.
3. Central Business District	It is recommended as far as possible that all business and retail activities should be restricted to the areas indicated in "red" on the maps.
4. Industrial Zones	Currently there is limited industrial activity within the CALLM. A detailed economic study is required with regard to the demand in the identified nodal areas in order to strengthen this sector and lure new investments.
5. Mixed Use Development	Mixed land use zones are key in order to achieve viable urban areas. Mixed land uses also provide a more diverse and sizable population and commercial base for supporting viable public transit.
6. Proposed Future Extensions	Once all vacant land and proposed mixed use zones are developed only then should any proposed future development be considered.
7. Manage	The "blue" areas on the map include a 100 metre buffer around Churches, Community Halls, Clinics, Schools and other key community facilities. All taverns, bottle stores and funeral parlours shops should be discouraged in these areas.
8. Intensify	The areas highlighted in "red" on the map include a 150 metre buffer around land uses such as business activities. These areas should act as little nodes, but only where the following principles are applied; Importance Service and function Close proximity to Major corridors Link to activity spines and corridors
9. Protect	All land with a conservations status, or used for agricultural purposes, or grazing, or public open space or sports fields, or close to rivers and streams should not be developed.
10. Tourism Area	Tourism within the CALLM is a major economic sector. All tourism areas should be enhanced and strengthened
11. Agriculture	Protect high potential agricultural land and promote small-scale extensive commercial farming activities within the rural areas
12. Open space	The municipal open space network indicated in green on the maps, should never be considered for any development

## Land Use Management System (LUMS)

The most extensive land uses in the Municipality area are agricultural activities and forestry. Approximately 14% of the Municipality land is covered by forestry, while cultivated land makes up 8%. Other human activities include mining and their human settlements. Significantly large tracts of land are still natural areas with grasslands making up 70% of the municipal area. A substantial percentage of these grasslands is used for livestock farming.

## Settlement Distribution

- Carolina, including Silobela
- Emanzana, including Dlamini
- Elukwatini, Tjakastad and surrounding settlements (Avontuur, Malahleka, Nhlazatshe, Arnhemburg, Nhlazatshe Restant, Mooiplaas and Enkaba)
- Ekulindeni and surrounding settlements (Engonini, Maanhaar, Ebutsini, Steynsdorp, Kalwerskraal and Vlakplaas)
- Empuluzi, Mayflower and surrounding settlements (Mayflower Gate, Mafufumbe, proposed Sincqobile Village, Robinsdale, Bettysgoed, Glenmore, Redhill, Dundonald, Swallusnest)
- Fernie and surrounding settlements (Fernie A and B, Diepdale, Davale, Davidale, Nordene, Syde)
- Settlements along the N17, including Lochiel, Aankomst, Hartebeeskop, Smithfield and Oshoek.

Together these settlement clusters house 94% of the Municipality population and should thus be the focus areas for both strategic spatial planning and land use management mechanisms

The MSA (2003), Chapter 5, requires that each local authority compiles an Integrated Development Plan for its area of jurisdiction; and Section 26 states that the SDF is one of the core components of the IDP.

## Objectives of the SDF

- To create a more consolidated settlement structure, so as to allow for the cost-effective and sustainable provision of modern-day engineering, and community services and infrastructure;
- To ensure the sustainable use of land and other resources;
- To ensure the channeling of resources to areas displaying both economic potential and development need;
- To functionally link the main growth centres/areas of greatest economic activity;
- To unlock the development potential of existing towns; and
- To mitigate existing and potential future land use conflict(s) between urban development, mining/industry, agriculture, forestry and tourism.

## The Chief Albert Luthuli Municipality SDF

The Municipality's SDF is a plan that seeks to guide the spatial distribution of current and future desirable land uses within the Municipality, in order to give physical effect to the vision, goals and objectives of the Municipality. It serves as a visual tool to guide planning and development as underpinned in the IDP of the Municipality.

The current SDF is under review being subjected to public participation and is due to come back to council for final approval in April 2017, for the implementation in IDP- 2017-22 financial years

Due to financial constraints the Municipality cannot appoint a service provider to align the SDF to the SPLUM Act (2014). Gert Sibande District Municipality was approached for assistance.

The District Town Planning Section and deployed MISA officials reviewed and updated the old town planning legislations to align the draft SDF to the SPLUM Act (2014).

The Intergovernmental Steering Committee and the Municipality Project Steering Committee are in the process of reviewing the SDF and the LUMS.

Together these settlement clusters house 94% of the Municipality population and should thus be the focus areas for both strategic spatial planning and land use management mechanisms.



Diagram: Various Nodes in Chief Albert Luthuli Municipality

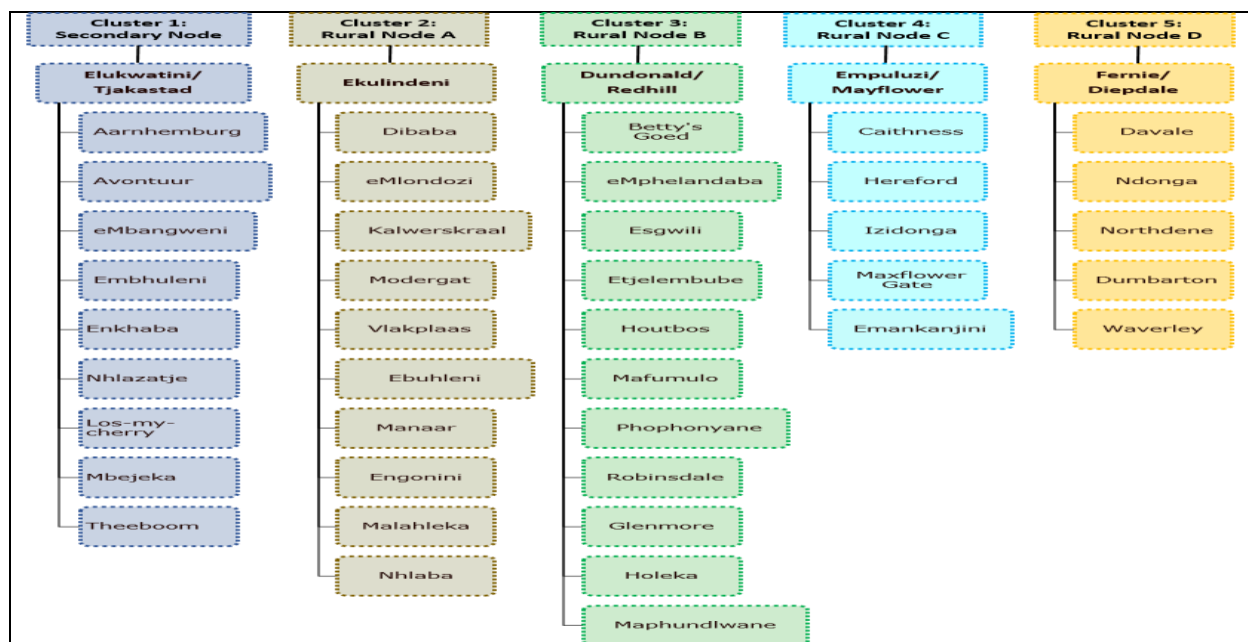


Table 3.37 - Spatial Areas

Spatial Area (Refer to Figure 39 in SDF Report)	Water	Sanitation (Wastewater)	Electricity	Roads
	(Kilolitres per day)	(Kilolitres per day)	Kilowatt hours per day	Kilometres
Primary Node (Carolina/Silobela)	19	11	64	487
Tourism Node (Badplaas)	11	7	37	282
Cluster 1 (Elukwatini Cluster)	83	50	282	2 153
Cluster 2 (Ekulindeni Cluster)	18	11	63	480
Cluster 3 (Dundonald Cluster)	39	24	134	1 021
Cluster 4 (Empuluzi/Mayflower Cluster)	22	13	75	575
Cluster 5 (Fernie/Diepdale Cluster)	31	19	107	816
Dams (Vygeboomdam/Nooitgedacht Dam Nature reserve)	2	1	6	44
Farms	28	17	95	729
Rest of the Municipality	253	152	861	6 587
Grand Total	507	304	1 723	13 175

**Settlement Distribution**

Carolina, including Silobela

Emanzana, including DlaminiElukwatini, Tjakastad and surrounding settlements (Avontuur, Malahleka, Nhlazatshe, Arnhemburg, Nhlazatshe Restant, Mooiplaas and Enkaba)

Ekulindeni and surrounding settlements (Engonini, Maanhaar, Ebusini, Steynsdorp, Kalwerskraal and Vlakplaas)

Empuluzi, Mayflower and surrounding settlements (Mayflower Gate, Mafumbe, proposed Sincqobile Village, Robinsdale, Bettysgoed, Glenmore, Redhill, Dundonald, Swallusnest)

Fernie and surrounding settlements (Fernie A and B, Diepdale, Davale, Davidale, Nordene, Syde)

Settlements along the N17, including Lochiel, Aankomst, Hartebeeskop, Smithfield and Oshoek

Together these settlement clusters house 94% of the Municipality population and should thus be the focus areas for both strategic spatial planning and land use management mechanism

**Map 3.39: Primary Development Nodes**

**Boundaries**

-  Municipal Boundary
-  Settlement Boundaries
-  Allotment Township

**Important routs**

-  N17: National & Regional Mobility (Freight)
-  R36: Regional Mobility (Freight)
-  R33: Regional Mobility (Freight & Tourism)
-  R38: Regional Link (Service Nodes & Tourism)




**EMA**

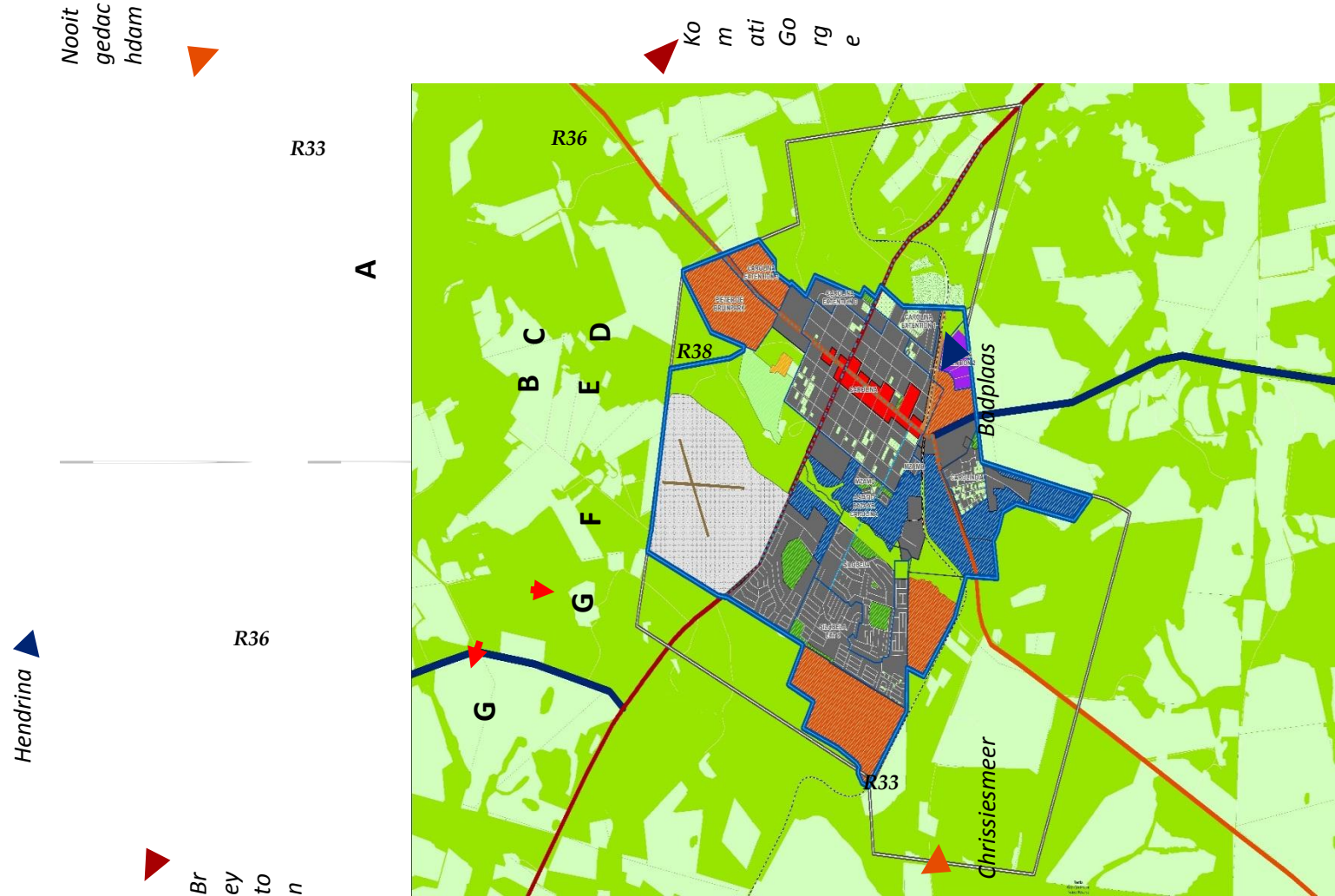
-  Environmental Management Areas

**Existing land uses**

-  Aerodrome
-  Agriculture
-  Cemetery
-  Central Business District
-  Existing Urban & Rural Footprint
-  Green Network
-  Golf Course
-  Industrial
-  Railway Related Activities

**Spatial Proposals**

-  5 Year Urban Edge
-  Future mixed-Use
-  Proposed future development



**Primary Node: Carolina**

**A** - Pieter de Bruinpark & Carolina EXT 3

**B** - Central Business District

**C** - Built-up Area (Residential Densification)

**D** - Industrial

**E** - Future Industrial Development

**F** - Proposed Future Extension

**G** - Future Mixed-Use

## 10. 3.15 (KPA2): LOCAL ECONOMIC DEVELOPEMT: ECONOMIC GROWTH

### Introduction

The concept of Local Economic Development is premised on two broad concepts, namely;

- Economic growth
- Economic development

Economic growth is traditionally defined “...as the annual rate of increase in the total production or income in the economy.” Economic growth requires an expansion of the production capacity of the local economy, as well as an expansion of the demand for the goods and services produced in the economy. Both the supply factors and the demand factors are therefore necessary for sustained economic growth. On the other hand, economic development refers to “...the improvement of the people’s living conditions.” It entails an improvement in the quality of life of the majority of the population as a result of economic growth, the reduction of inequality and the eradication of poverty.

Local Economic Development (LED) is a process and strategy in which locally based individuals or organizations use resources to modify or expand local economic activity to the benefit of the majority in the local community. Local initiatives may either be self generated by community members or stimulated by external agencies like a provincial government or development agency.

### Background

#### Legislative Requirement

The local economic development initiatives in the municipality is guided by the following legislation; South African Constitution (1996); The White Paper on Local Government (1998);

The Municipal System Act (2000); The National Spatial Development Perspective and Municipal Property Rates Act and the Constitution of the Republic in terms of section 152 of the Constitution, enjoins Municipalities to promote local economic development

The Chief Albert Luthuli Draft Spatial Development Frame work of 2016-2022 direction in details relating to economic development imperatives, in details and in line with the National Development Plan 2030 and the following hierarchy of directives relating local economic development stated as:

- National Development Plan (NDP).
- Nine point plan of Government.
- Mpumalanga Vision 2030.
- Mpumalanga Economic Growth and Development Path (MEGDP).
- Provincial Industrial Development Plan (MIDP).
- Provincial Trade and Investment Strategy.
- Provincial Green Economy Strategy.
- Township and Rural Economic Development
- Should be in line with the National Development Plan (NDP), Mpumalanga Vision 2030 and the Economic Growth and Development Path (MEGDP) as well as the Nine Point Plan of Government.
- Investing in strategic infrastructure development to unlock growth & job creation and to increase the provincial industrial base – target of public infrastructure investment as a percentage of the GDP, should be 10%+ (more or less 2.5% at the moment in Mpumalanga).
- Growing strategic economic sectors to create jobs in line with the MEGDP.
- Strengthening partnerships with the private sector.

### The Municipality’s role in Local Economic Development

The role of the municipality in Local Economic Development has for the past ten years been informed by a range of national, provincial, and local government policies and strategy frameworks. The Constitution and White Paper on Local Government: The municipality’s role in LED is set out in the Constitution and in the White Paper on Local Government (1998).

The function of LED falls under the department Planning and Economic Development and projects are indicated in the PED Implementation Plan Nr. 7.5.5 on page 136 of this document.

### Strategic direction

The municipality seeks to achieve the economic growth and poverty alleviation through ensuring a better life for the society by coordinating sustainable social and economic developmental programs.

Furthermore, create conducive environment for business investment and growth for job creation, the municipal focus areas in terms of LED are the following:

## Strategic Objective

Create an environment that promotes development of the local economy and facilitate job creations

## Intended Outcome

Reduction of poverty and inequality

## Local Economic Strategy

The municipality had developed a strategy however it required review or recrafting in order to meet the needs of the next five years.

## Level of current economic activity

There are numerous development concentrations scattered across the region and these can be categorized into five sub-regions namely:

- Carolina/Silobela;
- Elukwatini;
- Ekulindeni;
- Empuluzi;
- Tjakastad/Emanzana.

## Job creation initiatives

There is a commitment to allocate forty-percent (40%) of a project to local cooperatives, or forty-percent (40%) of service to be rendered by local cooperatives. Cooperative development will therefore form a central approach to local economic development and job creation strategy.

## Development Strategies, Programmes and Projects: 5-year plan

Strategic Objectives and Strategies structured into five KPAs.

Identified programmes and projects must clearly link with the priority issues identified in the situational analysis.

Strategic Goal: To provide for quality basic service to all citizens and new economic infrastructure development

Intended Outcome: Sustainable delivery of improved services to all household

**Table 3.41 - Economic Performance of Sectors**

CHIEF ALBERT LUTHULI MUNICIPALITY			
INDUSTRY	Contribution to growth 2011-2016	Labour intensity 2011	Comparative advantage 2011
Agriculture	0.5%	1.61	3.99
Mining	0.1%	1.03	1.08
Manufacturing	0.1%	1.63	0.13
Utilities	0.1%	0.13	1.39
Construction	0.1%	1.82	0.86
Trade	0.5%	1.69	0.88
Transport	0.3%	0.85	0.80
Finance	0.7%	0.30	0.61
Community services	1.3%	0.83	1.64

Some  
Key  
Economic  
Initiatives  
in  
CALLM

TOURISM  
Map 40:  
Tourism  
plays a

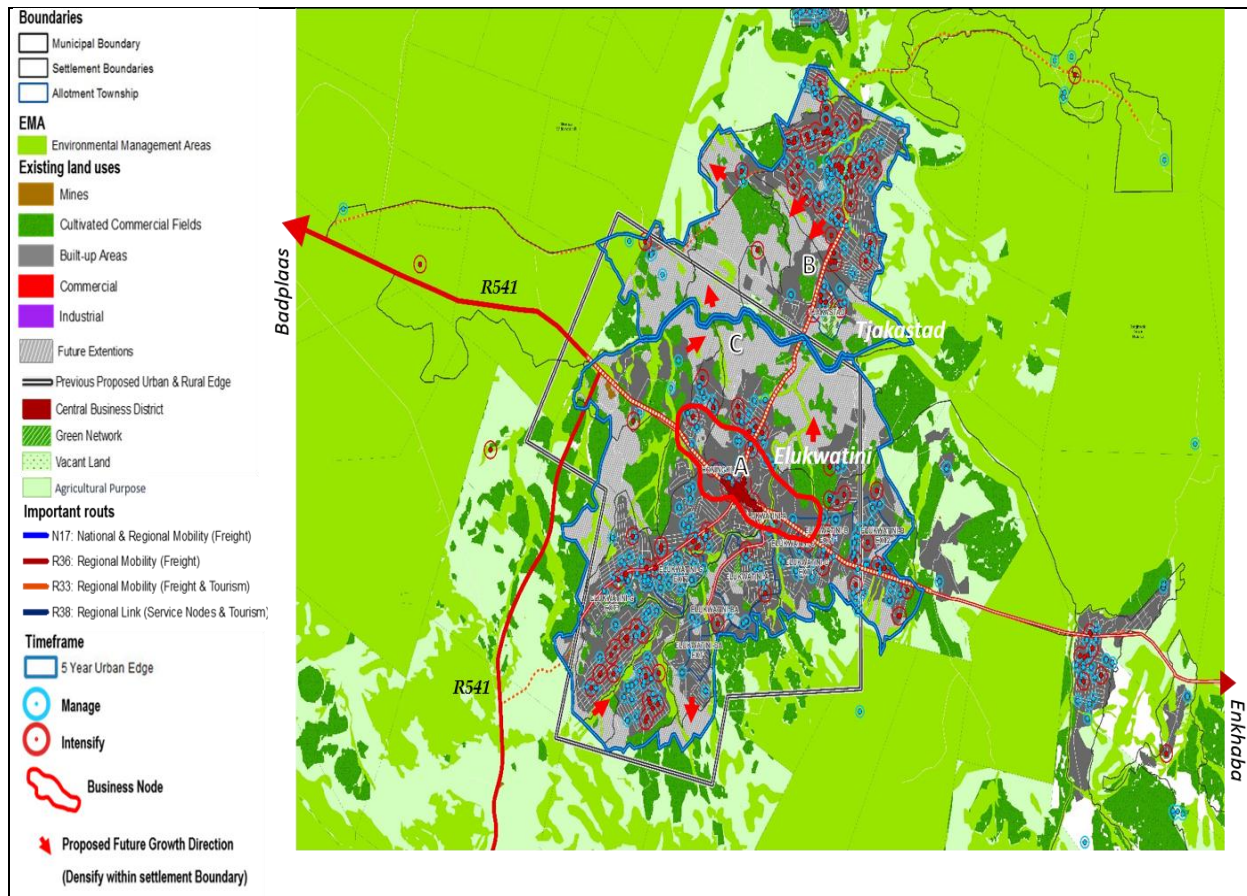
vital role within the economy of CALLM. The identified tourism zone should be enhanced

C: Business Node

Map 40: Limited business activities exist within the Badplaas node. The existing business node should be strengthened to serve the existing residents and lure potential tourists to the area.

Map 41: Protecting and enhancing zone C, the business node, is a priority for the next Year 0 – Year 5 period. Whiles strengthen business node is an ongoing priority for the next Year 5 – Year 10

**Map 3.40 - Secondary Development Nodes**



- **Protect:** All land with a conservations status, or used for agricultural purposes, or grazing, or public open space or sports fields, or close to rivers and streams should not be developed.
- **Manage.** The blue areas on the map include a 100 metre buffer around Churches, Community Halls, Clinics and Schools. All taverns, bottle stores and funeral parlours should be discouraged in these areas.
- **Intensify.** The areas highlighted in red on the map include a 150 metre buffer around land uses such as business activities. These areas should act as little nodes, but only where the following principles are taken into account.
  - Importance
  - Service and function
  - Close proximity to Major corridors
  - Link to activity streets and corridors

**Table 3.42 - Economic Sectors**

Sector	Activities	Contribution to Employment	Contribution to Economy
Community Services	Public administration, defence, government departments/ agencies, education, health and social work; sewage/ refuse disposal, sanitation; membership organisations; recreation/culture/sport; washing/dry-cleaning of textiles and fur products; hairdressing/beauty treatment; funeral and related activities	28,8%	37,1%
Trade	Wholesale and commission; retail trade; repair of personal household goods; sale/maintenance/repair of motor vehicles/motor cycles; hotels/restaurants/bars/canteens/ camping sites/ other provision of short-stay accommodation	21.4%	13.6%
Agriculture	Establishments primarily engaged in farming activities, including commercial hunting and game propagation, and forestry, logging and fishing. Types of primary production: Micro enterprise broiler producers; small holder vegetable producers; small scale fruit growers; dry land maize and sugar beans farming; cattle farming	16.8% (decreasing)	11.2%
Mining	Extracting, beneficiating of minerals occurring naturally, including solids, liquids, crude petroleum, gases; underground and surface mining, quarries, operation of oil and gas wells and all supplemental activities for dressing and beneficiating for ores and other crude materials	7.6%	7.9%
Construction	Site preparation, building of complete constructions or parts thereof, civil engineering, building installation, building completion, renting of construction or demolition equipment with operators	4.9%	2.9%

However the picture has changed since then and some of the stronger sectors or sectors that were strong were losing ground, however there was improvement in terms of employment figures as indicated

below.

**Table 3.43 - Labour Indicators (StatsSA 2011)**

Labour Indicators	Number of People	Percentage of Population	Share of District figure	Ranking (Best 1) (Worst 18)
Working age population (15-64 years)	108 342	58,2%		
Economically active population (EAP/Labour force)	45 115	24,3%		
Number employed	29 141	15,7%	11,2%	
Number unemployed	15 975	8,6%	14,6%	
Unemployment rate (%)		35,4%		12
		32,7%		12

The unemployment rate in the Municipality was at 32.7%; in 2016 and the unemployment rate for youth is at 45%. The poverty rate in the Municipality is high at 51.7%. while dependency ratio in the Municipality is around .51%

**Table 3.44 - Main Economic Industries**

Main economic industries in chief Albert Luthuli			
Region	Largest	Second largest	Third largest
Chief Albert Luthuli	Community services 32.2%	Trade 16.5%	Mining 15.0%

**Table 3.45 - Tourism Statistics**

Region	Total tourism spend (R-million)		Tourism spend as % of GDP (current prices)	
	2011	2015	2011	2015
<i>Gert Sibande</i>	2 093	2 977	3.0%	3.3%
Chief Albert Luthuli	323	342	6.0%	4.8%
Msukaligwa	356	561	3.5%	4.5%
Mkhondo	189	279	3.2%	3.3%
Emakhazeni	434	652	18.2%	21.3%

**Table 3.46 - Poor Household Statistics**

Local Municipal Area	Multi-dimensionally poor households		Trend
	2011	2016	
Chief Albert Luthuli	10.9%	10.3%	

**Table 3.47 - Unemployment Rate**

	Unemployment rate Census 2011	Unemployment rate 2015 IHS Global Insight figures	
Chief Albert Luthuli	35.4%	32.7%	

#### POVERTY RATE

- Lowest poverty rate (lower bound level definition of StatsSA) in Emalahleni and Steve Tshwete & highest in Mkhondo
- Concern about 7 municipal areas with poverty rates of more than 40% and poverty rate which is increasing in most of the urban areas
  - 4 of the 7 in Gert Sibande
- Poverty drivers according to the 2016 CS of StatsSA especially unemployment and the level of education
- Poverty headcount (proportion of households that are considered to be "multidimensional poor" households in a defined area) in general improved – best figure in Govan Mbeki (3.9%) and worst figure in Mkhondo (11.9%) – figures of more than 10% also in Emalahleni, Dr Pixley Ka Isaka Seme, Chief Albert Luthuli and Dr JS Moroka
- Importance to respond to and address high youth unemployment – increase the levels of education and skills to improve the employability of young people.
- The importance of projects with a high labour absorption and intensity as well as viable and sustainable SMMEs and Cooperatives.
- Accelerated service delivery and collaboration between the Municipality and relevant national and provincial Departments and Public Entities – prioritise building of houses as well as water and sanitation access.
- The importance of a good partnership and trust between the Municipality and Business (especially the mines in the area).
- The need for an active and representative LED Forum as well as the development and implementation of a new LED strategy to address the triple challenges - the importance of long term and strategic planning at the Municipality.



- Tourism development and attracting of new investment should be prioritised because it will stimulate growth and contribute to job creation.
- The importance of township economic development.
- Importance of close relationship with Provincial Government Departments such as DEDT on economic interventions.

**Table 3.48 - Poverty Rate Statistics**

Local Municipal Area	Poverty rate (lower bound) 2011	Poverty rate (lower bound) 2015	Trend 2011-2015	Poverty numbers (lower bound) 2015
Chief Albert Luthuli	46.7%	40.8%		74 944

## RESPONDING IN TERMS OF PROVINCIAL RADICAL ECONOMIC AGENDA AND TRANSFORMATION

**Table 3.49 - Comparison of Tourism Statistics**

Region	Total tourism spend (R-million)		Tourism spend as % of GDP (current prices)	
	2011	2015	2011	2015
<b>Gert Sibande</b>	<b>2 093</b>	<b>2 977</b>	<b>3.0%</b>	<b>3.3%</b>
Chief Albert Luthuli	323	342	6.0%	4.8%
Msukaligwa	356	561	3.5%	4.5%
Mkhondo	189	279	3.2%	3.3%
Dr Pixley Ka Isaka Seme	129	200	5.2%	6.1%
Lekwa	136	224	1.8%	1.9%

**Table 3.50 - Tourism Opportunities and Proposed Interventions**

Key Sector	Opportunities	Value Chain	Proposed interventions
Tourism	Badplaas/ Manzana tourism attraction	<ul style="list-style-type: none"> <li>• Accommodation</li> <li>• Songimvelo game Reserve.</li> <li>• Vygeboom Dam tourism development and Manzana</li> <li>• Revitalization of industrial parks in Elukwatini</li> </ul>	<ul style="list-style-type: none"> <li>• Township demarcation for accommodation</li> <li>• Infrastructure provision</li> <li>• Linking the tourism routes</li> </ul>

The above programme is the suggested type of intervention which the municipality would need to capitalise on in order to take advantage of the available opportunity presented by tourism in general

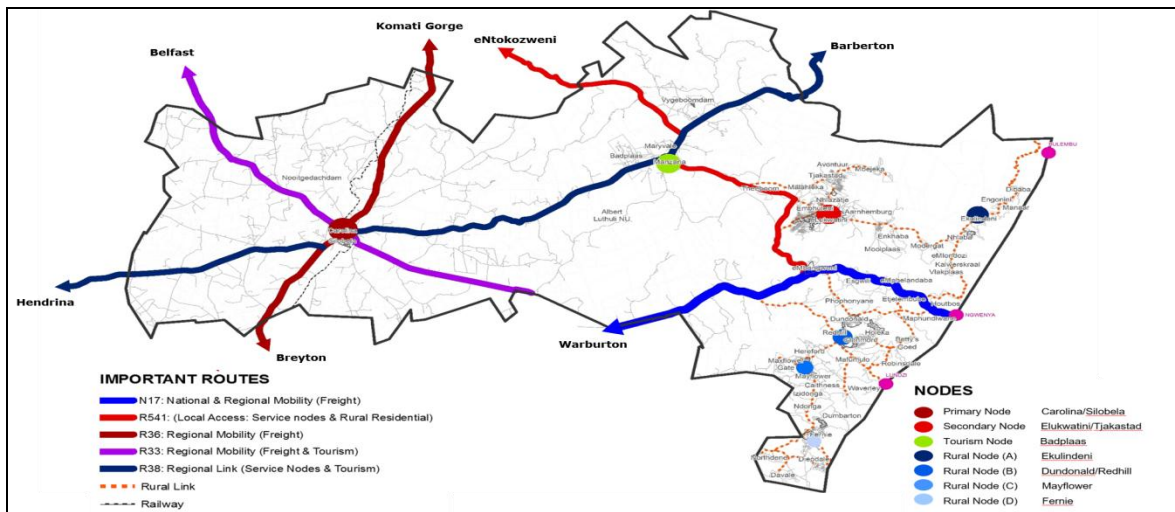
Wherein the cooperative and other emerging enterprise would need to be assisted on, otherwise the service seta or sector responsible for the promotion and marketing of tourism must be brought on board

### Unemployment

- Importance of addressing the high youth unemployment (especially females) and relatively high graduate unemployment of Black graduates – high labour intensive projects and close cooperation between Provincial Government (especially Education – the importance of the HRDS) and the University of Mpumalanga
- The need and urgency to respond to the current economic situation/challenges to increase growth, job creation and reduce poverty and inequality – implementation of the Mpumalanga Industrial Development Plan as well as the Trade and Investment Promotion Strategy – importance of partnerships with business and where the Mpumalanga Economic and Investment Summit can be utilized wisely for this purpose
- We need business on board to assist in addressing our economic challenges – also the importance of LED Forums and strategies on municipal level where Government and Business work together to address the socio-economic challenges of the relevant area – close collaboration between the LED Units of the Local Municipality, District Municipality as well as DEDT & COGTA
- Should be in line with the National Development Plan (NDP), Mpumalanga Vision 2030 and the Economic Growth and Development Path (MEGDP) as well as the Nine Point Plan of Government
  - Investing in strategic infrastructure development to unlock growth & job creation and to increase the provincial industrial base – target of public infrastructure investment as a percentage of the GDP, should be 10%+ (more or less 2.5% at the moment in Mpumalanga)
- Stimulating township economic development
- Growing strategic economic sectors to create jobs in line with the MEGDP
- Strengthening partnerships with the private sector
- Strengthening support to SMMEs and Cooperatives

- Youth development and support

**Map 3.51 - Development Nodes and Corridors**



**NODES AND CORRIDORS AS SHOWN ON THE MAP ABOVE**

CALLM forms part of a broader regional economy.

The link between the surrounding municipalities and Swaziland is of utmost importance in order to ensure sustainable economic development within the CALLM. The following corridors were identified within the municipal area:

**- N17: National and Regional Mobility (Freight)**

The N17 route runs from Johannesburg to Oshoek on the border of Swaziland. It serves as an important corridor in terms of function within the district, linking towns such as Bethal and Ermelo.

**- R541: (Local Access: Service Nodes and Rural Residential)**

The R541 serves as a north – south link road between the R38 and the N17. It serves as an important lifeline between the settlements within the eastern extents of the Municipality and the more prominent economic activity areas such as Carolina.

**- R36: Regional Mobility (Freight)**

Intra-regionally, the R36 serves as the only direct link between the towns of Ermelo and Carolina, via Breyten. Inter-regionally, the R36 serves to link Ermelo, Carolina and Breyten to Waterval-Boven and Lydenburg.

**- R33: Regional Mobility (Freight and Tourism)**

The R33 serves to connect Carolina and Piet Retief/Mkhondo to one another via Warburton, Amsterdam and the numerous settlement areas along the eastern border of the municipality.

**- R38 Regional Link (Service Nodes and Tourism)**

The R38 is an important corridor within the district. It links the four most prominent roads (R23, N17, N11 and R36), and the towns of Standerton, Thuthukani, Bethal, Carolina and Manzana to one another. Economically it is also important as it links areas such as Barberton, Nelspruit and Malelane, towards the north-east of the District. The R38 is an important corridor within the district. It links the four most prominent roads (R23, N17, N11 and R36), and the towns of Standerton, Thuthukani, Bethal, Carolina and Manzana to one another. Economically it is also important as it links areas such as Barberton, Nelspruit and Malelane, towards the north-east of the District.

The proposed nodal hierarchy comprises of primary, secondary, rural and tourism nodes. In terms of importance at a provincial level, the town of Carolina is categorized as a secondary node by Mpumalanga Provincial Human Settlements. The majority of the population still resides within the rural areas of the CALLM. The following nodes within the CALLM were identified and categorized based on importance

## Secondary Node: Elukwatini/Tjakastad

Elukwatini was previously categorized as a rural node. The node, however, has substantially grown into the second largest service node within the CALLM. Numerous formal and informal business activities are allocated within the service node. There is a need to control and manage the extensive growth experienced in Elukwatini.

The municipality would need to develop a strategy to deal with the economic activity happening in the secondary nodes indicated above, this node seems very strong in terms of private sector investment in the retail section sector, this would need to be promoted and sustained by providing infrastructure as the SDF 2017 proposes, a well developed economic infrastructure needs to be developed like roads and water and sanitation are a priority of the municipality at the moment

## Tourism Node

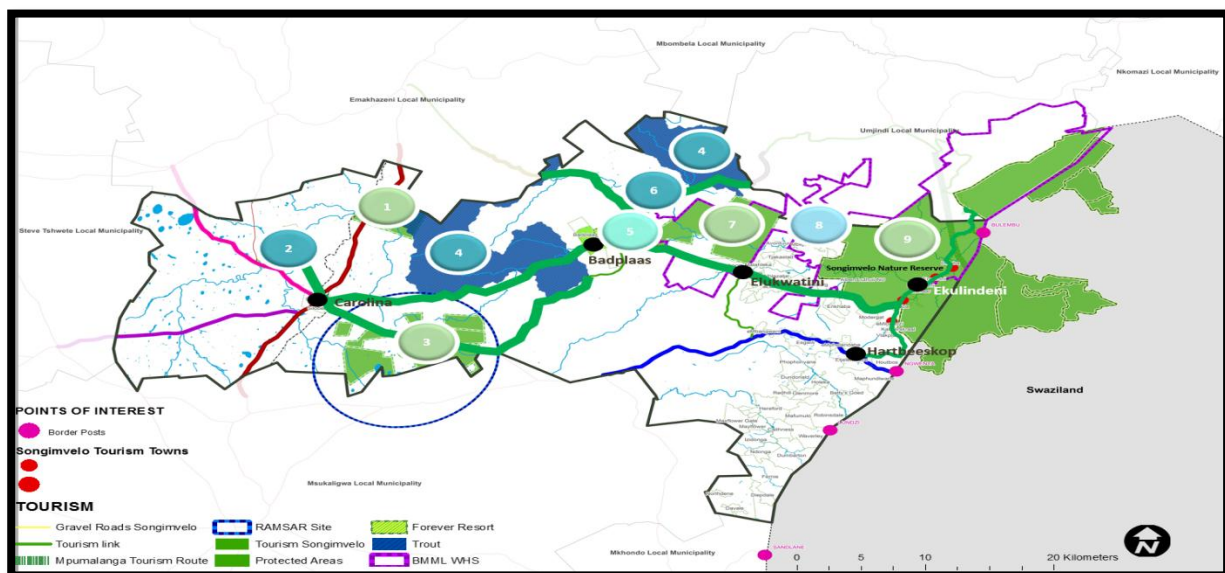
### Primary tourism node: Badplaas

Due to the existing facilities, the Badplaas area is classified as a tourism node within the CALLM. Although Ekulindeni is categorised as a rural node, the node could serve as a tourism node as it is a gateway into the BMML WHS.

### Rural Nodes

The rural nodes serve as central service points to the surrounding rural areas. These areas have previously been neglected in terms of development. The enactment of SPLUMA calls for a holistic approach to development. The following rural nodal points were identified:

Map 3.52 - Rural Node Points



## TOURISM

### Tourism Zone

Map 40: Tourism plays a vital role within the economy of CALLM. The identified tourism zone should be enhanced C: Business Node

Map 40: Limited business activities exist within the Badplaas node. The existing business node should be strengthened to serve the existing residents and lure potential tourists to the area.

Map 41: Protecting and enhancing zone C, the business node, is a priority for the next Year 0 – Year 5 period. While

**What is clear below on the tatbe is that the sectors that used to lead before as a measure employment sector it is no longer so this time around, and what are the circumstances which led to such a decline**

## SWOT ANALYSIS FOR THE KPA

STRENGTHS	WEAKNESS
<ul style="list-style-type: none"> <li>• Availability of the Spatial Development Framework to guide development</li> </ul>	<ul style="list-style-type: none"> <li>• Lack of Environmental management personnel to implement the Environmental Management Framework</li> </ul>
<ul style="list-style-type: none"> <li>• Commitment of staff towards implementation of all LED and related projects towards better conceptualisation and implementation support needed</li> </ul>	<ul style="list-style-type: none"> <li>• Lack of adequate budget to support LED initiatives</li> <li>• Lack of law enforcement for the existing Hawkers by-law</li> </ul>
<ul style="list-style-type: none"> <li>• The municipal space has abundant land for development which has the potential of triggering massive investment opportunities.</li> </ul>	<ul style="list-style-type: none"> <li>• Lack of support from some key stakeholders to enhance Local Economic Development forum</li> </ul>
<ul style="list-style-type: none"> <li>• Formation and functionality of mining forum as economic drivers</li> </ul>	<ul style="list-style-type: none"> <li>• Lack of thorough research before projects are implemented</li> </ul>
<ul style="list-style-type: none"> <li>• In a process of finalising the development of the Industrial area in Carolina</li> </ul>	<ul style="list-style-type: none"> <li>• Inadequate personnel to focus on tourism promotion</li> </ul>
	<ul style="list-style-type: none"> <li>• Lack of organised business chamber to liaise with the municipality</li> </ul>
	<ul style="list-style-type: none"> <li>• Lack of land audit to guide on the available land for development</li> </ul>
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> <li>• Commitment and cooperation of stakeholders towards the economic development</li> </ul>	<ul style="list-style-type: none"> <li>• Short life span of existing mines (closing down of mines)</li> </ul>
<ul style="list-style-type: none"> <li>• Training of SMMEs and cooperatives has assisted generating interest and enthusiasm among community members</li> </ul>	<ul style="list-style-type: none"> <li>• Environmental degradation and damage, especially by mines, in the absence of sound practices poses danger to both flora and fauna</li> </ul>
<ul style="list-style-type: none"> <li>• Political support from the leadership to enhance LED initiatives</li> </ul>	<ul style="list-style-type: none"> <li>• Exploitation of labour by small scale mining and forestry companies poses a serious threat to development.</li> </ul>
	<ul style="list-style-type: none"> <li>• Invasion of municipal land by locals has made most areas within the locality unattractive for investment and tourism.</li> </ul>

### 3.16. (KPA3): GOOD GOVERNANCE AND PUBLIC PARTICIPATION: **GOVERNANCE STRUCTURES**

#### 1. INTRODUCTION

Legislation requires a municipality to establish and organise its administration to facilitate a culture of accountability amongst its staff; to develop a system of municipal governance that compliments formal representative governance with a system of participatory governance; and to supply its community with information concerning municipal governance, management and development.

The success of the municipal strategies depends on the effectiveness of governance structure and processes. This is also realized through the existing cordial and productive relationship between the administration, political structures and political office bearers of Council.

**Strategic Objective:** Promote a culture of participatory and good governance.

**Intended Outcome:** To establish an entrenched culture of accountability and clean governance.

#### 2. KEY OBJECTIVES

- To reinforce and increase accountability through the communication process.
- Obtain public buy- in through information sharing and educating processes.
- Provide accessible, cost effective service delivery and to communicate this message to our stakeholders.
- Establish communication platforms where the community needs are communicated to the Municipality and vice versa.

- Establish a fully flash communication unit to disseminate information and assist the public with queries and complaints.
- Adopt an integrated approach, involving all stakeholders to bridge the communication gaps.
- Empower local communities by keeping them informed about local government issues and how they can participate in these processes.
- Communicate all municipal processes, priorities and outcomes to stakeholders.
- Create awareness of the role that Chief Albert Luthuli Municipality plays amongst its stakeholders.
- Improve and encourage good media relations.
- Promote and encourage intergovernmental relations.
- Align communications strategy to national and provincial government requirement, e.g. calendar of event
- Establish a comprehensive diary of events for the municipality.
- Promote interactive governance and direct communication

#### a) **Public Participation and communication**

- The Constitution stipulates that one of the objectives of municipalities is "to encourage the involvement of communities and community organisations in the matters of local government".
- The White Paper Local Government (WPLG) emphasises the issue of public participation (not only in municipal planning). It provide details on how to achieve public participation and the role of local government in the involvement of citizens in policy formulation and designing of municipal programmes, as well as implementation and monitoring and evaluation of such programmes.
- Public participation is meant to promote local democracy.

#### b) **Mechanisms and procedures for Stakeholder Participation**

##### **Printed and Electronic Media**

The following is done to ensure widespread and conducive stakeholder participation:

- Media such as the local newspaper, local radio stations, municipal bills etc are utilized to inform communities and stakeholders of Council's intention to embark on the IDP process.
- The Mayoral Committee and the IDP Technical Committee are requested to identify a list of possible stakeholders.
- All messages/information is conveyed in a language/s understood by the general community.
- The correct venues and times for public meetings are well communicated.
- Furthermore, the municipality ensures that meetings are held at such times that all stakeholders can attend.
- Adequate time is allowed within limits to representatives of organizations to report back to their relevant organizations.
- Adequate time is also allowed for the community and organizations to report back on the draft IDP document Stakeholders are invited to the relevant Council meeting and the approved IDP document is made available at all public libraries within the municipal area of jurisdiction. In addition, the IDP is also made available on the website of the municipality.

#### c) **Community Consultation**

On a regular basis, the municipality engages in to community consultation meetings in an endeavour to:

- give feedback on progress in relation to the level of development;
- gather inputs from communities in relation to service delivery needs;
- Disseminate information on the roles and responsibilities of the municipality

#### d) **Mayoral Outreach Programmes (Mayoral Imbizo)**

- Mayoral outreach programme is regarded as another form of community consultation at which the political principals get closer to the communities.
- There are at least four (4) Mayoral Outreach Programmes in a Financial Year. [The plan is to increase the Mayoral Imbizo to 6. Request dates from Executive Mayor's Office]

### **11. GOOD GOVERNANCE AND COMMUNICATIONS**

- Effective Public Relations
- Communications and Liaisons
- Awareness Campaigns
- Ward Committees management
- Council
- Legal and administrative Services
- Legal Services
- Records Management
- Customer Services
- Secretariat Services
- Monitoring and Oversight

- Information Technology (IT) Services
- Risk Management System
- Internal Audit
- Performance Management System (PMS)
- Individual Performance Management System
- Integrated Development Planning (IDP)

Members of the community, Ward Committee members, Community Development Workers, and various other stakeholders attend Council meetings, Mayoral Outreach Programmes and IDP Representative Forum Meetings.

## **12. TRADITIONAL LEADERSHIP AND PARTNERSHIPS**

Traditional leadership is an epitome of culture and tradition and a symbolic existence of historical values and traditions observed by particular communities over a period of time from generation to generation.

In South Africa, after attaining democracy in 1994, the drafters of the Constitution sought to ensure that traditional leadership was recognised and was entrenched in the Constitution of the Republic of South Africa, in Chapter 12, which recognised the institution, status and the role of the traditional leadership.

During the establishment of Local Houses of Traditional Leaders, much emphasis was placed on the severe service-delivery backlogs, which demand partnership between Traditional Leadership structures and Local Government Structures. It is evident that service delivery in rural areas is being affected by the non-involvement of Traditional Leaders in the municipal processes.

The MEC for Local Government highlighted the need for the municipalities to understand traditional institutions structures and their cultures. The Traditional Leaders also need to understand Local Government mandates in terms of Section 152 of the Constitution. The main objective for the establishment of the District House of Traditional Leaders was to enhance and synergise partnerships between Traditional Institutions and municipalities in order to overcome the issues identified above while and enhancing the performance of Local Government.

In May 2010, the MEC for Mpumalanga COGTA published a notice identifying the Traditional Leaders who may participate in the Municipal Council proceedings. The notice set out the Schedule of the Traditional Leaders per municipality, 7 Traditional Leaders at Albert Luthuli. Subsequently, a Section 79 Committee has been established to accommodate traditional. Traditional Leaders believe that they have gone beyond responding to the question of the relevance of traditional leadership in modern society. They are eager to improve the institution of Traditional Leadership so that it can become better equipped to play its role on a global platform, to optimise the impact of its contribution to local development and governance.

As such Traditional Leaders have come to the realization that they should not only play a role in giving permission for conglomerates to extract wealth within their communities but that they should work towards ensuring that their communities benefit from the business transactions.

Accepting that traditional communities reside in areas which have vast natural resources and that traditional leaders are usually the first point of contact with prospective investors, traditional leaders resolved that there should be a formation of organised structures of traditional leadership that partner with government to address traditional leaders' capacity to participate in economic development programmes.

In terms of section 19, a Traditional Leader performs the functions provided for in terms of customary law and customs of the traditional community concerned, and in applicable legislation.

A healthy relationship exists between the Traditional Leadership and the municipal Council. Traditional leaders form part of the stakeholders in IDP Representative Forum and other public participation meetings.

### Traditional Leaders in the Chief Albert Luthuli Local Municipal area

NO	TRADITIONAL COUNCIL	TRADITIONAL LEADER	AREA/LOCALITY	CONTACT
1.	Mantjolo Traditional Council	Inkhosi MB Mnisi	EManzana	073 584 1011
2.	Embhuleni Traditional Council	Prince CM Dlamini	EManzana	082 662 7209
3.	Mandlamakhulu Traditional Council	Inkhosi KJ Malaza	Tjakastad	072 188 2916
4.	Somcuba Bhevula Traditional Council	Inkhosi TD Nkosi	Ebhuleni/Mooiplaas	082 963 2447
5.	Enkhaba Traditional Council	Inkhosi SI Nkosi	Enkhaba	082 867 1435
6.	Ebutsini Traditional Council	Inkhosi TP Nkosi	Steynsdorp	079 593 5716
7.	Enikwakuyengwa Traditional Council	Inkhosi RA Nkosi	Litjelebube	071 772 4613
8.	Duma Traditional Council	Inkosi MS Mnisi	Bettysgoed	082 841 6513
9.	Emfumbeni Traditional Council	Inkhosikati B Hlatshwayo	Robinsdale	071 552 2953
10.	Madlangampisi Traditional Council	Inkosi JA Tshabalala	Swallows' Nest	079 364 0338
11.	Mpsikazi Traditional Council	Inkosi JV Nhlapho	Dundonald	082 788 9432
12.	Ndlela Traditional Council	Chief Nkosi	Fernie	082 783 1539

### 13. POLITICAL GOVERNANCE STRUCTURE

Section 151(3) of the Constitution (1996) states that the council of a municipality has the right to govern, on its own initiative, the local government affairs of the local community

Political governance is the process of decision-making to formulate policy, whereas administrative governance is the system of policy implementation.

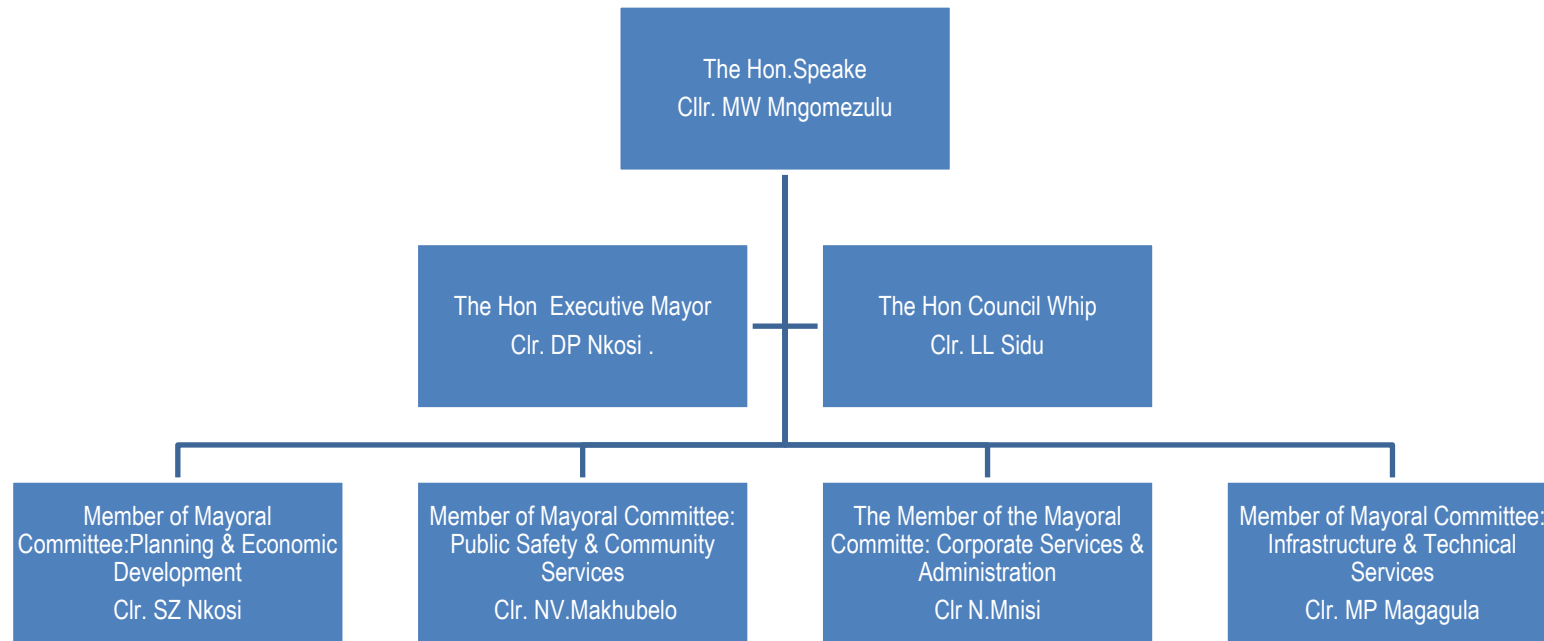
The Municipality adopted executive mayor and executive committee governance arrangements.

The Municipality is comprised of a Mayoral Committee, and Section 79 and 80 Committees. The Mayoral Committee and Section 80 Committees deal with the executive part of administration, and the Section 79 Committees are responsible for oversight.

The Audit Committee provides opinions and recommendations on the overall control environment, financial processes and performance to Council, and also provides comments to the Municipal Public Accounts Committee (MPAC) on the Annual Report. The Municipality had established a Municipal Public Accounts Committee (MPAC) as an oversight committee, comprised of non-executive councillors, with the specific purpose of providing the Council with comments and recommendations on the Annual Report.

The Municipal Public Accounts Committee's (MPAC) report is published separately in accordance with MFMA (2003) guidance.

## Governance Structures





## **14. ADMINISTRATION SERVICES**

For the Council to achieve its goals and objectives, it needs effective and efficient support services in relation to committee services and support services.

The administration service therefore is committed to render and act as custodian of council's administration support services to the entire administrative machinery.

the section will commit to do the following:

- to continue compiling good quality reports to council, executive mayoral committee & council committees, implement and facilitate the process of ensuring the passing & executive of resolutions and ensure all council activities are recorded and/or minuted.

- keep a proper register of all council incoming & outgoing mail through the implementation of relevant policies will be maintained and also avail council services at all times.

- The recommendation as contained in the KING III report will be incorporated into the municipal governance as prescribed.

- Ensure more effective, accountable and clean local government that works together with national and provincial government.

## **15. LEGAL SERVICES**

- The Legal Division intends to conduct legal audit on all legislation having an impact on the municipality in the next financial year.
- To be able to strictly monitor compliance each relevant department and to be able to render the professional legal advice.
- The Unit commits to ensure a more effective, accountable and clean local government that works together with national and provincial government.

- Ensures that the Council Fraud Prevention policy will be continuously updated and diligently implemented.

- Service Standards for all municipal services will be compiled, published and applied as far possible.

## **16. RISK MANAGEMENT**

Risk Management as one of the key pillars for good governance practices; and it's a continuous process that enables constant improvements in strategy design and strategy implementation as well as an organization's systems and operations. The effective management of risk is prioritised to ensure that business risks across the organisation are identified and managed on an on-going basis for the achievement of the municipality's vision to become the leading community driven municipality in the provision of sustainable services and developmental programmes.

Council has an existing Risk Management Policy and Framework that enables management to proactively identify and respond appropriately to all significant risks that could impact on business objectives. In line with the approved Risk Management Policy and Framework a top down approach has been adopted in developing the risk profiles of the organisation. The results of the strategic and operational assessments were used to compile a risk register.

Risk Management in the municipality is guided and monitored by various committees at Council and administrative level such as the Municipal Public Accounts Committee (MPAC), Risk Management Committee and the Audit Committee.

Additionally the municipality appointed an Internal Auditor and a Chief Risk officer as part of the reasonable steps taken to maintain an effective efficient and transparent system of financial and general risk management.

The top seven risks identified of the municipality are:

**The top seven risks identified of the municipality are:**

Risk	Contributing Factor	Mitigation strategy
Insufficient revenue collection	1.incorrect billing 2.unable to enforce credit control policy in Ekulindeni, Empuluzi and Elukwatini 3.Incorect valuation roll 4. illegal connection water and electricity 5.none functionality of water meters	<ul style="list-style-type: none"> <li>• To continue with data verification</li> <li>• Create file for each customers with all their particulars</li> <li>• Continue with reconstruction of account</li> <li>• Issue demand letters and enforcement of policy</li> <li>• The municipality will sent SMS/email to customers reminding them for payment</li> <li>• Continue to engage Eskom with the 3E,s and special intervention at higher level</li>   <li>• Ensure accuracy of valuation roll</li> <li>• Verification of business on valuation roll(Deeds)</li>   <li>• Continue to Conduct spot checks on illegal connection and special campaigns.</li> <li>• Doing Blitz Fridays</li>   <li>• Inspection and verification of functionality of waters meters and replacement of none functional meters</li> <li>• 5b.Continue with replacement of old meters through MIG</li> <li>• Procure and install waters meters in business areas E (Elukwatini)</li> </ul>
Inadequate provision of basic services	1.ageing infrastructure and asbestos pipes 2.shortage of skilled personnel 3.unavailability of electricity, master plan 4. insufficient fleet and yellow plants 5. inadequate bulk infrastructure	<ul style="list-style-type: none"> <li>• Refurbishment of infrastructure and changing of all asbestos pipes to PVC pipe</li> <li>• Appointment of waste officers</li> <li>• Develop the electricity master plan( request assistance from GSDM &amp; DOE)</li> <li>• Fleet to be outsourced</li> <li>• Continue with implementation of bulk infrastructure projects</li> </ul>
Inadequate disaster management	1.Insufficient fire hydrants in unit area ( only Carolina has fire hydrant , Elukwatini A and Manzana) 2. Natural disaster 3.ineffective communication between the stakeholders ( internally and externally) 4.inadequate provision of fire services	<ul style="list-style-type: none"> <li>• Considering Fire hydrants during Replacement of AC pipes</li> <li>• Verification of all buildings to ensure compliance (in event of fire)</li> <li>• To monitor the implementation of disaster management plan</li> <li>• Ensure Effectiveness of</li> </ul>

		<p>disaster advisory forum</p> <ul style="list-style-type: none"> <li>• Ensure Effectiveness of disaster advisory forum</li> <li>• Review and implementation of a disaster management plan</li> <li>• Identification of sites and Designs for fire station in Elukwatini.</li> </ul>
-inadequate governance and public participation	<ol style="list-style-type: none"> <li>1. inadequate implementation of governance structure's recommendations</li> <li>2.inadequate accountability by management</li> <li>3. inadequate capacity (personnel and training) in supporting structures (risk management, internal audit, PMS and MPAC)</li> <li>4.inadequate consultation of the public (service delivery protest )</li> <li>5. non-functional ICT steering committee</li> <li>6.unavailability of business continuity plan</li> </ol>	<ul style="list-style-type: none"> <li>• Accounting Officer to enforce implementation of the governance structures recommendations</li> <li>• All HOD's to report to the Accounting officer the progress on all governance structures recommendations</li> <li>• Provision of training to MPAC.</li> <li>• To engage other stakeholders to assist with advice and training to MPAC.( AG,SALGA)</li> <li>• To ensure public consultation on policies and by-laws ( war-rooms, izimbizo, community meeting) Communication of policies to all employees on quarterly basis</li> <li>• Conduct monthly community meetings</li> <li>• Conducting of war-rooms meetings</li> <li>• ICT steering committee to report monthly to corporate portfolio committee</li> <li>• Development of the business continuity plan ( MSCOA)</li> </ul>
-inadequate economic growth and job creation in order to attract credible investors.	<ol style="list-style-type: none"> <li>1. ineffective implementation of LED strategy</li> <li>2. lack of investment policy</li> <li>3.inadequate marketing of tourism</li> <li>4. Unresolved land claims hinder potential investors.</li> <li>5.delays in provision of land</li> <li>6.lack of land audit</li> </ol>	<ul style="list-style-type: none"> <li>• Developing of comprehensive five year LED strategy which will include investment policy (source funds)</li> <li>• The municipality should approach potential investors or accept proposal from investors who are willing.</li> <li>• Collect data and publish on the municipal website</li> <li>• Source funds for tourism information Centre</li> <li>• Will monitor progress with relevant stakeholders</li> <li>• Provision of budget for site developments</li> <li>• Provision of budget to conduct land audits</li> </ul>
-Loss of information	1.lack of proper hardware and software	<ul style="list-style-type: none"> <li>• Ensure procurement of</li> </ul>

	<p>equipment  2.importance of IT services not recognized  3. Lack of business continuation plan that include disaster recovery back-up system /plan  4.lack of IT framework  5.unfunctional IT governance committee  6.non compliance with IT policies  7.lack of back -up system</p>	<p>hardware and software equipment's (offsite server )</p> <ul style="list-style-type: none"> <li>• Ensure that IT committee seats at least on quarterly basis</li> <li>• Development and implementation of disaster recovery policy</li> <li>• Short-term intervention of procuring off site back-up</li> <li>• Implementation of the IT governance framework</li> <li>• Enforcement of the IT policies</li> <li>• Secure budget through MSIG-for back up</li> <li>• Ensure effective functioning of the backup system</li> </ul>
- Fraud and corruption	<p>1.lack of fraud hot line branding and exhibitions  2.lack of anti-fraud and corruption awareness  3.Poor implementation of fraud and corruption strategy  4.unethical behaviour by employees  5.lack of segregation of duties  6.resistance to take leave  7.collusion  8.misrepresentation of facts</p>	<ul style="list-style-type: none"> <li>• Request allocation for anti-fraud hot line exhibitions and branding of vehicles</li> <li>• Conduct anti-fraud and corruption awareness on yearly basis</li> <li>• Review of anti-fraud and corruption strategy</li> <li>• Communication of the code of conducts and other policies to employees.</li> <li>• Proper alignment of the duties of officials</li> <li>• 6.enforce compulsory leave and forfeiter of days</li> <li>• Standard pricing for procuring (market research )</li> <li>• Introducing vetting of appointees ,SCM personnel and management</li> </ul>

1. Insufficient revenue collection
2. Loss of information
3. Inadequate provision of basic services
4. Fraud and corruption
5. Inadequate economic growth and job creation to attract investors
6. Inadequate disaster management
7. Inadequate governance and public participation

The risk categories have been aligned to the strategic objectives in order to identify those risks that directly affect and/or impede the municipality ability to achieve those strategic and business objectives.

## 17. INTERNAL AUDIT

In terms of Section 165 of the MFMA (2003), the Municipality established an internal audit unit, and the unit is operational. The Unit is headed by the Manager: Internal Audit Unit, with support staff.

Section 7.1.2.3 and 7.1.2.4 of the King III Report on the Code of Governance requires Internal Audit to systematically analyse and evaluate business processes and associated controls; and provide a source of information as appropriate, regarding instances of fraud, corruption, unethical behaviour, and irregularities.

Standard 1100 require the Manager: Internal Audit to have a dual reporting relationship to the Audit Committee and the Municipal Manager in order to achieve organisational independency. The Internal Audit Unit reports to the Audit Committee quarterly regarding its performance against the annual Internal Audit Plan, to allow effective monitoring and possible intervention.

### **3. AUDIT COMMITTEE**

In terms of Section 166 of the MFMA (2003), the Municipality appointed an Audit Committee, and the Committee is operational. The Committee comprises 5 members who are not councillors or officials.

The Audit Committee also acts as Performance Management Committee Internal Audit

The municipality has a functional internal audit unit with the Chief Audit Executive/ Head of Internal Audit division, Senior Internal Auditor and Internal Audit Services Provider as part of the reasonable steps taken to maintain an effective efficient and transparent system of financial and general risk management. The municipality's internal audit function is established in terms of the following legislations:

- Section 165 of the Municipal Finance Management Act, No. 56 of 2003 ("MFMA")
- Municipal Systems Act, No. 32 of 2000 ("MSA");
- International Standards for the Professional Practice of Internal Auditing;
- King III Report on Corporate Governance;
- Public Sector Internal Audit Framework.

The key role of Internal Audit function is to provide independent, objective Assurance and Consulting Services that add value and improve the municipality's operations. The unit helps the municipality accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control, and governance processes..

### **18. OVERSIGHT COMMITTEE**

In terms of Section 79 of the Municipal Structures Act (117 of 1998),

- 1(a) Council may establish one or more committees necessary for the effective and efficient performance of any of its powers;
- (b) Appoint the members of such a committee from among its members;

The Committees established in terms of (1) above are in place and functional.

### **19. WARD COMMITTEES AND COMMUNITY DEVELOPMENT WORKERS**

In terms of Section 73 of the Municipal Structures Act (1998) Council established a ward committee for each ward. The ward councillor serves as chairperson of the ward committee; which may include not more than ten members.

The functions and powers of ward committees are prescribed by legislation.

The Council has 25 established Ward Committees who act as advisory bodies to Ward Councillors and are the mouthpiece for local communities.

Ward Committees also strengthen the capacity of communities and thus deepen public participation.  
Not all ward committees are operational.

Ward Committees report to the Office of the Speaker.

COGTA deploys Community Development Workers (CDWs) in all municipalities. The Municipality has 29 permanent CDWs, whose purpose is to assist communities with information on how to access government services like grants, identity documents applications and other development programmes available to improve their lives; they also assist communities and help ward councillors distribute information on council resolutions and development plans for IDPs (Integrated Development Plans). CDWs explain and encourage communities to participate in government and municipal community and development programmes.

The CDWs report directly to CDW district coordinators. They in turn report to provincial coordinators.

The Municipality has initiated a reporting system that is intended to monitor the work of the CDWs and at the same time record identified community development needs. The CDWs are expected to submit reports on a monthly basis reflecting on the activities of the month.

## 20. MAYORAL COMMITTEE

In terms of legislation the mayoral committee has the power to take resolutions on certain matters, or make recommendations to the municipal council on other prescribed matters. The mayoral committee is chaired by the mayor and councillors who are designated by the MEC for CoGTA serve as members of the mayoral committee (MMC's). MMC's are allocated specific departments and chair the Section 80 meetings of that department.

The Mayoral Committee of the Municipality comprises the following members:

1. **Executive Mayor:** Cllr. DP Nkosi
2. **MMC: Technical Services/Project Management:** Cllr. MP Magagula
3. **MMC: Corporate Services:** Cllr. N. Nkosi
4. **MMC: Community Services/Public Safety:** Cllr. NV Makhubelo
5. **MMC: Planning and Economic Development:** Cllr. SZ Nkosi

## 21. INTER-GOVERNMENTAL RELATIONS AND CO-OPERATIVE GOVERNANCE

### 22. 1. Introduction

In terms of section 3 of the MSA (2000), a municipality must exercise its executive and legislative authority within the constitutional system of co-operative governance envisaged in section 41 of the Constitution (1996).

Section 41 of the Constitution provides for co-operative governance in the three spheres of government. At National level, there is the Presidential Co-coordinating Forum and MinMec; at Provincial level, there is the Premier Co-ordinating Forum and the MunMec; and at District level, there are the Mayors Forum and Municipal Managers Forum.

In terms of section 3 of the MSA (2000), municipalities must exercise their executive and legislative authority within the constitutional system of co-operative governance envisaged in section 41 of the Constitution.

#### a) Background

**An inter-governmental relation is the organisation of the relationships between the three spheres of government. The Constitution states that "the three spheres of government are distinctive, interdependent and interrelated".** Local government is a sphere of government in its own right, and is no longer a function or administrative implementing arm of national or provincial government. Although the three spheres of government are *autonomous*, they exist in a unitary South Africa meaning that they have to work together on decision-making, co-ordinate budgets, policies and activities, particularly for those functions that cut across the spheres.

Co-operative governance means that the three spheres of government should work together (co-operate) to provide citizens with a comprehensive package of services (governance).

Local government is represented in the National Council of the Provinces and other important institutions like the Financial and Fiscal Commission and the Budget Council. The South African Local Government Association [SALGA] is the official representative of local government.

SALGA is made up of nine provincial associations. Local municipalities join their provincial association. Executive elections and decisions on policies and programmes happen at provincial or national general meetings

SALGA is also an employers' organisation, and sits as the employer in the South African Local Government Bargaining Council. SALGA's main source of funding is membership fees payable by municipalities

The Municipality participates in the following Intergovernmental Relations Structures in furtherance of co-operative governance, namely:

#### a) National Intergovernmental Structures

SALGA sits on the National Intergovernmental Structures on behalf of municipalities and engages in all other policies deliberations, or legislative amendments, proposed bills, or any other matters that concern the local sphere of governance.

#### b) Provincial Intergovernmental Structure

The Executive Mayor and Municipal Manager participate in the Premier Co-ordinating Forum and the MunMec structures.

#### c) District Intergovernmental Structures

Gert Sibande District Municipality has intergovernmental structures named the Gert Sibande District Municipality Municipal Manager's Forum, and Executive Mayor Forum.

### **23. Management and operational system**

#### **a. Fraud Prevention Plan**

The Municipality has an approved Fraud Prevention Policy in place, which sets the stance of the Municipality to fraud as well as enforcing existing regulations aimed at preventing, reacting to, and reducing the impact of fraud, corruption, theft, and maladministration where those dishonest acts subsisted.

The Policy applies to all fraud, corruption, theft, maladministration or suspected irregularities of similar nature involving the following persons or entities - All employees of the Municipality; councillors, consultants, suppliers, contractors and other providers of goods or services to the Municipality; communities and other parties receiving benefits from the Municipality; and employees of donors/clients/stakeholders.

#### **b. Communication Strategy**

The Communication Strategy is being developed, and will incorporate all forms of communication media, channels and platforms. Traditional media includes the issuing out of notices on notice boards and to newspapers, and the use of local radio stations.

In addition to that, there is a municipal website which is running and is being updated regularly. An official facebook page also exists and is run by the staff in the Office of the Executive Mayor.

#### **c. Stakeholder Mobilisation Strategy or Public Participation Strategy**

The communication channels listed above are used as tools to maintain regular stakeholder mobilisation and public participation.

Public consultation meetings are conducted by the ward councillors on a regular basis, and the Mayoral Outreach programmes are there to enhance the mobilisation and consultation mechanisms.

Integrated Development Plan Representative Forums are also another way in which the key stakeholders are consulted and reported to.

## **24. 3.16 (KPA4): MUNICIPAL TRANSFORMATION AND ORGANIZATIONAL DEVELOPMENT**

### **25. a) Background**

The main focus in this key performance area is the institutional and organisational capacity of municipalities to perform their functions and fulfil their developmental role as stipulated in the Constitution and the White Paper on Local Government. Institutional and organisational reform in local government is the key to sustainable municipalities. Having been allocated separate powers and functions entrenched in the Constitution (1996), municipalities had to organise themselves in preparation to fulfil these functions and powers. Organisational transformation in local government was further explicitly prescribed in section 51 of the Local Government: Municipal Systems Act (2003), which provides as follows:

"A municipality must, within its administrative and financial capacity, establish and organise its administration in a manner that would enable the municipality to:-

- Be responsive to the needs of the local community; facilitate a culture of public service and accountability amongst its staff;
- be performance orientated and focussed on the objects of local government set out in section 152 of the Constitution, and its developmental duties as required by section 153 of the Constitution;
- ensure that its political structures, political office bearers and managers and other staff members align their roles and responsibilities with the priorities and objectives set out in the municipality's integrated development plan;
- establish clear relationships, and facilitate co-operation, co-ordination and communication, between its political structures, political office bearers and its administration; and its political structures, political office bearers and administration and the local community;
- organise its political structures, political office bearers and administration in a flexible way in order to respond to changing priorities and circumstances;
- perform its functions through operationally effective and appropriate administrative units and mechanisms, including departments and other functional or business units; and when necessary, on a decentralised basis;
- assign clear responsibilities for the management and co-ordination of these administrative units and mechanisms;
- hold the municipal manager accountable for the overall performance of the administration;

- maximise efficiency of communication and decision-making within the administration;
- delegate responsibility to the most effective level within the administration;
- involve staff in management decisions as far as is practicable;
- And provide an equitable, fair, open and non-discriminatory working environment.”

26.

#### **b) Municipal Powers and Functions**

Local Government must provide vision and leadership for all those who have a role to play in achieving municipal prosperity. The powers and function of municipalities should be exercised in a manner that has a maximum impact of the social development of communities and on the growth of the local economy.

In addition to providing traditional services such as water and refuse collection, municipalities have a new expanded role to play.

They must also lead, manage and plan for development within their respective jurisdictions.

#### **c) Organisational Design**

Chief Albert Luthuli municipality comprises of both Political and Administrative components.

#### **d) Political Component**

The political leadership structure of CALLM is based on an Executive Mayoral Committee which reports to Municipal Council.

The following decision making structures exist:-

- a) Municipal Council;
- b) Executive Mayor and Mayoral Committee;
- c) Portfolio Committees, including Section 79 and 80 Committees;

The Council has a total number of 49 Councillors, made up of 25 ward councillors and 24 proportional representative councillors.

The municipality has adopted a ward committee system in all the 25 wards, chaired by the Ward Councillor. Ward Committees meet on a monthly basis to discuss issues pertaining to their wards.

The Community Development Workers have been appointed to augment capacity in ward committees, amongst other duties.

All of the above mentioned structures are formed in CALM and is functioning according to specifications.

#### **e) Councillor's oversight role and accountability in terms of the MFMA**

The MFMA clearly separates roles and responsibilities between the Executive Mayor and Council, between the Executive Mayor and the Municipal Manager and other senior officials. It creates a clear line of authority between the Council which approve Council policy; The Executive Mayor, who must provide political leadership, and the Municipal Manager, who is accountable to the Executive Mayor and Council for implementing those policies.

Councillors provide the critical link between the municipality and the community and have important policy setting and over-sight roles, particularly in relation to budgets and budget related policies, IDP, tariff setting for services, indigent policies, credit control policies and long-term borrowing policies. They also set the parameters to guide municipal services, set strategic objectives and priorities, stating what outcomes and outputs are to be achieved, and monitor the implementation of policies and priorities.

The oversight role of Councillors through Council meetings has been expanded by the MFMA and other legislation.

Their oversight responsibilities mean that they cannot play an operational role, because this would interfere with the role of the Municipal Manager and weaken the performance and accountability of officials.

It is important for Councillors to understand their roles and responsibilities to ensure effective performance management by officials.

Under the MFMA, councillor's policy-setting and oversight functions include:

- Setting the direction for municipal activities
- Setting policy parameters to guide the municipal directives
- Setting strategic objectives and priorities, stating what outcomes and outputs are to be achieved
- Monitoring the implementation of policies and priorities

#### **f) Organisational Compositions**



**Table 3.51: Employees per Section**

Description	2013/14	2014/15,16	2015/16/17			
	Number of Employees	Number of Employees	Number of Approved Posts	Number of Employees	Number of Vacancies	Vacancies (%)
Water and Wastewater (Sanitation)	150	151	166	158	8	5%
Electricity	11	9	11	9	2	18%
Waste Management	35	36	39	37	2	5%
Project Management	7	7	7	7	0	0%
Housing	2	2	3	2	1	33%
Wastewater and Roads (Storm Water)	28	35	29	28	1	3%
Finance	48	48	54	50	4	7%
Fleet and Transport Management	6	6	7	5	2	29%
Planning	3	3	3	3	0	0%
Local Economic Development	3	3	3	3	0	0%
Planning (Strategic and Regulatory)	7	7	7	7	0	0%
Community Services	6	6	6	6	0	0%
Environmental Protection	31	31	36	36	0	0%
Security and Safety	37	39	41	41	0	0%
Sport and Recreation	1	1	1	1	0	0%
Corporate Policy Offices and Other	70	70	79	74	5	6%
<b>Total</b>	<b>446</b>	<b>454</b>	<b>492</b>	<b>466</b>	<b>26</b>	<b>1%</b>

i) The number of vacant positions are left by incumbents due to various reasons i.e. resignation; dismissal; death; retirement etc.

ii) All senior manager positions were filled as on April 2017  
(See managerial structure on page 48)

iii) The municipality has a recruitment policy and it is being implemented.

g) Human Resource Strategy

Human resources development is a very strategic organizational function, key to the enhancement of the overall performance of the organization. The Chief Albert Luthuli Local Municipality has decided to establish the human resource strategy that is intended to provide all departments and stakeholders with a coherent and broad strategic framework within which efforts and initiatives aimed at human resources development are located. The Human Resources Strategy (HRS) will enable the municipality to attract and recruit staff with the competencies that the municipality needs to implement the corporate strategies contained in the IDP as well as the general mandate of the local municipality

The purpose of a Human Resource Strategy is to enable Council to attract and recruit staffs with the requisite knowledge, experience and competencies that are needed in order to implement the policies, resolutions, mandates and strategies contained in the Integrated Development Plan.

The draft Human Resource Strategy was adopted by Council on 28 November 2012. The HR Strategy is addressing municipal key challenges through the recruitment, training, performance, and succession planning and employment equity policies to enhance work environment and organizational effectiveness.

**The CALM Human Resource Strategy consists of a number of HR related policies namely:**

**Table 3.52: Human Resource Policies**

Human Resources Policies and Plans					
	Name of Policy	Completed (%)	Reviewed (%)	Date adopted by Council or comment on failure to adopt	Date adopted by Council or comment on failure to adopt
1	Attraction and Retention	100%	n/a	25/09/2012	2012
2	Bereavement Policy	100%		n/a	
3	Code of Conduct for employees	100%	n/a	25/09/2012	2012
4	Delegations, Authorisation and Responsibility	100%	100%	n/a	

Human Resources Policies and Plans					
	Name of Policy	Completed (%)	Reviewed (%)	Date adopted by Council or comment on failure to adopt	Date adopted by Council or comment on failure to adopt
5	Disciplinary Code and Procedures	100%	n/a	SALGBC	SALGBC
6	Essential Services	100%	n/a	LLF	LLF
7	Employee Assistance / Wellness	100%	n/a	25/09/2012	2012
8	Employment Equity Plan	100%	n/a	2011	2012
9	Exit Management	100%	n/a	Jan 2013	2013
10	Grievance Procedures	100%	n/a	SALGBC	SALGBC
11	HIV/AIDS	100%	n/a	25/09/2012	2012
12	Human Resource and Development	100%	n/a	25/09/2012	2012
13	Information Technology	100%	n/a	n/a	N/A
14	Leave	100%	n/a	11/2013	2013
15	Occupational Health and Safety	100%	n/a	11/2013	2013
16	official Working Hours and Overtime	100%	n/a	BCEA	BCEA
17	Organisational Rights	100%	n/a	SALGBC	SALGBC
18	Payroll Deductions	100%	n/a	BCEA	BCEA
19	Performance Management System	100%	n/a	11/2012	2012
20	Recruitment, Selection and Appointments	100%	n/a	25/09/2012	2012
21	Relocation	100%	n/a	25/09/2012	2012
22	Sexual Harassment	100%	n/a	25/09/2012	2012
23	Skills Development	100%	n/a	25/09/2012	2012
24	Smoking	100%	n/a	25/09/2012	2012
25	Subsistence and Travelling	100%	n/a	25/05/2012	2012
26	Other	0	0	0	0

The municipality has a recruitment policy and it is being implemented.

One of the strategic objectives of the Department Corporate Services of CALM is to implement the Skills Retention Strategy.

#### **h) Skills Development and Capacity Building**

It is known that certain skills categories including artisans, engineers, financial administrators and management, general planning, strategic planning and project management are in short supply in the Local Government Sphere.

These are confirmed by the skills working areas identified for the Joint Initiative for Priority Skills Acquisition (JIPSA) which include the following:

- High level, world class engineering and planning skills for the “network industries”, transport, communications and energy at the core of our infrastructure programme;
- City, Urban and Regional Planning and Engineering Skills which are desperately needed by our municipalities;
- Artisans and Technical Skills, with priority attention to those needs for infrastructure development;
- Management and Planning Skills in education, health and in municipalities;
- Specific Skills needed by the priority ASGISA, sectors starting with tourism, BPO and cross-cutting skills needed by all sectors especially finance, project management and managers in general; and
- Skills requisite to Local Economic Development needs of municipalities, especially developmental economists.

As is the case at national level, the shortage of critical skills to support economic growth and development in the municipality is a main challenge. This also affects service delivery in terms of operations, maintenance and planning.

Whilst the challenges above remained, the municipality has continued to gradually and successfully confront the developmental challenges therein, and lives of people have been enhanced through a number of interventions that seeks to ensure better lives for citizens in the municipality.

## **1. Workplace skills Plan (WSP)**

One of the strategic objectives of the Department Corporate Services of CALM is to compile a compliant WSP and implement a programme of learnerships and issue out bursaries to staff and community.

### **27. 2. Recruitment and Retention Policy**

The municipality has a recruitment policy and it is being implemented.

One of the strategic objectives of the Department Corporate Services of CALM is to implement the Skills Retention Strategy.

### **28. 3. Training and Development**

The municipality has a skills development plan that is reviewed by annually by 30 June. Annual training reports are submitted.

## **4. Scarce Skills retention Policy**

The policy was internally developed and served before the mandating structures of Council. The policy was approved by Council in August 2013 per Council Resolution **C L 1.275**. (Copy of policy attached)

## **5. Employment Equity Plan**

CALM acknowledges that because of apartheid, inequalities exist in the labour market and within the Municipality. To correct this imbalance and achieve Employment Equity, the Municipality is committed to continue with an affirmative action drive to achieve equity in the workplace.

CALM recommits itself to proceed with redressing any past discriminatory practices by adopting this plan. The Municipality commits itself to eliminating discrimination based on race, gender, sex, pregnancy, marital status, family responsibility, ethnic or social origin, colour, age, religion, sexual orientation, disability, HIV/AIDS status or any other factors not pertinent to the employees' ability to do the Job. Employment equity, including affirmative action, is an investment in the future and should contribute to the goal of real internal growth and the future viability of CALM.

While a key focus of this Employment Equity Plan will be to ensure the fair treatment and development of all our people, it is recognized that special efforts will be required to assist in the development of employees who through lack of past opportunity do not possess the necessary skills. Employment equity, including affirmative action, will be regarded as a key strategic imperative for the Municipality to address, immediately and in future

## **6. ICT Services**

An ICT Strategy is in place.

The Chief Albert Luthuli municipality recognises the strategic value and role of Information and Communication Technology as a service delivery enabler. Both internal and external ICT services must be provided in manner that is well governed, efficient, and reliable and derives maximum business leverage.

Internal services relates to the provision of value adding technology and systems that creates efficiency and enhances productivity. External services relates to solutions that allow all stakeholders to derive benefits from the municipal ICT initiatives.

### **6.1. Current situation**

#### **Network**

- Running smooth and devices are connected.
- Network challenges - the organisation hired more staff and we are running out of network connection including unit offices.

#### **Systems**

- Financial system, exchange server, active directory, GIS server, Print server, SQL server, wsus server - all these servers are running on vmware.
- System challenges: we have system but not utilising it like the GIS server.

#### **Hardware challenges**

- HP printers that need to be repaired
- Outdated computers that needs to be replaced.

#### **Software**

- Microsoft office, Windows, antivirus and right fax.
  - Software challenges - antivirus licence has expired and need to re-activate.
- . Applications

- SMS, right fax, e-mails - working efficiently.

#### **Telephones system**

- System functioning
- Telephone system challenges- users abuse the telephone and we do not have control in place at the moment and we need to have more telephones

#### **Printers and copiers**

- Printers are functional, including the rental e.g Xerox
- Printer Challenges- we are still buying desktop printers while copier/printers are installed.

#### **Backup system**

- No back- up system in place.
- Back - up challenges- we do have storage but we are not utilising it because of financial constraints.
- No offsite back-up (disaster recovery plan)

### **6.2. Ideal situation**

#### **For an ideal situation to be achieved the following is essential**

- MSP in place (Master plan)
- Sufficient budget
- Well organised structure e.g. (IT Manager, Security officer, System administrator)
- Proper Job description
- Disaster recovery plan (backups)
- A back-up system located at Public Safety department is planned for the next financial year; however it is not funded due to financial constraints.

### **Information and Communication Technology (ICT)**

The Municipality has a functional Information and Communication Technology Unit in the Department Corporate Services.

The objective of ICT is to ensure that information technology and communication infrastructure resources are available, operational and safe at all times to support the Municipality in rendering its mandate to deliver services.

The ICT Unit strives to protect the Municipality's information assets from internal and external information security threats, the security of the networks, data and communications, expansion of the wireless networks to the satellite municipal offices and ensure that reliable fibre channels are installed where necessary.

The satellite offices are linked to the upgraded Cisco Internet Protocol Telephony which in turn enables officials to communicate via telephone extensions without paying any cost to Telkom.

#### **A (Challenges / Key Issues of Concern**

Insufficient staff  
Financial constraints  
Outdated devices etc

#### **c) Skilled staff**

In terms of Section 68(1) of the MSA (2000), a municipality must develop its human resources capacity to a level that enables them to perform their functions and exercise their powers in an economical, effective, efficient and accountable way.

In terms of the MFMA (2003), the Municipal Regulations on Minimum Competency Levels -

- The municipal manager,
- Chief financial officer,
- Senior managers,
- Other financial officials at or below middle management,

- Supply chain management officials, and;
- Supply chain manager;

of a municipality must generally have the skills, experience and capacity to assume and fulfil the responsibilities and exercise the functions and powers assigned in terms of the Act to that manager or official.

The Regulations further prescribe that the accounting officer and any official of a municipality involved in the implementation of the supply chain management policy of the municipality must generally have the skills, experience and capacity to assume and fulfil the responsibilities and exercise the functions and powers in respect of supply chain management - in the case of an accounting officer, assigned in terms of the Act or delegated by the municipal council to the accounting officer; or in the case of another official, delegated to that official by the accounting officer in terms of section 79 of the Act.

Also, a supply chain management manager of a municipality must comply with the minimum competency levels required for higher education qualification and work-related experience and be competent in the unit standards prescribed for competency areas as set out in the Regulations.

Failure by the accounting officer, chief financial officer or a senior manager to comply with any and/or specific, financial management responsibilities, functions and powers entrusted to that official or manager may constitute financial misconduct.

Failure by an accounting officer and officials involved in supply chain management to comply with supply chain management responsibilities, functions and powers may constitute financial misconduct in terms of the Act.

The said Regulations prescribe the Minimum Competency Levels for accounting officers, chief financial officers and senior managers of municipalities.

In terms of the Regulation 14 and 16, the Accounting Officer, Chief Financial Officer, Senior Managers, other financial officials, the Manager: Supply Chain Management and other Supply Chain Management officials all meet the prescribed competency levels.

Officials and councillors receive training in several fields annually. The Municipality also offers learnerships and bursaries. Several senior managers and Finance officials have completed the MFMP Training required by the MFMA (2003).

**Table 3.53 - Minimum Competency Levels for the Accounting Officer (Municipal Manager)**

Description	Required Qualifications
Higher Education Qualification	At least NQF 6 or Certificate in Municipal Financial Management (SAQA Qualification ID 48965)
Work-Related Experience	Minimum of 5 years at senior management level
Core Managerial and Occupational Competencies	As described in the performance regulations
<b>Financial and Supply Chain Management Competency Areas:</b>	<b>Required Minimum Competency Level in Unit Standards:</b>
Strategic leadership and management	116358
Strategic financial management	116361; 116342; 116362
Operational financial management	116345; 119352; 119341; 119331; 116364
Governance, ethics and values in financial management	116343
Financial and performance reporting	116363; 119350; 119348; 116341
Risk and change management	116339
Legislation, policy and implementation	119334
Stakeholder relationships	116348
Supply Chain Management	116353

**Table 3.54 - Minimum Competency Levels for the Chief Financial Officer**

Description	Required Qualifications (Municipality with an annual budget value below R500 million)
Higher Education Qualification	At least NQF 6 in fields of Accounting, Finance or Economics or Certificate in Municipal Financial Management (SAQA Qualification ID 48965)

Work-Related Experience	Minimum of 5 years at senior management level
Core Managerial and Occupational Competencies	As described in the performance regulations
<b>Financial and Supply Chain Management Competency Areas:</b>	<b>Required Minimum Competency Level in Unit Standards</b>
Strategic leadership and management	116358
Strategic financial management	116361; 116342; 116362
Operational financial management	116345; 119352; 119341; 119331; 116364
Governance, ethics and values in financial management	116343
Financial and performance reporting	116363; 119350; 119348; 116341
Risk and change management	116339
Project management	119343
Legislation, policy and implementation	119334
Stakeholder relationships	116348
Supply Chain Management	116353
Audit and assurance	116351

**Table 3.54 - Minimum Competency Levels for the Senior Managers**

Description	Required Qualifications (Municipality with an annual budget value below R500 million)
Higher Education Qualification	At least NQF 6 in a field relevant to the senior management position or Certificate in Municipal Financial Management (SAQA Qualification ID 48965)
Work-Related Experience	Minimum of 5 years at senior management level
Core Managerial and Occupational Competencies	As described in the performance regulations
<b>Financial and Supply Chain Management Competency Areas:</b>	<b>Required Minimum Competency Level in Unit Standards</b>
Strategic leadership and management	116358
Operational financial management	116345; 119352; 119341; 119331; 116364
Governance, ethics and values in financial management	116343
Financial and performance reporting	116363; 119350; 119348; 116341
Risk and change management	116339
Project management	119343
Legislation, policy and implementation	119334
Supply Chain Management	116353
Audit and assurance	116351

**Table 3.55 - Minimum Competency Levels for the Other Financial Officials at Middle Management Level**

Description	Required Qualifications (Municipality with an annual budget value below R500 million)
Higher Education Qualification	At least NQF 5 in fields of Accounting, Finance or Economics or National Diploma: Public Finance Management and Administration (SAQA Qualification ID 49554)
Work-Related Experience	Minimum of 4 years of which at least 1 year must be at middle management level and 3 years in any role related to the position of the official; or or 6 years in any role related to the position of the official
Core Managerial and Occupational Competencies	As described in the performance regulations
<b>Competency Areas:</b>	<b>Required Minimum Competency Level in Unit Standards</b>
Operational financial management	116345; 119352; 119341; 119331; 116364
Governance, ethics and values in financial management	116343
Financial and performance reporting	116363; 119350; 119348; 116341
Risk and change management	116339
Project management	119343
Legislation, policy and implementation	119334
Supply Chain Management	116353
Audit and assurance	116351

**Table 3.56 - Minimum Competency Levels for Supply Chain Management Manager**

Description	Required Qualifications (Municipality with an annual budget value below R500 million)
Higher Education Qualification	At least NQF 5 in fields of Accounting, Finance or Economics or National Diploma: Public Finance Management and Administration (SAQA Qualification ID 49554)
Work-Related Experience	2 years
Core Managerial and Occupational Competencies	As described in the performance regulations
<b>Competency Areas:</b>	<b>Required Minimum Competency Level in Unit Standards</b>
Operational financial management	116345; 119352; 119341; 119331; 116364
Governance, ethics and values in financial management	116343
Risk and change management	116339
Project management	119343
Legislation, policy and implementation	119334
Supply Chain Management	116353

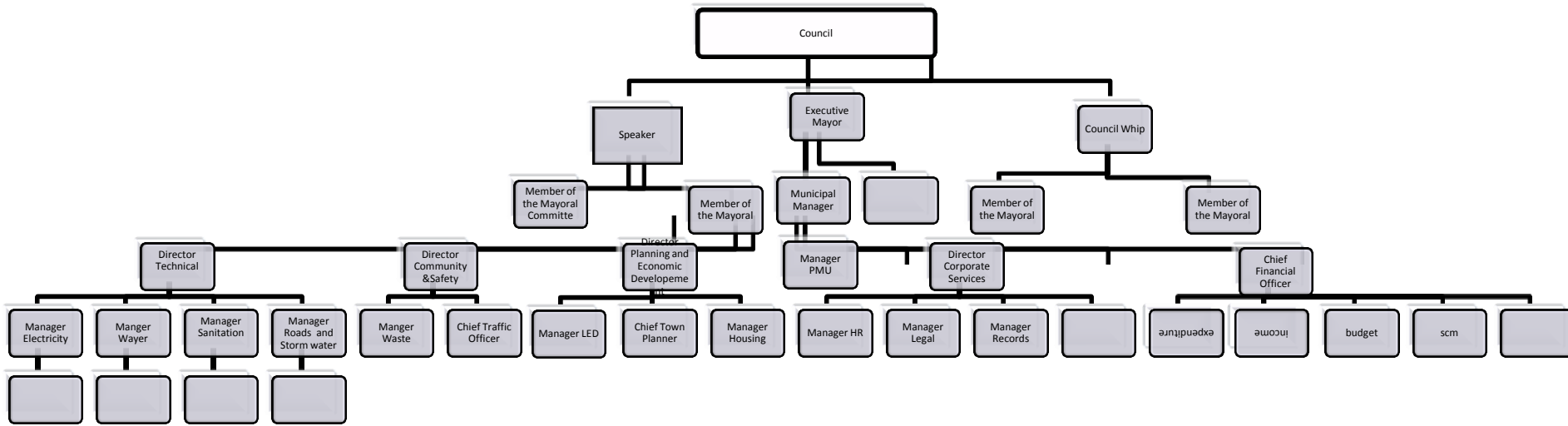
### ORGANISATIONAL SWOT ANALYSIS

Strengths	Weaknesses
<ul style="list-style-type: none"> <li>• Qualified and experienced management in critical positions</li> <li>• Effective political oversight</li> <li>• Organizational stability both political and administrative</li> <li>• Economic opportunities and accessibility to the municipality provided by the road network on N17, R541, R33, R36, R457</li> <li>• Collective responsiveness to community demands</li> <li>• Capacity to manage projects and programmes</li> </ul>	<ul style="list-style-type: none"> <li>• Poor relations with some traditional leaders</li> <li>• Inability to meet financial obligations</li> <li>• Shortage of staff in critical operations positions</li> <li>• Unavailability of a dedicated 24-hour customer care call centre</li> <li>• Shortage of office and filing space</li> <li>• Delays in supply chain and recruitment processes</li> <li>• Lack of resources to facilitate the provision of basic services</li> <li>• Poor asset management</li> <li>• Lack of a clear economic development growth plan</li> </ul>
Opportunities	Threats
<ul style="list-style-type: none"> <li>• Existing economic development opportunities in the mining/forestry/tourism industry</li> <li>• Forging strategic partnerships for integrated planning for local development</li> </ul>	<ul style="list-style-type: none"> <li>• Service delivery protests</li> <li>• Aggressive climatic conditions (global warming) leading to excessive flooding, soil erosion, and drought</li> <li>• Inability to attract and retain investment</li> <li>• Slow decrease of unemployment rate</li> </ul>

### STRUCTURE

The organisational structure of the Municipality is reviewed at the Annual Strategic Planning Session of the Municipality, and submitted to Council for approval.

The organisational structure indicates existing and proposed funded and unfunded posts.



Organizational structure



## **POLITICAL COMPONENT**

The political leadership structure of CALLM is based on an Executive Mayoral Committee which reports to Municipal Council.

The following decision making structures exist:-

- a) Municipal Council;
- b) Executive Mayor and Mayoral Committee;
- c) Portfolio Committees, including Section 79 and 80 Committees;

The Council has a total number of 49 Councillors, made up of 25 ward councillors and 24 proportional representative councillors.

The municipality has adopted a ward committee system in all the 25 wards, chaired by the Ward Councillor. Ward Committees meet on a monthly basis to discuss issues pertaining to their wards.

The Community Development Workers have been appointed to augment capacity in ward committees, amongst other duties.

All of the above mentioned structures are formed in CALM and is functioning according to specifications

### **Councillors' oversight role and accountability in terms of the MFMA**

The MFMA clearly separates roles and responsibilities between the Executive Mayor and Council, between the Executive Mayor and the Municipal Manager and other senior officials. It creates a clear line of authority between the Council which approve Council policy; The Executive Mayor, who must provide political leadership, and the Municipal Manager, who is accountable to the Executive Mayor and Council for implementing those policies.

Councillors provide the critical link between the municipality and the community and have important policy setting and over-sight roles, particularly in relation to budgets and budget related policies, IDP, tariff setting for services, indigent policies, credit control policies and long-term borrowing policies. They also set the parameters to guide municipal services, set strategic objectives and priorities, stating what outcomes and outputs are to be achieved, and monitor the implementation of policies and priorities.

The oversight role of Councillors through Council meetings has been expanded by the MFMA and other legislation. Their oversight responsibilities mean that they cannot play an operational role, because this would interfere with the role of the Municipal Manager and weaken the performance and accountability of officials. It is important for Councillors to understand their roles and responsibilities to ensure effective performance management by officials.

Under the MFM, councillor's policy-setting and oversight functions include:

- Setting the direction for municipal activities
- Setting policy parameters to guide the municipal directives
- Setting strategic objectives and priorities, stating what outcomes and outputs are to be achieved
- Monitoring the implementation of policies and priorities

## **29. 3.17. (KPA5): FINANCIAL VIABILITY: PROGRAMME FINANCIAL MANAGEMENT**

### **Background**

This is the main prescribed key performance indicator. It was therefore compulsory for all municipalities to submit annual reports on achievements or challenges encountered in achieving according to ratios set in the 2001 Regulations.

Profound fiscal efficacy, discipline, prudence and monitoring all provide a sound basis for the delivery of all the key and fundamental municipal objectives. It is therefore imperative that municipalities not only purport to portray, but embrace an intrinsic and frugal duty to maximise revenue potential, while transparently managing public finances as set out in the MFMA (2003), and the MPRA (2004), following the proper International Accounting Standards as prescribed in policy and regulation. The guidelines set therein provided for effective accountability, evident financial sustainability, and a financial viability conducive to infrastructure investment and service delivery

The municipality aims to fully comply with prevailing municipal financial legislation to ensure sound financial management and governance to maintain its clean audit status. It is important that the financial affairs of the municipality are managed in an efficient and effective manner to sustain a sound financial position towards sustainable service delivery.

The Directorate Financial Services is managed by the Chief Financial Officer, with the assistance of the managers in the three divisions, namely Income manger ,manager expenditure , manage Budget and Treasury Office and Manage supply Chain Unit.

The directorate is responsible for the function of budgetary and accounting and expenditure and revenue management and maintenance of the financial system.yhw Municipality is a developing and growing municipality striving for service delivery excellence. Therefore many challenges are faced with regards to financial planning and are ever changing due to the dynamic setting of local government.

The priority from a financial perspective is to ensure the municipality's financial position remains sustainable and viableIndicate availability and status with regard to the following:

- Tariff policies
- Rates policies
- SCM policy - staffing
- Staffing of the Finance and SCM Units
- Payment of creditors
- AG findings (issues raised in the report if any)
- Financial management systems

### Financial Management

The overall financial situation of the Municipality is not sustainable and the municipality need to develop a radical revenue enhancement strategy.

The municipality regress from Unqualified Audit to Qualified audit opinion in the 2015/16 financial year. Ensuring more effective, efficient and improved interpretation of financial information, to make informed decisions throughout the financialplanning process. Development and implementation of a long term financial plan to ensure long term financial sustainability implementing the Municipal Standard Chart of Accounts (mSCOA).

### Strategic Objectives

Strategic Objectives	Intervention
To ensure financial sustainability through improved billing system, improved revenue collection, identification of additional revenue sources	<ul style="list-style-type: none"> <li>• Ensure correct accountholders are billed and that the municipal accounts are reaching the customers who are responsible for payment</li> <li>• Identify on debtors that can afford to pay and enforce the Credit Control and Debt Collection Policy.</li> <li>• To ensure completeness, correctness and validity of the General Valuation Roll and supplementary valuations.</li> <li>• The containment of outstanding debtors is critical for financial viability by applying strict credit control measures.</li> <li>• To improve quality of data, financial reporting and other decision-making processes impacting on local government (mSCOA)</li> <li>• To ensure the re-registering of all indigent consumers at financial year end.</li> <li>• Develop and submit business plans for government grant funding programmes to optimise grant funding programmes</li> </ul>
To achieve clean audit Outcome	<ul style="list-style-type: none"> <li>• To ensure compliance with all applicable laws and regulations</li> <li>• Maintain accurate financial information and records</li> <li>• To ensure integrated asset management system through the value chain of recording and uploading of asset in an automated method.</li> <li>• Create an efficient , effective and accountable administration and functional Governance Structures</li> <li>• To ensure fair, transparent, equitable &amp; cost effective SCM processes</li> </ul>

## Overview of budget-related policies

The purpose of budget-related and financial policies is to provide a sound environment to manage the financial affairs of the municipality. The following are key budget relating policies which municipality has approved and where the policy doesn't exist the process of development will be looked at:

- **Tariff Policy** – the policy prescribes the procedures for calculating tariffs. This policy is required in terms of Section 74 of the Local Government Municipal Systems Act, Act 22 of 2000.
- **Rates Policy** – a policy required by the Municipal Property Rates Act, Act 6 of 2004. This policy provides the framework for the determining of rates. It further ensures certainty and clarity as to amounts payable in respect of property rates.
- **Free Basic services policy**- this policy aims to enhance the delivery of Free Basic Services to poor households, and assist municipality in developing innovative, reliable and integrated billing systems that would allow for improved delivery of services and an effective and efficient billing system for the debtors/consumers of the municipality.
- **Indigent Support Policy** – to provide access to and regulate free basic services to all indigent households.
- **Credit Control and Debt Collection Policy** – to provide for credit and debt collection procedures and mechanisms to ensure that all consumers pay for the services that are supplied.
- **Budget Policy** – this policy set out the principles which must be followed in preparing a medium term revenue and expenditure framework budget. It further ensures that the budget reflects the strategic outcomes embodied in the IDP and related strategic policies.
- **Cash management and Investment Policy** – this policy was compiled in accordance with the Municipal Investment Regulation R308 and ensures that cash resources are managed in the most efficient and effective manner possible.
- **Asset Management Policy** – the objective of the policy is to prescribe the accounting and administrative procedures relating to property, plant and equipment (assets). The asset management policy it has incorporate the asset disposal processes.

**Capital Investment and Infrastructure Development Policy**- the policy is not yet in place but strategies and programmes are being developed, they will be identified to form part of the financial plan to achieve the desired objective of improving financial viability, sustainability of the municipality, and capital investment on infrastructure. The policy will give guides on alternative funding models such as donor funding ect.

- **Borrowing policy**- The strong capital market in South Africa (banks and other lending institutions like DBSA, INCA etc.) provides an additional instrument to access financial resources. However, it is clear that the municipality cannot borrow to balance its budget and pay for overspending. The municipality's credit rating should also looked at. The finance will develop the policy during the second so that it forms part of public consultation in March 2013.
- **This Funding and Reserves Policy**- will set out the assumptions and methodology for estimating – projected billings, collections and all direct revenues; the provision for revenue that will not be collected; the funds the Municipality can expect to receive from investments;the dividends the Municipality can expect to receive from Municipal entitles; assets; the Municipality's borrowing requirements; and the funds to be set aside in reserves.
- **Accounting Policy** – the policy prescribes the basis of presentation of the annual financial statements in accordance with the General Recognised Accounting Practices and Accounting Standards, the policy will be reviewed during the preparation of annual financial statement.
- **Supply Chain Management Policy** – this policy is developed in terms of Section 111 of the Municipal Finance Management Act, Act 56 of 2003. The principles of this policy is to give effect to a fair, equitable, transparent, competitive and cost-effective system for the procuring of goods and services, disposing of goods and selecting of contractors in the provision of municipal services.
- **Transport and Subsistence Policy** – this policy regulates the reimbursement of travelling and subsistence cost to officials and councillors undertaking official visits

## CHAPTER 4

### 4.1 NATIONAL AND PROVINCIAL PLANNING FRAMEWORKS AFFECTING THE MUNICIPALITY

Development in South Africa is broadly guided and directed by a wide range of legislation. Some legislation is sector specific, eg housing, transport and environment, while others are more generic in nature, focusing on planning processes, alignment of planning processes and proposals, and the legal requirement pertaining to plans to be compiled.

In addition to existing legislation, a range of national, provincial and local development policies and plans exist to further guide and direct development in South Africa. Some of these are of particular importance in developing the IDP for the Municipality. This chapter briefly deals with each of these plans and policies, and highlights the most salient aspects emanating from the aforementioned policies/plans.

#### 4.1.1 The National Spatial Development Perspective (NSDP)

- The NSDP was initiated in 1999 with the aim of not only providing a strategic assessment of the spatial distribution and socio-economic characteristics of the South African population, but gaining a shared understanding of the distribution of economic activities and potential across the South African landscape. Based on the research conducted, and with key trends and issues identified the NSDP currently delineates a number of guidelines for infrastructure investment in South Africa.
- The rationale behind the guidelines is rooted in the argument that instead of investing in physical infrastructure to improve the quality of life of people living in low-productivity areas, government should rather invest in people. The logic of the latter argument is that investing in people is a more efficient use of government resources. Investing in places can leave people trapped in low-growth areas without any guarantee that this will attract new investment into the area.
- In essence the NSDP argues that government's social objectives will be best achieved through infrastructure investment in economically sustainable areas with proven development potential social development spending.
- Therefore, areas displaying little or no potential for growth should only be provided with the constitutionally mandated minimum levels of services, and the focus of government spending should rather be on the people. i.e. Social development spending may involve developing labour market intelligence, human resource development, health and social transfers.
- Crucially this kind of "development spending" is specifically aimed at enabling the South African population, particularly youth located in areas in which they have no hope of finding employment, to gradually gravitate to areas with high economic potential.

#### 4.1.2 The National Growth Path

- The National Growth Path provides bold, imperative and effective strategies to create the millions of new jobs South Africa needs. It also lays out a dynamic vision for how we can collectively achieve a more developed democratic and equitable economy and society over the medium-term, in the context of sustainable growth.
- The following targets have been set nationally, with Mpumalanga Province having to proportionally contribute towards the achievement of these.
- Jobs Driver 1: Infrastructure
- Jobs Driver 2: Main economic sectors
- Jobs Driver 3: Seizing the potential of new economies
- Jobs Driver 4: Investing in social and public services
- Jobs Driver 5: Spatial development (Regional Integration)

#### 4.1.3 The National Development Plan

The NDP envisages an economy that serves the needs of all South Africans – rich and poor, black and white, skilled and unskilled, those with capital and those without, urban and rural, women and men. The Vision is that in 2030, the economy should be close to full employment, equip people with the skills they need, ensure that ownership of production is less concentrated and more diverse (where black people and women own a significant share of productive assets) and be able to grow rapidly, providing the resources to pay for investment in human and physical capital.

Subsequently, the National Development Plan proposes to create 11 million jobs by 2030 by ensuring that there is an environment which is conducive for sustainable employment and inclusive economic growth consequently promoting employment in labour-absorbing industries. Furthermore ensure the strengthening of government's capacity to give leadership to economic development through raising exports and competitiveness and mobilising all sectors of society around a national vision.

#### 4.1.4 The Government Outcomes

In January 2010, Cabinet adopted 12 Outcomes within which to frame public service delivery priorities. Cabinet Ministers signed Performance Agreements linked to these Outcomes. More detailed Delivery Agreements have since been developed to extend targets and responsibilities to National and Provincial Departments, Agencies and Municipalities.

All municipalities are expected to consider the 12 Outcomes when reviewing their IDP's and developing their annual Budgets.

Below are the 12 Outcomes and the related Outputs, together with indicative areas where Mpumalanga Province and municipalities have a role to play in either contributing directly to the realisation of the Outcomes or facilitate the work of National and Provincial Departments in realising them. The outcomes which are listed below are further elaborated on in relation to the Municipality in the following chapters of the IDP.

The outcomes for 2014 to 2019 are published as annexures to the Medium Term Strategic Framework.

#### **The 12 Government Outcomes:**

- Outcome 4 Decent employment through inclusive economic growth
- Outcome 5 A skilled and capable workforce to support inclusive growth
- Outcome 6 An efficient, competitive and responsive economic infrastructure network
- Outcome 7 Vibrant, equitable and sustainable rural communities and food security
- Outcome 8 Sustainable human settlements and improved quality of household life
- Outcome 9 A responsive and, accountable, effective and efficient local government system
- Outcome 10 Protection and enhancement of environmental assets and natural resources
- Outcome 11 A better South Africa, a better and safer Africa and world
- Outcome 12 A development-orientated public service and inclusive citizenship

#### **4.1.5 The Medium-Term Strategic Framework**

The Medium-term Strategic Framework (MTSF) seeks to identify the major strategic choices that need to be made in order to put the country on a higher trajectory in dealing with poverty and underdevelopment. It is also meant to serve as a backdrop to guide planning and budgeting across the three spheres of government. The document seeks to identify the few critical things that need to be done to define a new course for the country's development. Among these are the key objectives for 2014 which include:

- Reduce poverty and unemployment in half;
- Provide the skills required by the economy;
- Ensure that all South Africans are able to fully exercise their constitutional rights and enjoy the full dignity of freedom;
- Compassionate government service to the people;
- Achieve a better national health profile and massively reduce preventable causes of death including violent crime and road accidents;
- Significantly reduce the number of serious and priority crimes and cases awaiting trial; and
- Position South Africa strategically as an effective force in global relations.

<b>OUTCOME 9 : MTSF 2009-2014 (OUTPUTS)</b>	<b>OUTCOME 9 : MTSF 2014-2019 (SUB-OUTCOMES)</b>
Output 1: A policy Framework that provides for a differentiated approach to Municipal Financing, Planning and support is implemented	Sub-Outcome 1: Members of society have sustainable & reliable access to basic services
Output 2: Improved Access to Basic Services	Sub-Outcome 1: Members of society have sustainable & reliable access to basic services
Output 3: Implementation of the Community Work Programme	Sub-Outcome 5: Local public employment programmes expanded through the Community Work Programme
Output 4: Actions supportive to Human Settlements	NDP CHAPTER 8: TRANSFORMING HUMAN SETTLEMENTS
Output 5: Deepening democracy through a refined Ward Committee model	Sub-Outcome 2: Intergovernmental and democratic governance arrangements for a functional system of cooperative governance strengthened
Output 6: Administrative and financial capabilities of municipalities are enhanced	Sub-Outcome 3: Sound Financial and administrative management
Output 7: Single Window of Coordination	Sub-Outcome 3: Sound Financial and administrative management

#### **4.1.6 The Mpumalanga Growth and Development Path**

The primary objective of the Mpumalanga Economic Growth and Development Plan (MEGDP) is to foster economic growth that creates jobs, reduces poverty and inequality in the Province.

The following main economic sectors have been identified as key to spur economic growth and employment creation:

- Agriculture and forestry
- Mining and energy
- Tourism and cultural industries
- The Green Economy and ICT
- Manufacturing and beneficiation

#### 4.1.7 The Mpumalanga Rural Development Programme

The Mpumalanga Rural Development Programme (MRDP) was established in 2001, co-ordinated by the office of the Premier and technically supported by the German Technical Cooperation (GTZ) and the German Development Service (DED). The main objective of the Programme is to contribute towards an “improvement of the social and economic situation of the rural poor.” The programme focuses on the creation of income and employment in rural areas, and the key concepts of the programme include:

- **Self reliance/empowerment:** strengthen the self-help capabilities of the communities and emphasise development planning;
- **Economic growth:** encourage local economic development, employment and income generation through the promotion of small and micro-sized rural enterprises and the participation of the private sector;
- **Sustainability:** improve viable and sustainable natural resource utilisation;
- **Outreach:** upgrade and broaden the facilitation of government services to the impoverished;
- **Capacity building:** strengthen, advise and train service providers;
- **Innovation:** develop innovative concepts for public service delivery;
- **Mainstream:** get innovations on track;
- **Coping with HIV/AIDS:** plan, design and implement relevant strategies in order to cope with HIV/Aids; and
- **Stakeholder participation:** ensuring participation by all concerned.

It is important for local municipalities to draw the concepts and principles of this plan down to local level, through Spatial Development and Rural Development Strategies and other applicable policies.

#### 4.1.8 The Vision 2030 Plan

The National Development Plan (NDP) offers a long-term perspective. It defines a desired destination and identifies the role different sectors of society need to play in reaching that goal, The NDP aims to eliminate poverty and reduce inequality by 2030. According to the plan, South Africa can realise these goals by drawing on the energies of its people, growing an inclusive economy, building capabilities, enhancing the capacity of the state, and promoting leadership and partnerships throughout society.

Processes in the implementation of the plan:

- The NDP and its proposals will need to be implemented in the right order over the next 17 years. Three phases have been identified.
- Government has already started a process to align the long term plans of departments with the NDP and to identify areas where policy change is required to ensure consistency and coherence.
- The NDP is a plan for the whole country. Government will engage with all sectors to understand how they are contributing to implementation, and particularly to identify any obstacles to them fulfilling their role effectively.
- The Plan will shape budget allocation over the next 17 years.
- The Plan identifies the task of improving the quality of public services as critical to achieving transformation. This will require provinces to focus on identifying and overcoming the obstacles to achieving improved outcomes, including the need to strengthen the ability of local government to fulfil its developmental role.
- Planning and implementation should be informed by evidence-based monitoring and evaluation.
- Emanating from the Resolutions of the Premier’s Coordinating Forum, roles and responsibilities of local municipalities and other spheres of government have been shared to encourage intergovernmental cooperation, in terms of Section 88 of the Structures Act to harness improvements in service delivery. These Roles and functions have been defined as follows:

#### 4.1.9 THE MPUMALANGA SDF

- Strategic Objective 1: Capitalise on the regional spatial development initiatives
- Strategic Objective 2: Focus development on development corridors and nodes

- Strategic Objective 3: Protect biodiversity and agricultural resources
- Strategic Objective 4: Economic development and job creation supporting and guiding the spatial development pattern of Mpumalanga
- Strategic Objective 5: Accommodating urbanisation within the province
- Strategic Objective 6: The integration of the historically disadvantaged communities into a functional nodal and settlement pattern
- Strategic Objective 7: Tenure upgrading
- Strategic Objective 8: Promote the development of rural areas that can support sustainable economic, social and engineering infrastructure)
- Strategic Objective 9: Infrastructure Investment
- Strategic Objective 10: Development of Metropolitan Areas

CHAPTER 5

DEVELOPMENT STRATEGIES, PROGRAMMES AND PROJECTS

Table 5.1a - Strategic Goal: Human Resource Development

NDP/PDP 2030	MTBEF 14-19	NKPA	GSDM KPA	KFA	Baseline/ Status quo	Back to Basics	Strategic Objective	KRA	Possible Projects	Budget	KPA Driver
Provide the skills required by the economy	5. A skilled and capable workforce to support an inclusive growth path	Municipal Transformation and Institutional Development	Municipal Transformation and Institutional Development	Human Capital Administration	<ul style="list-style-type: none"> <li>•S54A, S56, S55 of the MSA (2000)</li> <li>•MFMA and MSA Minimum Competency Assessment Framework</li> </ul>	Building Capable Local Government Institutions	To promote good governance and public participation	<ul style="list-style-type: none"> <li>•HR policies and procedures</li> <li>•Reduce vacancy rate/ Recruitment and Selection / Training and Development / Labour Relations / Conditions of Service</li> <li>•LLF</li> <li>•Customer Care Management</li> <li>•Organisational structure</li> <li>•Fill critical posts</li> </ul>	<ul style="list-style-type: none"> <li>•Train and workshop HR policies</li> <li>•Train employees/ councillors on critical skills gaps</li> </ul>		
Provide the skills required by the economy					<ul style="list-style-type: none"> <li>•2% disabled versus the total staff complement</li> <li>•At least 50% female employees, % target set by province</li> <li>•50% of females employed in the first 3 levels of management</li> <li>•At least 20% of employees are aged 35 or younger</li> </ul>		Transformed institution with competent and capable human capital	<ul style="list-style-type: none"> <li>•Employment Equity</li> <li>•Occupational Health and Safety</li> </ul>			
Provide the skills required by the economy					<ul style="list-style-type: none"> <li>•Workplace skills plan submitted to LGSETA by 30 June annually</li> <li>•Appointed a Skills Development</li> </ul>		Transformed institution with competent and capable human capital	Workplace Skills Plan / Bursaries			



NDP/PDP 2030	MTBEF 14-19	NKPA	GSDM KPA	KFA	Baseline/ Status quo	Back to Basics	Strategic Objective	KRA	Possible Projects	Budget	KPA Driver
					Facilitator						
	Provide the skills required by the economy				Municipality must have at least 2 as per MSIG descriptions			Internships and learner ship opportunities created			
		Municipal Transformation and Institutional Development				Positive Community Experiences		Disaster Recovery /Offsite Backup Plan	Training and workshops/ awareness campaigns		
	Provide the skills required by the economy			Legal services		Building Capable Local Government Institutions	Transformed institution with competent and capable human capital	<ul style="list-style-type: none"> <li>•Litigations / claims / summonses against Council and offer advice and guidance within 6 months</li> <li>•SLAs drafted and signed</li> <li>•By-Laws</li> </ul>			
Outcome 9: Responsive, accountable, effective and efficient Local Government System	Provide the skills required by the economy							<ul style="list-style-type: none"> <li>•PMS Framework</li> <li>•Performance agreements</li> <li>•Assessments</li> </ul>	<ul style="list-style-type: none"> <li>•Assessments and evaluations</li> <li>•Training and workshops</li> <li>•Cascading of PMS to lower level</li> </ul>	PMS	
Outcome 9 : Responsive, accountable, effective and efficient Local Government System							Transformed institution with competent and capable human capital	5-year draft IDP adopted by 31 March 2017	IDP process plan		

**Table 5.1b - Strategic Goal: Quality basic service to all citizens and new economic infrastructure development**

NDP/PDP 2030	MTBEF 14-19	NKPA	GSDM KPA	KFA	Back to Basics	Baseline/ Status quo	Strategic Objective	KRA	Possible Projects	KPA Driver	
<b>Outcome 9 - Responsive, accountable, effective and efficient developmental local government system</b>					<b>Outcome 6: An efficient competitive and responsive economic infrastructure network/ Outcome 8: Sustainable Human Settlements and improvement quality of household life</b>						
Economic infrastructure	Compassionate government service to the people	Basic Services	Basic Services	Water	Service Delivery	•74 % access to piped water •21% without access to piped water	To provide 100% of households with access to water	•Increased access to water supply through piped water inside yard •Yard connections •Water tankers •Electrify boreholes	Bulk supply	Technical Services PMU	
Enhance project management capabilities across the Province	Adequate Infrastructure to Facilitate Achievement of Prioritised Outcomes	Basic Services		Bulk infrastructure	Service Delivery		To provide 100% of households with access to electricity	•Install electricity smart meters •Replace electricity meter kiosks •Refurbish and upgrade bulk electricity	Bulk	Technical Services (PMU)	
Enhance project management capabilities across the Province	P5 Improved Quality of Public Services at the Locus of Delivery			Sanitation	Service Delivery		To provide 100% of households with access to sanitation	•Bulk sewer network •Maintain sewer network / spillages •SmartSan •VIP •Maintenance			
Enhance project management capabilities across the Province	P5 Improved Quality of Public Services at the Locus of Delivery		Basic Services	Roads and Storm water	Service Delivery			Construction of tar roads	Eradicate / channelling of water	Technical Services	
Enhance project management capabilities across the Province	P5 Improved Quality of Public Services at the Locus of Delivery				Service Delivery		To pave 131km of roads	•Pave streets •Construction of bridges •Maintain roads •Repair and reseal paved road surfaces	•Construction of bus/taxi stops •Construction of bus terminals or taxi ranks	Technical Services PMU	
Enhance project management capabilities across the Province, and	P5 Improved Quality of Public Services at the Locus of Delivery			Electricity	Service Delivery	92 % access		•New connections •MND upgrades •Streets lights •High mast lights •Flood lights	KMs of paved roads	Technical Services	
					Service Delivery		To provide 100% of households with access to electricity	Maintenance of electricity infrastructure		Technical Services	
						3196 traffic fines	To have zero tolerance for non-compliance with road safety	•Traffic Fines •Speed calming measures	Speed humps	Community and Public Safety	
								•Applications for change of ownership received and processed		Services	

NDP/PDP 2030	MTBEF 14-19	NKPA	GSDM KPA	KFA	Back to Basics	Baseline/ Status quo	Strategic Objective	KRA	Possible Projects	KPA Driver
								<ul style="list-style-type: none"> <li>•Applications for renewal of vehicle licenses received and processed</li> <li>•Applications for learners licenses received and issued</li> <li>•Applications for drivers licenses received and issued</li> <li>•Roadworthy applications received and processed</li> </ul>		

**Table 5.1c - Strategic Goal: Local Economic Development**

NDP/PDP 2030	MTBEF 14-19	NKPA	GSDM KPA	KFA	Back to Basics	Baseline/ Status quo	Strategic Objective	KRA	Possible Projects	Budget	KPA Driver
<b>Outcome 4: Economic growth Creation of decent work and sustainable life</b>											
<ul style="list-style-type: none"> <li>•Eliminate poverty and reduce inequality</li> <li>•Create employment and reduce poverty through accelerated economic development</li> </ul>	<ul style="list-style-type: none"> <li>•4. Decent employment through inclusive growth</li> <li>•Reduce poverty and unemployment in half</li> <li>•Leverage resources and foster collaborative working relationships across government and private sector</li> </ul>	Local Economic Development	District Economic Development	LED	Basic Services	32.7 % unemployment rate	To reduce the unemployment rate	<ul style="list-style-type: none"> <li>•LED strategy</li> <li>•LED Sector Forums</li> <li>•Job opportunities /data monitoring</li> <li>•Promotion of LED</li> <li>•Develop Co-ops and SMMEs</li> <li>•Promotion of tourism</li> </ul>			PED
Transforming human settlements	8. Sustainable human settlements and improved quality of household life		District Economic Development	LED	Basic Services	32.7 % unemployment rate	To coordinate and monitor upgrading of informal settlements	<ul style="list-style-type: none"> <li>•SDF</li> <li>•LUMS</li> <li>•Town planning</li> <li>•Data capturing</li> <li>•RDP Monitoring</li> <li>•RDP/PHP Beneficiary identification</li> </ul>	<ul style="list-style-type: none"> <li>•Town establishment</li> <li>•SDF and Land Use Management System developed and approved in line with the SPLUMA</li> <li>•Spatial Planning and Land Use Management Act implemented</li> <li>•Municipal tribunal established</li> </ul>		PED

**Table 5.1d - Strategic Goal: Good Governance**

NDP/PDP 2030	MTBEF 14-19	NKPA	GSDM KPA	KFA	Back to Basics	Baseline/ Status quo	Strategic Objective	KRA	Possible PProjects	Budget	KPA Driver
Outcome 9 - Responsive, accountable, effective and efficient developmental local government system											
Building a capable and developmental state	12. An efficient, effective and development-oriented public service	Good Governance and Public Participation	Good Governance and Public Participation	Council and Executive	Putting people first - lets listen and communicate	•12 S80 meetings •6 council meetings	To promote good governance and public participation	•S80 and S79 meetings •Council meeting			
Ensure that all South Africans are able to fully exercise their constitutional rights and enjoy the full dignity of freedom		Good Governance and Public Participation	Good Governance and Public Participation				To promote good governance and public participation	Statutory reports (all)	S71 / S53 / S46 / •S127,129		
							To promote good governance and public participation	•AFS and draft annual report submitted to AG by 31 August annually (MFMA S126) •Consolidated AFS and annual report submitted to AG by 30 November annually (MFMA S126)	•Reporting in accordance with legislation and framework (100% spent) •100% of Municipal Infrastructure Grant (MIG) spent		
							To promote good governance and public participation	•Annual report submitted to Council by 31 January annually (MFMA S121) •Annual Report complaint with MFMA S121			
							To promote good governance and public participation	Oversight report adopted by Council by 31 March annually (MFMA S129)			
Ensure that all South Africans are able to fully exercise their constitutional rights and enjoy the full dignity of freedom;	9. Responsive, accountable, effective and efficient local government	Good Governance and Public Participation	Good Governance and Public Participation	Ward Committees	Good Governance		To promote good governance and public participation	•Meetings •Training	Training Ward Committees		
Ensure that all South Africans are able to fully exercise their constitutional		Provide the skills required by the economy					To promote good governance and public participation	10 audit reports in which compliance issues shall be addressed	Training /workshop		IA

NDP/PDP 2030	MTBEF 14-19	NKPA	GSDM KPA	KFA	Back to Basics	Baseline/ Status quo	Strategic Objective	KRA	Possible PProjects	Budget	KPA Driver
rights and enjoy the full dignity of freedom;											
		Provide the skills required by the economy					To promote good governance and public participation	•Risk register •10 Priority risks	Training and workshops		SU
		Provide the skills required by the economy		Administration and Records			To promote good governance and public participation	•1 File Plan and 1 Records Management policy approved • 1 PIAI manual approved • 1 Record Procedure Manual in place •Schedule for Records other than Correspondence Systems in place •1 General Disposal Authority for the destruction of Transitory Records	Training & workshops		CS
	Provide the skills required by the economy			IT			To ensure a safe and effective IT control Environment	WSUS (windows sever update services) Firewall, Data Centre, Antivirus and UPS	•External server •Backup generator		CS
							To promote good governance and public participation	•Implement the ICT Governance Framework and Strategy •3 ICT Governance audit	Training of ICT Committee/ Management		CS

**Table 5.1e - Strategic Goal: Municipal Financial Viability**

NDP/PDP 2030	MTBEF-14-19	NKPA	GSDM KPA	KFA	Back to basics	Base line/ Status quo	Strategic Objective	KRA	Possible Projects	Budget	KPA Driver
<b>Outcome 9 - Responsive, accountable, effective and efficient developmental local government system</b>											
<b>Output 6: Administrative and financial capabilities of municipalities enhanced</b>											

NDP/PDP 2030	MTBEF-14-19	NKPA	GSDM KPA	KFA	Back to basics	Base line/ Status quo	Strategic Objective	KRA	Possible Projects	Budget	KPA Driver
		Municipal Financial Viability And Management		Budgeting	Sound financial management		To have a realistic budget	Operational and Capital Budget			Finance, Budget and Treasury Office
				Supply Chain Management			To ensure adherence to SCM process	Procurement	•100% compliance with the SCM policy •No irregular, fruitless, wasteful and unauthorized expenditure		Finance, Budget and Treasury Office
								Bank Account in terms of MFMA S11			Finance, Budget and Treasury Office
				Debts				•Debt Management •Creditors Payment			Finance, Budget and Treasury Office
				Revenue			To improve financial viability	•Revenue Collection •Management of Fixed Assets •Unauthorised, irregular, fruitless and wasteful expenditure			Finance, Budget and Treasury Office
		<ul style="list-style-type: none"> <li>•National Indigent Policy guidelines (2002)</li> <li>•FBW strategy</li> <li>•FBE and FBAE policy</li> <li>•FBS policy</li> <li>•Free Basic Alternative Policy (2007)</li> <li>•FBRR National Indigent Policy guidelines</li> <li>•National Domestic Waste Collection Standard (2011)</li> </ul>					To support indigent communities in terms of free basic services (R1.100 per month)	FBW, FBE and FBAE			Finance, Budget and Treasury Office

**Table 5.1f - Strategic Goal: Public Participation**

NDP/PDP 2030	MTBEF 14-19	NKPA	GSDM KPA	KFA	Back to Basics	Baseline/ Status quo	Strategic Objective	KRA	Possible Projects	KPA Driver
Outcome 9: Public Participation										
<p>Outcome 9 / Output 5 Deepen democracy through a refined Ward Committee model</p> <p><u>Institutional:</u></p> <ul style="list-style-type: none"> <li>•Market the Municipality</li> <li>•Management of events</li> </ul>	<ul style="list-style-type: none"> <li>•All Ward Committees have been established</li> <li>•Community Participation Strategy is being finalised</li> </ul>	Improved public participation.	District Public Participation	Public Participation	Enhance public participation by reducing the social distance between communities and public representatives	<ul style="list-style-type: none"> <li>•Ward Committees to hold at least 1 meeting per month</li> <li>•At least 1 public meeting per quarter by ward councillors</li> </ul>	<ul style="list-style-type: none"> <li>•Provide feedback to communities</li> <li>•Provide administrative support</li> <li>•Capacitate Ward Committees</li> <li>•Strengthen relations with recognized stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>•Number of Ward Committee meetings held and matters raised</li> <li>•Number of public meetings held, and matters raised</li> <li>•Number of Mayoral Outreach programmes attended, and matters raised</li> </ul>	<ul style="list-style-type: none"> <li>•Report be submitted to Section 79 on matters raised by Ward Committees</li> <li>•Provide pro-forma agendas to Ward Committees</li> <li>•Coordination and facilitation of Mayoral Outreach programmes</li> <li>•Develop a stakeholder database</li> </ul>	PED
<u>Communication</u>	<ul style="list-style-type: none"> <li>•Notices posted to public places</li> <li>•Periodical radio slots to communicate with public and get feedback</li> <li>•Communication and public relations training to be focused on councillors</li> </ul>	Enhanced communication with public and stakeholders	District Communication Strategy	Improved Communication	Public Participation and Communication	<ul style="list-style-type: none"> <li>•Review communication policy</li> <li>•Improve branding of the municipality</li> <li>•Successfully coordinate events.</li> </ul>	<ul style="list-style-type: none"> <li>•Improve customer satisfaction</li> <li>•Respond to matters raised in the hotline speedily</li> </ul>	Government hotline	<ul style="list-style-type: none"> <li>•Submission of the communication Strategy to council</li> <li>•Identify best practices to be learnt</li> <li>•Develop annual events calendar</li> <li>•Conduct community satisfaction survey</li> </ul>	LED
Transforming human settlements	8. Sustainable human settlements and improved quality of household life		District Economic Development	LED	Basic services	32.7 % unemployment rate		<ul style="list-style-type: none"> <li>•SDF</li> <li>•LUMS</li> <li>•Town planning</li> <li>•Data capturing</li> <li>•RDP Monitoring</li> <li>•RDP/PHP Beneficiary identification</li> </ul>	<ul style="list-style-type: none"> <li>•Town establishment SDF and Land Use Management System developed and approved in line with the SPLUMA</li> <li>•Spatial Planning and Land Use Management Act implemented</li> <li>•Municipal tribunal established</li> </ul>	PED



## 5.2 FIVE-YEAR PLANS

The below-mentioned plans will address what the Municipality will be doing for the next five years and which will be revised annually through the IDP review process contained in the IDP Process Plan.

These plans are based on the five Key Performance Areas, which are -

- Basic services delivery and infrastructure development;
- Local economic development;
- Good governance and public participation;
- Institutional transformation and development;
- Municipal financial viability.

The KPAs are incorporated into, and reflect the programmes of departments that exist within the Municipality's institutional structure. These departments are -

- 1) Technical Services and Project Management (driving Basic Service Delivery);
- 2) Planning and Economic Development (driving Local Economic Development);
- 3) Corporate Services (driving Good Governance and Institutional Transformation); and
- 4) Finance (driving Municipal Financial Viability)

However, it is worth mentioning that more than one department can contribute to the successful carrying out of a particular KPA, as the functions cut across. Alignment of duties and functions is therefore an important aspect of planning, so that there are no queries and misunderstandings by the time Performance Assessment is done.

### 5.2.1 TECHNICAL SERVICES

#### Introduction

The analysis of the performance information in this section is based on the most important Key Performance Area, which is Basic Service Delivery; and based on the fact that in the event there was poor service delivery or a lack thereof, our people ended up in the streets.

#### (a) Water Service

##### (i) Legislative Requirements

- Water Services Act (1997)
- General Enabling Act (2005)

##### (ii) Mandates

The Municipality is a Water Service Authority. The Water and Sanitation Section is mandated to provide water and sanitation services as per the WSA (1997) through the supply of clean drinking water to all settlements including deep rural areas; collection and treatment of wastewater to encourage a cleaner environment; maintaining the water and sewer networks; and cleaning of reservoirs. The Section is further responsible for the operation, maintenance and upgrading of water and sanitation infrastructure; and also for issues related to water quality monitoring.

The Municipality has seven water schemes and four water treatment package plants. The operation and maintenance of the infrastructure is done internally by the Technical Services team, while other major repair and maintenance services are delegated to contracted service providers. The existing infrastructure does not meet the demand of the current population, which leads to limited supply to other areas, particularly in Eerstehoek and Empuluzi where water supply is rationed. Reliable, uninterrupted and constant water supply is further affected by power supply outages and equipment breakdowns.

The Municipality provides water to the deep rural communities by means of water tankers, and electrified rudimentary boreholes connected to raised tanks, and handpumps.

The Water and Sanitation Section, like other Sections in the Department Technical Services, is faced with the challenge of ageing infrastructure, resulting in high water losses, and disruptions of water supply.

**Table 5.2a - 5-Year Plan for Basic Service Delivery (Water, Sanitation and Electricity)**

Key challenges/ staus quo	Strategic Objective	Indicator	Key Performance Indicator (KPI)			Budget/ (Vote No)	Baseline	MTEF Targets			Outer Years	
			Outcome	Impact	Output Measure			2017/18	2018/19	2019/20	2020/21	2021/22
<b>KPA : BASIC SERVICES - ELECTRICITY</b>												
Ageing infrastructure	To maintain the electricity infrastructure	Number of electrical infrastructure maintained /repaired	Outcome 6: An efficient, competitive and responsive economic infrastructure network	Reliable and safe supply to prolong life of equipment according to NERSA license	Fully functional electricity-related infrastructure / equipment	(0630/3805)	25km	40km	45km	50km	55km	60km
	To replace electricity meter kiosks	Number of electricity meter kiosks replaced	Outcome 6: An efficient, competitive and responsive economic infrastructure network	Reliable and safe supply to prolong life of equipment according to NERSA license	Fully functional, electricity-related infrastructure / equipment	(0630/3805)	New indicator	100	150	200	250	300
	To install electricity smart meters	Number of electricity smart meters installed	Reduced electricity losses	Increased revenue		(0630/3805)	New indicator	100	150	200	250	300
	To refurbish and upgrade bulk electricity	Number of bulk electricity infrastructure upgraded	Outcome 6: An efficient, competitive and responsive economic infrastructure network	Reliable and safe supply to prolong life of equipment according to NERSA license	Fully functional electricity-related infrastructure / equipment	(0630/6015)	New indicator	Upgrade Not Maximum Demand (NMD) at Silobela / Carolina Substation (100)	Upgrade Silobela Substation including adequate protection (150)	Design and install new switching station (Pieter de Bruin Park)	Convert Pieter de Bruin Park to 5MVA substation (250)	Upgrade and refurbish old dilapidated electricity infrastructure (300)
9,824 households without proper access to basic potable water	To drill and equip new boreholes	Number of new boreholes drilled and equipped	Outcome 6: An efficient, competitive and responsive economic infrastructure network	Reliable and safe supply to prolong life of equipment according to NERSA license	Fully functional electricity-related infrastructure / equipment	(0640/6015)	*12 new boreholes drilled, electrified and equipped *15 existing boreholes refurbished and electrified	20 new boreholes drilled, electrified and equipped	20 new boreholes drilled, electrified and equipped	20 new boreholes drilled, electrified and equipped	20 new boreholes drilled, electrified and equipped	20 new boreholes drilled, electrified and equipped
Ageing infrastructure	To repair and maintain water network	Number of water network repaired and maintained	Outcome 6: An efficient, competitive and responsive economic infrastructure network	Reliable and safe supply to prolong life of equipment according to NERSA license	Fully functional electricity-related infrastructure / equipment	(0640/6015)	12km	15km	18km	21km	24km	27km
			infrastructure network	NERSA license								

Key challenges/ staus quo	Strategic Objective	Indicator	Key Performance Indicator (KPI)			Budget/ (Vote No)	Baseline	MTEF Targets			Outer Years	
			Outcome	Impact	Output Measure			2017/18	2018/19	2019/20	2020/21	2021/22
	To repair and maintain access bridges	Number of access bridges repaired and maintained	Outcome 6: An efficient, competitive and responsive economic infrastructure network	Reliable and safe supply to prolong life of equipment according to NERSA license	Fully functional electricity-related infrastructure / equipment	(0640/6015)	New indicator	1 xwater tanker	1 xwater tanker 1 x honey sucker	1 x water tanker	1 xwater tanker	1 xwater tanker
	To repair and maintain access bridges	Number of access bridges repaired and maintained	Outcome 6: An efficient, competitive and responsive economic infrastructure network	Reliable and safe supply to prolong life of equipment according to NERSA license	Fully functional electricity-related infrastructure / equipment	(0640/6015)	4 bridges	4	4	4	4	4
	To install foot bridges	Number of foot bridges installed	Outcome 6: An efficient, competitive and responsive economic infrastructure network	Reliable and safe supply to prolong life of equipment according to NERSA license	Fully functional electricity-related infrastructure / equipment	(0620/6015)	10 bridges	20	20	20	20	20
Bad roads condition	To repair and maintain gravel roads	Length of gravel roads maintained	Outcome 6: An efficient, competitive and responsive economic infrastructure network	Reliable and safe supply to prolong life of equipment according to NERSA license	Fully functional electricity-related infrastructure / equipment	(0620/6015)	540km	400km	400km	400km	400km	400km
	To maintain surfaced roads	Length of surfaced road maintained	Outcome 6: An efficient, competitive and responsive economic infrastructure network	Reliable and safe supply to prolong life of equipment according to NERSA license	Fully functional electricity-related infrastructure / equipment	(0620/6015)	88km	90km	95km	100km	105km	110km
	To procure road maintenance plant	Number of road maintenance plant	Outcome 6: An efficient, competitive and responsive economic infrastructure network	Reliable and safe supply to prolong life of equipment according to NERSA license	Fully functional electricity-related infrastructure / equipment	(0620/6015)	New indicator	•1 x TLB •1 x Tipper Truck •1 x water cart	•1 x TLB •1 x Tipper Truck	•1 x Grader •1 x water cart	1 x Grader	1 x Grader

## 5.2.2 COMMUNITY AND PUBLIC SAFETY SERVICES

The Department is a merger between the Department Community Service and the Department Public Safety. It was a decision taken by Council to merge the two departments informed by cost-curtailment to start with; but also to improve synergy between and amongst Sections.

The Public Safety Section is responsible for the following functions:

- Registration and licensing of motor vehicles
- Examination and licensing of learners and drivers
- Authorisation and issuing of professional driving permits (PrDP)
- Examination and roadworthy certification of motor vehicles
- Traffic policing and traffic law enforcement
- Enforcement of by-laws relating to street trading and hawkers, parking, advertising and nuisances
- Road traffic safety
- Road traffic safety education
- Visible patrols
- Rapid response to incidents
- Fire fighting and rescue services
- Mitigation and management of disasters
- Safeguarding of assets belonging to the Municipality
- Co-ordinating the provision of safety and security services to the community.

The public is served in a manner that promotes the rights contained in the Bill of Rights; and the principles promoted through the Batho Pele (People First) Principles. Some of the rights that the public have are as follows:

- You have the right to all principles of good governance, being:
  - Measurable service standards
  - Courtesy
  - Openness and Transparency
  - Value for Money
  - Customer Impact
  - Acknowledgement and Recognition
  - Redress and apology for lapses in our service
  - Information
  - Accessibility

The Community Services Section have the following core functions; which are monitored by service standards contained in various sectoral plans, such as the Integrated Waste Management Plan, and others:

- Cemeteries
- Health Care
- Waste Management
- Environmental Management

Detailed plans are contained in the project list, with KPAs and possible projects. At this stage it is important to mention that Cemetery Services are offered in full in Carolina, Silobela, Emanzana town, Elukwatini, Ekulindeni and Mayflower. Cemeteries in the rural areas are a communal service where the digging of graves is done by the community members themselves.

Environmental Management, Waste Management, Libraries, Food inspections, and HIV/AIDS are amongst the key operations rendered by the Department.

**Table 5.2b - 5-Year Plan for Basic Service Delivery (Waste Collection)**

Key Challenges / Status Quo	Strategic Goals	Strategic Objectives	Baseline	5-Year Target	Intervention Measures	MTEF Targets			Outer Years	
						2017/18	2018/19	2019/20	2020/21	2021/22
73% of households are without access to refuse removal service	Sustainable service delivery	To increase access to basic services (refuse removal) to 100% (5, 480 households)	Currently 12,909 households (27%) 4	40,571 backlog	<ul style="list-style-type: none"> <li>•Provision of additional dust bins</li> <li>•Extension of communal refuse collection (skip bins)</li> <li>•Extension of the services to schools and business through special waste removal</li> </ul>	10,000 households to receive kerb-site refuse collection	13,523 households to receive kerb-site refuse collection	10 000 households to receive kerb-site refuse collection	9,786 households to receive kerb-site refuse collection	2,262 households to receive kerb-site refuse collection
<b>Traffic and Law Enforcement</b>	To provide visible policing and law enforcement	Number of law enforcement activities	R420,000 (0511/4525) (0511/4515) (0511/4487)	Issued 6,638 summonses	Issue 45,000 summonses	Issue 9 000 TMT summonses	Issue 9 000 TMT summonses	Issue 9 000 TMT summonses	Issue 9 000 TMT summonses	Issue 9 000 TMT summonses
	To provide traffic calming measures	Number of speed humps / control measures built	R150,000 (0511/6015) 8 speed humps	Provide 7 speed humps	Provide 20 calming measures in 5 years	5 calming measures	5 calming measures	5 calming measures	5 calming measures	5 calming measures

### **5.2.3a TOWN PLANNING**

#### **Introduction**

This Section outlines how the Municipality strives to integrated issues of planning and community development.

#### **Legislative Requirement**

- Spatial Planning and Land Use Management Act (2013)
- National Building Regulations and Building Standards Act (1977)
- Town Planning and Townships Ordinance (1986)
- Spatial Development Framework (SDF)
- National Environmental Management Act (1998)
- Construction Industry Development Act

The core functions of the Department Planning and Economic Development are outlined below:

- Strategic Support
- IDP Office
- Local Economic Development
- Tourism Development
- Spatial Development and Town Planning
- Marketing and Communication
- Performance Management
- Human Settlements

In as far as integrated and sustainable human settlement planning is concerned, the Municipality is faced with some challenges due to small settlements that have developed in response to the development of other opportunities like retail shopping development, for example The Crossing in Elukwatni.

This results in a pull factor syndrome where people are attracted to such sprawling areas for job opportunities and better transport infrastructure. Subsequently, the demand for basic services, business, industrial, residential and institutional stands and land for cemeteries has increased.

The Spatial Development Framework is sometimes not followed through in the rush for a living space, resulting in illegal occupation of succession to land previously demarcated for pasturage and tillage. In some cases, settlements are erected in areas and on land not suitable for human habitation, such as within flood lines, the road buffer zone, and on land that has a loose sandy soil structure.

The Local Economic Development Strategy is in place, and is being reviewed and updated annually to incorporate the latest demands and economic trends. Key economic drivers in the Municipality are mining, forestry, agriculture, government, the retail sector, the taxi industry and tourism.

### **5.2.3b PLANNING AND ECONOMIC DEVELOPMENT**

The objectives of Planning and Economic Development are -

- To facilitate the improvement of township and rural economies
- To facilitate the revitalisation of small scale industrial parks by MEGA.

### **5.2.3c HUMAN SETTLEMENTS**

The provision of human settlements is the function of the Provincial Government, and the Municipality plays a coordinating role.

#### **Legislative Requirements**

- The Local Government: Municipal Systems Act (2000)
- The Inter-Governmental Relations Framework Act (2005)
- National Housing Act (1997)
- Rental Housing Act (1995)
- Social Housing Act (2008)
- Military Veterans Act (2011)
- Local Government: Municipal Structure Act (1998)

- The Comprehensive Plan for Sustainable Human Settlement, Breaking New Ground Plan (2004)
- Outcome 8 of Government's National Programme of Action (2010-2014)

The target of the Human Settlement Section is to promote an integrated human settlement development.

**Table 5.2c - 5-Year Plan for Planning and Economic Development (Town Planning)**

Key Challenges / Status Quo	Priority Area	Strategic Objectives	Key Performance Indicator (KPI)	Budget (Vote No)	Baseline	MTEF Targets			Outer Years	
						2017/18	2018/19	2019/20	2020/21	2021/22
<b>KPA: BASIC SERVICE DELIVERY</b>										
<ul style="list-style-type: none"> <li>•According to SERO the number of households in formal dwellings were 2,857 (6%) in 2011 and 5,206 (9.7%) in 2016</li> <li>•Land invasions, and Scattered Townships and Business (local economy)</li> </ul>	Town Planning	To facilitate the development of integrated human settlements (mixed use development)	Integrated human settlement development	Operational budget / Provincial budget / Private Sector Budget	Draft city development proposal approved by CALLM and GSDM	<ul style="list-style-type: none"> <li>•Identify land</li> <li>•Acquire land</li> </ul>	<ul style="list-style-type: none"> <li>•Appoint service provider</li> <li>•Approval of draft layout plan</li> <li>•Development of Plan approved by Gert Sibande Municipal Tribunal and Surveyor-General Diagram, conduct studies (EIA, Geo-tech)</li> </ul>	<ul style="list-style-type: none"> <li>•Draft surveyor general Plan approved by the Surveyor-General</li> <li>•Open townships register</li> </ul>	Commence construction	<ul style="list-style-type: none"> <li>•Construction continues</li> <li>•Completion</li> </ul>
<ul style="list-style-type: none"> <li>•According to SERO the number of households in formal dwellings were 2,857 (6%) in 2011 and 5,206 (9.7%) in 2016</li> <li>•Land invasions, provision of title deeds (ownership), and lack of planned sustainable basic amenities services</li> </ul>	Town Planning	To formalise Empuluzi Ext C2	Approval of the township by Gert Sibande Joint Municipal Tribunal	Operational budget	Informal settlement with basic amenities	Approved surveyor-general plan	Facilitate land transfer from province to the municipality	Open townships register	<ul style="list-style-type: none"> <li>•Proclamation</li> <li>•Appoint service provider to do transfer of title deeds</li> </ul>	<ul style="list-style-type: none"> <li>•Continue with the transfer of title deeds</li> <li>•Hand-over of title deeds</li> </ul>
<ul style="list-style-type: none"> <li>•According to SERO the number of households in formal dwellings were 2,857 (6%) in 2011 and 5,206 (9.7%) in 2016</li> <li>•Land invasions, provision of title deeds (ownership), and lack of planned sustainable basic amenities services</li> </ul>	Town Planning	To establish a township for Caropark Ext 2	Approved township establishment by Gert Sibande Joint Municipal planning Tribunal	Operational budget	Caropark Ext 1	Approved and proclaimed township	Advertise and dispose sites	Issue title deeds	Issue title deeds	Issue title deeds



**Table 5.2d - 5-Year Plan for Planning and Economic Development (Human Settlements)**

Key Challenges / Status Quo	Priority Area	Strategic Objectives	Key Performance Indicator (KPI)	Budget / (Vote No)	Baseline	MTEF Targets			Outer Years	
						2017/18	2018/19	2019/20	2020/21	2021/22
Inadequate provision of title deeds	Human Settlements	To distribute title deeds for various wards (by service provider)	1,000 title deeds distributed in various wards (by service provider)	Operational Budget	1,000 title deeds for distribution	200 title deeds distributed to beneficiaries	200 title deeds distributed to beneficiaries	200 title deeds distributed to beneficiaries	200 title deeds distributed to beneficiaries	200 title deeds distributed to beneficiaries
Inadequate provision of title deeds	Human Settlements	To distribute title deeds in Ward 14 and 12	1,400 title deeds distributed in Ward 14 and 12	Operational Budget	1,400 title deeds for distribution	280 title deeds distributed to beneficiaries	280 title deeds distributed to beneficiaries	280 title deeds distributed to beneficiaries	280 title deeds distributed to beneficiaries	280 title deeds distributed to beneficiaries
11,413 housing backlog	Human Settlements	To capture and update forms to the National Housing Needs register (NHNR)	11,413 beneficiaries re-captured in the new system	Operational Budget	11,413 beneficiaries on the NHNR	600 data forms captured on the NHNR	600 data forms captured on the NHNR	600 data forms captured on the NHNR	600 data forms captured on the NHNR	600 data forms captured on the NHNR
More than 70% of settlements not formalised	Human Settlements	To coordinate and monitor upgrading of informal settlements	Number of housing units upgraded	Funding from Province	3 informal settlements available for upgrading	Coordinate and monitor completed units	Coordinate and monitor completed units	Coordinate and monitor completed units	Coordinate and monitor completed units	Coordinate and monitor completed units

**Table 5.2e - 5-Year Plan for Planning and Economic Development (Local Economic Development)**

Key Challenges / Status Quo	Priority Area	Strategic Objectives	Key Performance Indicator (KPI)	Budget / (Vote No)	Baseline	MTEF Targets			Outer Years	
						2017/18	2018/19	2019/20	2020/21	2021/22
According to the SERO report, the unemployment rate was 35,4% (StatsSA Census 2011), and 32,7% (HIS Global Insight figure 2015)	Local Economic Development	To develop a Growth and Development Plan	Number of projects implemented as per the plan	Operational Budget	LED Strategy 2014/15 in place (under review)	•Appointment of service provider •Draft Growth and Development Plan for public participation •Approval of LED Strategy by Council	Implement approved LED Strategy	Implement approved LED Strategy	Implement approved LED Strategy	Implement approved LED Strategy
According to MEGDP, reduce the unemployment rate to 15% by 2020, reduce the poverty rate to 25% by 2020	Local Economic Development	To establish a functional Local Economic Development forum	Key economic sectors organised	Operational Budget	Non-functional LED Forum	4 LED forum meetings	4 LED forum meetings	4 LED forum meetings	4 LED forum meetings	4 LED forum meetings
According to the MEGDP, reduce the unemployment rate to 15% by 2020, and reduce the poverty rate to 25% by 2020	Local Economic Development	To support the SMMEs and Cooperatives	Facilitate capacity building, and create a database	Operational Budget	Database of cooperatives and SMMEs	4 SMMEs and Cooperatives supported	4 SMMEs and Cooperatives supported	4 SMMEs and Cooperatives supported	4 SMMEs and Cooperatives supported	4 SMMEs and Cooperatives supported
According to the SERO report, the unemployment rate was 35,4% (StatsSA Census 2011), and 32,7% (HIS Global Insight figure 2015)	Local Economic Development	To improve the township and rural economies	Facilitate poverty alleviation projects to reduce unemployment	Private sector / Sector departments / CALLM	35,4% unemployment rate	Number of jobs created	Number of jobs created	Number of jobs created	Number of jobs created	Number of jobs created
According to the SERO report, the unemployment rate was 35,4% (StatsSA Census 2011), and 32,7% (HIS Global Insight figure 2015)	Local Economic Development	To revitalisation of small scale industrial parks by MEGA	Improve the local economy	Private sector / Sector departments / CALLM	Non-functiona-lity of MEGA industrial parks	•Auditing of properties to be transferred to CALLM •Coordi-nate the transfer of industrial parks to the Municipality	Coordinate renovations of the industrial parks	•Register a database of co-operatives/SMMEs for utilisation of the industrial parks •Enter into agree-ments with Coopera-tives and SMMEs	•Assist Co-operatives and SMMEs to draw up bankable business plans •Assist Co-operatives and SMMEs to access	•Monitor the sustain-ability of co-operatives and SMMEs •Monitor the functionality of the industrial parks
									funding from financial institutions (DTI, NEF etc)	

**Table 5.2f - 5-Year Plan for Corporate Services (Good Governance and Public Participation)**

Strategic Goals	Strategic Objectives	Baseline	5-year Target	MTEF Targets			Outer Years		
				2017/18	2018/19	2019/20	2020/21	2021/22	
Good governance and public participation	To enhance quality participation and increase oversight	23 functional ward committees and government structures and stakeholders	25 functional ward committees	25 functional ward committees	25 functional ward committees	25 functional ward committees	25 functional ward committees	25 functional ward committees	
		5 Mayoral Izimbizo's	6 Mayoral Izimbizo's	1 Mayoral Imbizo	2 Mayoral Izimbizo's	1 Mayoral Imbizo	1 Mayoral Imbizo	1 Mayoral Imbizo	
	Oversight and accountability	•4 Council meetings •4 Section 79 Oversight Committee meetings and site visits	•4 Council meetings •4 Section 79 Oversight Committee meetings and site visits	•4 Council meetings •4 Section 79 Oversight Committee meetings and site visits	•4 Council meetings •4 Section 79 Oversight Committee meetings and site visits	•4 Council meetings •4 Section 79 Oversight Committee meetings and site visits	•4 Council meetings •4 Section 79 Oversight Committee meetings and site visits	•4 Council meetings •4 Section 79 Oversight Committee meetings and site visits	•4 Council meetings •4 Section 79 Oversight Committee meetings and site visits
		2 functional Advisory Committee meetings	4 functional Advisory Committee	Unqualified audit opinion	Unqualified audit opinion	Unqualified audit opinion with no matters	Unqualified audit opinion with no matters	Unqualified audit opinion with no matters	
Transformed institution with competent and capable human capital	Competent and capable human capital	50 employees and councillor trained in 2016/17	250 employees and councillors trained	Skills audit and WSP and ATR	75	75	75	75	
		ICT Governance Framework	ICT Strategy	Develop ToR for ICT Strategy	Approval of the strategy	Implement the strategy	Monitoring and evaluation	Monitoring and evaluation	
		Reviewed organisational structure 2016/17	Align the organisational structure with IDP objectives	100% filling of vacant positions	100% filling of vacant positions	100% filling of vacant positions	100% filling of vacant positions	100% filling of vacant positions	
		30% females in management positions	20% females in management positions	2% females in management positions	4% females in management positions	4% females in management positions	6% females in management positions	4% females in management positions	
		Approved PMS Framework	Institutionalise PMS	PMS Framework policy	Review of the PMS policy	Review of the PMS policy	Review of the PMS policy	Review of the PMS policy	

**Table 5.2g - 5-Year Plan for Finance (Financial Management)**

Priority Areas	Strategic Objective	Key Performance Area	Key Performance Indicator	Baseline	MTEF Targets			Outer Years	
					2017/18	2018/19	2019/20	2020/21	2021/22
Revenue Collection	Financial sustainability through improved billing system, improved revenue collection, identification of additional revenue streams	To improve revenue collection	% Increase in Revenue Collection	65%	85%	87%	90%	93%	95%
		To maintain the Valuation Roll	Number of Supplementary Valuation Roll	Implemented New Valuation Roll	Supplementary Valuation Roll	Supplementary Valuation Roll	Supplementary Valuation Roll	New Valuation Roll	Supplementary Valuation Roll
	Improve billing system	To ensure financial sustainability through improved billing system, improved revenue collection, identification of additional revenue streams	Number of consumers receiving accurate billing	Average Billing	80%	85%	90%	95%	95%
		To identify additional revenue streams	100% implementation of the reviewed revenue enhancement strategy	Revenue Enhancement Strategy	Number of reports relating to revenue enhancement	Number of reports relating to revenue enhancement	Number of reports relating to revenue enhancement	Number of reports relating to revenue enhancement	Number of reports relating to revenue enhancement
Financial Viability	Standardisation of the chart of accounts	To set norms and standards to ensure both transparency and internal control of the financial affairs of all three spheres of government.	mSCOA compliance	Not mSCOA compliant	mSCOA Compliant	mSCOA complaint	mSCOA compliant	mSCOA compliant	mSCOA Compliant
	Clean Audit	To develop, implement and monitor the Audit Action Plan to address issues raised by the Auditors	% reduction in number of audit queries from the Auditor-General	Qualified Audit Opinion	Unqualified Audit Opinion	Unqualified Audit Opinion	Unqualified Audit Opinion	Unqualified Audit Opinion	Unqualified Audit Opinion

## CHAPTER 6

### SECTOR PLANS

#### 6.1 Sector Plans/Strategies

The status quo of Sector Plans/Strategies that are required for the Municipality is indicated below:

Strategy/Sector Plan	Status Quo	Challenges
Water and Sanitation Services Master Plan	Developed	Requires review
Disaster Management Plan (DMP)	Developed	Requires review
Safety and Security Plan	Developed	Requires review
LED Strategy	In the process of review	Service provider to be appointed
Integrated Waste Management Plan (IWMMP)	Developed, requires review	Financial constraints
Integrated Transport and Land Use Macro Plan	Not developed	Financial constraints
Electrical Services Master Plan	Not developed	Financial constraints
Roads and Storm Water Master Plan	Not Reviewed	Financial constraints
Tourism Development Plan	Not developed	Financial constraints
Human Settlement Development Plan	Not developed	Financial constraints
Rural Development Plan	Not developed	Financial constraints
Rural Development Plan/Strategy	Not developed	Financial constraints
Public Facilities Master Plan	Not developed	Financial constraints
Environmental Management Plan (EMP)	Not developed	Financial constraints
Greenfield Township Establishment	Not developed	Financial constraints

## 6.2 Strategy Support Plans

### 6.2.1 Disaster Management Plan

#### Introduction

Disaster is a serious disruption of the functioning of a community or a society involving widespread human, material, economic or environmental losses and impacts, which exceeds the ability of the affected community or society to cope using its own resources.

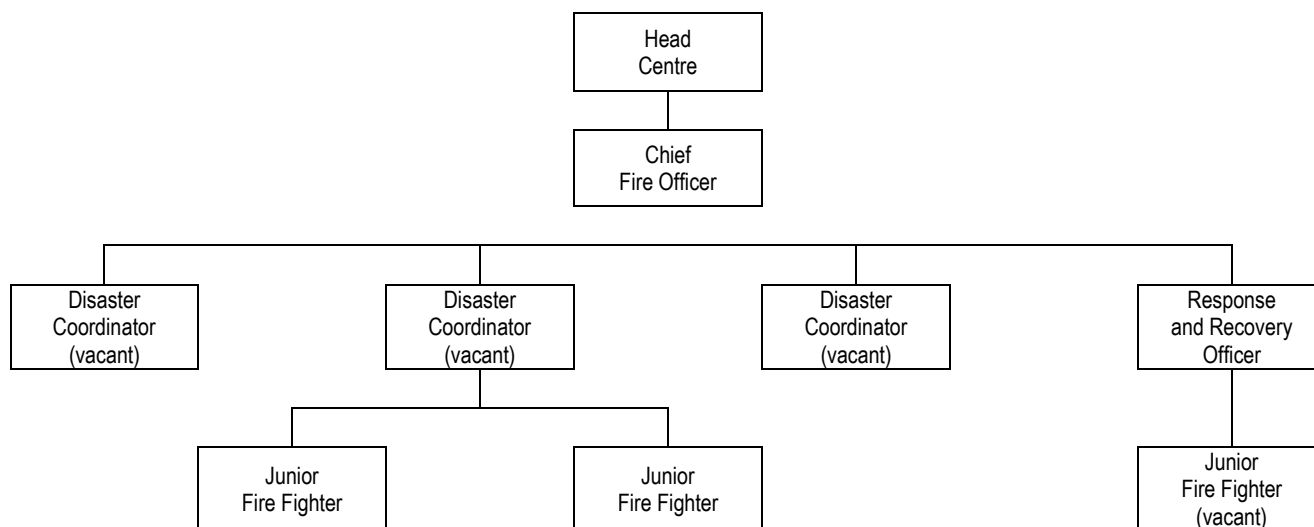
The Municipality is more prone to fires, strong winds and thunderstorms. These hazards destroy houses, electricity and other infrastructure, and leave many people homeless.

The National Disaster Management Policy Framework (2005) Section 3.1.1.2 requires all national, provincial and municipal organs of state, municipal entities and other institutional partners identified as key roleplayers in disaster risk management, to prepare and complete disaster risk management plans. The plan should be provided into three progressive steps from a Level 1 a Level 3 Disaster Risk Management Plan. The completion of each level of the disaster risk management plan will yield indicative information about common vulnerabilities in communities, local areas or provinces. This information will be incorporated into IDP planning processes and projects. The overall objective of this document is to define and describe the essential elements and procedures for preventing and mitigating major incidents or disasters, to ensure rapid and effective response and aspect specific contingency planning in case of a major or disaster incidents.

As part of the Municipality's IDP review process, the development of the DMP was recognised as one of the key milestones, but the Municipality has taken into account the lack of funding to realise this objective.

A draft DMP is in place and served before Council in December 2013, but the relevant Directorate has advised that this "draft" will not assist the situation since the risk assessment data is inadequate and outdated; in that regard, the Municipality needs to revise the DMP so that it can talk to the situation that exists in the Municipality.

#### Graph xxx - Chief Albert Luthuli Institutional Arrangement Disaster Response



The functions of the Disaster Management Section are summarised as follows:

- Coordinates prevention, mitigation, preparedness, response, relief, and rehabilitation activities in the Municipality.
- Compiles, implements, and maintains disaster management plans.
- Assists the district, provincial and national disaster management centres.
- Liaises with disaster management roleplayers pre-, during, and post-disasters.
- Submits disaster management plans, reports, policy, and other requested documents to the council, district, and anyone who may require disaster management information.
- Determines potential funders and donors.
- Makes recommendations regarding funding arrangements for disaster management.
- Establishes disaster management structures, eg advisory forum, disaster management committee, ward committees, etc.

Table xxx - Disaster Threats and Risks Information per Ward

	Ward 1			Ward 2			Ward 3			Ward 4		
<b>Threats/ Risks</b>	Veld and forest fires, crime : stock theft, rape, storms, stray animals, illegal immigrations			Veld and forest fires, motor accidents, bridges, stray animals, storms, crime, epidemics, pot holes, soil erosion, poor road conditions			Veld fires, water purification, poor road conditions, bridges, graveyard, foot bridges, crime, stray animals, stolen vehicles, illegal immigrations			Soil erosion, foot bridges, lightning, Bridges, illegal sand mining,exposed cables in streets, health hazards, illegal dumping, fire services		
<b>Elements at Risk</b>	Community and children, farmers, workers			Community, children, livestock, tourists			Community, children, livestock			Community, children, livestock		
<b>Critical Facilities</b>	Schools, halls, churches, clinics and tribal office			Schools, churches, halls and clinics			Schools, churches, halls and clinics			Schools, churches, clinics		
<b>Factors/ Causes</b>	Negligence, nature, unemployment and crime general, greed, under influence of drugs			Rainfall, poor road construction, unemployment, greed, under influence			Rainfall, poor road construction, unemployment and influence of drugs, unavailability of youth centre			Rainfall, overgrazing, illegal sand mining, storm water, illegal dumping, land slate, excavation		
<b>Likelihood</b>	<b>Low</b>	<b>Med</b>	<b>High</b>	<b>Low</b>	<b>Med</b>	<b>High</b>	<b>Low</b>	<b>Med</b>	<b>High</b>	<b>Low</b>	<b>Med</b>	<b>High</b>
		x			x			x			x	
<b>Impact</b>	<b>Low</b>	<b>Med</b>	<b>High</b>	<b>Low</b>	<b>Med</b>	<b>High</b>	<b>Low</b>	<b>Med</b>	<b>High</b>	<b>Low</b>	<b>Med</b>	<b>High</b>
			x			x			x			x
<b>Prevention / Mitigation Strategies</b>												
<b>Short-Term</b>	Awareness campaigns, crime awareness			Awareness campaigns, crime awareness			Awareness campaigns, crime awareness, erection of road signs			Awareness campaigns		
<b>Medium-Term</b>	Visibility of SAPS			Visibility of SAPS and Traffic Officers			Visibility of SAPS and Traffic Officers			Regravelling		
<b>Long-Term</b>	Branding and tracking of animals and fire breaks			Road maintenance, Prevent land invasion quality building by using appropriate specifications			Road maintenance, Prevent land invasion quality building by using appropriate specifications			Habilitation, lightning conductors, grazing field		
<b>Responsibility / Funding</b>	Disaster management, SAPS, Agriculture, Social Services			Municipality, SAPS, Agriculture, Social Service			Municipality, PWR&T, SAPS, Home Affairs			Municipality and PWR&T		

	Ward 13			Ward 14			Ward 15			Ward 16		
<b>Threats/ Risks</b>	Crime, house breaking, rape, high speeding, illegal sand mining, illegal dumping, Wetland area, illegal immigrations, epidemics, poor quality RDP, bridges, teenage pregnancy, illegal liquor trade			Structural fire, illegal dumping, vacant houses, crime, house breaking, bridges, pot holes, drugs, maintenance of bridges, motor accidents, water, health hazards, foot bridges			Structural fires, accidents, shacks and mud houses, floods, crime, diarrhea, water contamination, environmental, degradation, manholes inside (poor planning), illegal immigrations, v-drain system, dam, soil erosion, flooding, storm water blockages, stray animals, unemployment, air pollution, foot bridges, SANTRAL			RDP poor construction, foot bridges, mud houses, health hazard (water)		
<b>Elements at Risk</b>	Community, children and tourists			Community, children and tourists			Community, children and tourists and environment, infrastructure			Community, children and tourists		
<b>Critical Facilities</b>	Schools, churches			Church, schools, halls, SAPS, social development			Churches, schools, hall, clinic			Churches, school, clinic		
<b>Factors/ Causes</b>	Unemployment, illegal sand mining, financial , drugs			Over speeding, poor road construction			Spillages, land invasion, poor enforcement of by-laws			Asbestos roofs , poor buildings, no foot bridges		
<b>Likelihood</b>	<b>Low</b>	<b>Med</b>	<b>High</b>	<b>Low</b>	<b>Med</b>	<b>High</b>	<b>Low</b>	<b>Med</b>	<b>High</b>	<b>Low</b>	<b>Med</b>	<b>High</b>
			x		x			x			x	
<b>Impact</b>	<b>Low</b>	<b>Med</b>	<b>High</b>	<b>Low</b>	<b>Med</b>	<b>High</b>	<b>Low</b>	<b>Med</b>	<b>High</b>	<b>Low</b>	<b>Med</b>	<b>High</b>
			x			x			x			x
<b>Prevention / Mitigation Strategies</b>												
<b>Short-Term</b>	Follow up and report			Awareness campaigns			Awareness campaigns			Awareness campaigns		
<b>Medium-Term</b>	Visibility SAPS			Visibility of SAPS			Visibility of SAPS			Provision of water, identify alternative route		
<b>Long-Term</b>	Speed humps, license liquor, good quality RDP			Enforce by-laws, provide quality of roads and bridges			Enforce by-laws, RDP houses, grazing fields			Replace asbestos roofs, quality buildings, provide quality water		
<b>Responsibility / Funding</b>	Human Settlement , Municipality			Municipality, PWR&T, Safety and Security, DWS			Municipality, SAPS, Agriculture, Tourism and Environment			Human Settlement , Municipality, Health DWS		



	Ward 13			Ward 14			Ward 15			Ward 16		
<b>Threats/ Risks</b>	Crime, house breaking, rape, high speeding, illegal sand mining, illegal dumping, Wetland area, illegal immigrations, epidemics, poor quality RDP, bridges, teenage pregnancy, illegal liquor trade			Structural fire, illegal dumping, vacant houses, crime, house breaking, bridges, pot holes, drugs, maintenance of bridges, accidents, water, health hazards, foot bridges			Structural fires, accidents, shacks and mud houses, floods, crime, diarrhea, water contamination, environmental, degradation, manholes inside (poor planning), illegal immigrations, v-drain system, dam, soil erosion, flooding, storm water blockages, stray animals, unemployment, air pollution, foot bridges, SANTRAL			RDP poor construction, foot bridges, mud houses, health hazard (water)		
<b>Element at Risk</b>	Community, children and tourists			Community, children and tourists			Community, children and tourists and environment, infrastructure			Community, children and tourists		
<b>Critical Facilities</b>	Schools, churches			Church, schools, halls, SAPS, social development			Churches, schools, hall, clinic			Churches, school, clinic		
<b>Factors/ Causes</b>	Unemployment, illegal sanding financial , drugs			Over speeding, poor road construction			Spillages, land invasion, Poor enforcement of By-laws			Asbestos roof , poor building, no foot bridges		
<b>Likelihood</b>	<b>Low</b>	<b>Med</b>	<b>High</b>	<b>Low</b>	<b>Med</b>	<b>High</b>	<b>Low</b>	<b>Med</b>	<b>High</b>	<b>Low</b>	<b>Med</b>	<b>High</b>
			x		x			x			x	
<b>Impact</b>	<b>Low</b>	<b>Med</b>	<b>High</b>	<b>Low</b>	<b>Med</b>	<b>High</b>	<b>Low</b>	<b>Med</b>	<b>High</b>	<b>Low</b>	<b>Med</b>	<b>High</b>
			x			x			x			x
<b>Prevention / Mitigation Strategies</b>												
<b>Short-Term</b>	Follow up and report			Awareness campaigns			Awareness campaigns			Awareness campaigns		
<b>Medium-Term</b>	Visibility SAPS			Visibility of SAPS			Visibility of SAPS			Provide water, identify alternative route		
<b>Long-Term</b>	Speed humps, license liquor, good quality RDP			Enforce by-laws provide quality roads and bridges			Enforce by-laws, RDP houses, grazing field			Replace asbestos roofs, quality buildings, provide quality water		
<b>Responsibility / Funding</b>	Human Settlement , Municipality			Municipality, PWR&T Safety and Security, DWS			Municipality, SAPS, Agriculture, Tourism and Environment			Human Settlement , Municipality, Health and DWS		

	Ward 21			Ward 22			Ward 23			Ward 24		
<b>Threats/ Risks</b>	Bridge, trench, fallen bridge, floods, structural, veld fire, mud houses, illegal immigrations			Structural fires, accidents, shack houses and mud houses, floods, crime, diarrhea, water contamination, environmental, degradation, manholes inside (poor planning) illegal immigrations, v-drain system, dam, soil erosion, flooding, storm water blockages, stray animals, unemployment, air pollution, foot bridges, SANTRAL			Veld and structural fire, blasting, illegal sand mining, accidents, slippery road, gravel road , dumping sitde next house, health hazard, soil erosion, foreigners, asbestos, allocation of liquor			Mud houses, flooding area, poor road construction, poor construction building		
<b>Element at Risk</b>	Communities, livestock ,businessmen and women, chickens			Community, children and tourists and environment, infrastructure			Communities, livestock, children			Communities, livestock, children		
<b>Critical Facilities</b>	Churches, schools			Churches, schools, hall, clinic			Churches, schools			Churches, schools		
<b>Factors/ Causes</b>	Climate change, Mine, run away fires, negligence, lightning			Spillages, land invasion, Poor enforcement of By-laws			Run away veld fires, gravel road, prevent land invasion, heavy rain			Old houses , poor quality of road,		
<b>Likelihood</b>	<b>Low</b>	<b>Med</b>	<b>High</b>	<b>Low</b>	<b>Med</b>	<b>High</b>	<b>Low</b>	<b>Med</b>	<b>High</b>	<b>Low</b>	<b>Med</b>	<b>High</b>
		x			x			x			x	
<b>Impact</b>	<b>Low</b>	<b>Med</b>	<b>High</b>	<b>Low</b>	<b>Med</b>	<b>High</b>	<b>Low</b>	<b>Med</b>	<b>High</b>	<b>Low</b>	<b>Med</b>	<b>High</b>
			x			x			x			x
<b>Prevention / Mitigation Strategies</b>												
<b>Short-Term</b>	Awareness campaigns			Awareness campaigns			Awareness campaigns			Awareness campaigns		
<b>Medium-Term</b>				Visibility of SAPS			SAPS visibility					
<b>Long-Term</b>	Lightning detector, fire breaks, rehabilitation			Enforce by-laws, RDP houses, grazing field			Enforce by-laws, appropriate provision of liquor license, replace asbestos roofs, arrester bed			Relocate to appropriate area, RDP houses, tar roads		
<b>Responsibility / Funding</b>	Municipality, Home Affairs, DME, PWR&T, Agriculture			Municipality, SAPS, Agriculture, Tourism and Environment			Home Affairs, PWR&T, Liquor Board, Human Settlement			Human Settlement, PWR&T, Municipality		

	Ward 25			Department of Health			Department of Labour		
<b>Threats/ Risks</b>	Dam, pound, low level bridges, dongas, illegal allocation of stands in flooding area, mud houses, asbestos roofing, accidents, drugs			Poor quality fencing, back up SAPS, ward(s) to keep site patient, waste removal, EMS ( hazardous direct to community)			Back SAPS and Justice, injury on duty, fraud under employment, office space, low esteem, service delivery		
<b>Element at Risk</b>	Community, livestock, children			Staff members, community, patients			Community		
<b>Critical Facilities</b>	Churches, school			Hospital			Department of Labour		
<b>Factors/ Causes</b>	Poor construction of bridges, soil erosion, old house,			Poor fencing leading to abscond, Negligent			No Office space for Dept. of Labour (Carolina)		
<b>Likelihood</b>	<b>Low</b>	<b>Med</b>	<b>High</b>	<b>Low</b>	<b>Med</b>	<b>High</b>	<b>Low</b>	<b>Med</b>	<b>High</b>
		x		x					x
<b>Impact</b>	<b>Low</b>	<b>Med</b>	<b>High</b>	<b>Low</b>	<b>Med</b>	<b>High</b>	<b>Low</b>	<b>Med</b>	<b>High</b>
			x		x				x
<b>Prevention / Mitigation Strategies</b>									
<b>Short-Term</b>	Awareness campaigns			Alternative accommodation			Awareness campaigns		
<b>Medium-Term</b>	Proper allocation of stands, police must take						Leasing building		
<b>Long-Term</b>	By-laws, SAPS must deal with drugs, speed humps			Provision of EMS Station, storage area for waste			Office building (own space)		
<b>Responsibility / Funding</b>	Municipality, Agriculture, Human Settlement, DWS, SAPS			Intervention of SAPS to assist the department			Department of Labour		

Table xxx - Relief Measures

Hazard	Response Team	Primary responder	Reliefs	Funding
<b>Storm and Floods</b>	Department Water, Department Forestry, Department Social Services, SAPS, Disaster Management	Disaster Management	Tents ,blankets and food parcels	Municipal Disaster Management, Provincial Disaster Management, Department Water and Sanitation, Department Forestry, Department Social Services
<b>Fires (Veld/Structural)</b>	Fire and Rescue Services, FPA, Traffic Officers, Department Social Services, Disaster Management	Fire and Rescue Services	Tents ,blankets and food parcels	Disaster Management , Department Social Services
<b>Drought</b>	Department Water and Sanitation	Department Water and Sanitation	Water	Department Water and Sanitation
<b>Epidemics</b>	Department Health, Disaster Management	Department Health	Diagnoses and treatments	Department Health
<b>Crime</b>	SAPS	SAPS	Visibility	Department Liaison, Safety and Security
<b>Road and Railway Accidents</b>	DPWR&T, Fire and Rescue Services, Traffic Officer , EMS	Fire and Rescue Services, Traffic Officer, EMS	Scene safety	DPWR&T
<b>Chemical Spillages</b>	DPWR&T, Fire and Rescue Services, Traffic Officer , EMS	Fire and Rescue Services, Traffic Officer, EMS	Decontamination	Fire and Rescue Services
<b>Stray Animals</b>	Traffic Officer, SAPS and Dept of. Agriculture	Traffic Department	Pounding	Department Agriculture
<b>Drowning</b>	SAPS, EMS	SAPS, EMS	Rescue	Department Liaison, Safety and Security
<b>Trench Mine</b>	Mines and EMS	SAPS and EMS	Rehabilitation	Mines
<b>Mist</b>	Traffic Officer	Traffic Officer	Signage	DPWR&T
<b>Pot Holes</b>	Dept. of Roads and Transport	Dept. of Roads and Transport	Reconstruction	DPWR&

**Table xxx - Emergency Numbers: Chief Albert Luthuli Municipality**

<b>Institutional Name</b>	<b>Contact Person</b>	<b>Contact Number</b>
Disaster Management	Mr F S Gumede	017 843 4011 / 078 801 9745
Emergency Medical Service	Mr Malaza Mr H Maafa	072 341 6628 / 017 843 1183
SAPS	Ms T Jiyane	017 843 2107 / 10 111
Hospital	CEO	017 883 0093
Fire and Rescue Service	Fire Stations	017 843 4011 / 078 8019 745
Local Traffic Section	Mr M S Mfusi	017 843 4113 / 082 9046 548
Provincial Traffic	Stand-by	082 304 6878 / 082 304 6929 / 071 608 0125
District Disaster Management	Mr M M Selepe	082 904 0731
Provincial Disaster Management	Mr S Dhludhlu	013 766 6575 / 082 447 6001
Water and Sanitation	Mr M E Gumede	082 794 0178
Electricity	Ms M A Vilakazi	072 794 0950

**Table xxx - Contacts of Advisory Members in the event of Disaster**

Functionary	Initials and Surname	Cell No	Tel No	Fax No	Postal Address	E-mail
Office of the Mayor	D P Nkosi	079 498 7916	017 843 4017	086 639 4056	P O Box 24 Carolina	nkosidp@albertluthuli.gov.za
Office of the Municipal Manager	M S Dlamini		017 843 4026	017 843 1750	P O Box 24 Carolina	mm@albertluthuli.gov.za
Technical Services	D M Modimogale	082 867 5736	017 843 4087	086 667 7059	P O Box 24 Carolina	dira@albertluthuli.gov.za
Planning and Economic Development	T A Lukhele	078 456 1968	017 843 4045	086 535 5918	P O Box 24 Carolina	lukheleta@albertluthuli.gov.za
Chief Financial Officer	P J Nhlabathi	082 692 3493	017 843 4097	086 639 4097	P O Box 24 Carolina	nhlabathimj@albertluthuli.gov.za
Traffic Local	M S Mfusi	073 012 4981	017 843 4113	017 483 4177	P O Box 24 Carolina	mfusism@albertluthuli.gov.za
Fire and Rescue / Disasters	F S Gumede	082 493 2785	017 843 4011	017 843 4162	P O Box 24 Carolina	gumedefs@albertluthuli.gov.za
Legal Services	C F Dlamini	082 699 1027	017 843 4043	017 843 4001	P O Box 24 Carolina	dlaminicf@albertluthuli.gov.za
Housing	J A Mndawe	082 554 3711	017 843 4165	017 843 1750	P O Box 24 Carolina	mndaweja@albertluthuli.gov.za
Water and Sanitation	M E Gumede	082 794 0178	017 843 4067	017 843 1531	P O Box 24 Carolina	gumedeme@albertluthuli.gov.za
Environmental Health	N P Thabethe	082 546 4157	017 843 4072	017 843 4004	P O Box 24 Carolina	thabethenp@albertluthuli.gov.za
Chief Town Planner	K Shilubane				P O Box 24 Carolina	
Manager: Public works	M P Magubane	072 740 0030	017 843 4123	017 843 1531	P O Box 24 Carolina	mbuso@albetluthuli.gov.za
Director: Community and Public Safety Services	J W Shabangu		017 843 4021	017 843 4004	P O Box 24 Carolina	shabangujw@albertluthuli.gov.za

**Table xxx - Roles and Responsibilities of Local Municipalities compared to District Municipalities**

Roles and Responsibilities	
Local Municipalities	District Municipality
<ul style="list-style-type: none"> <li>• Local Planning (WSDP)</li> <li>• Water Services Authority Activities</li> <li>• Water Reticulation and Distribution</li> <li>• Water and Sanitation Network O&amp;M</li> <li>• Water Metering Installation and Maintenance</li> <li>• Meter Reading for Distribution</li> <li>• Tariff and Standards</li> <li>• Billing and Collection</li> </ul>	<ul style="list-style-type: none"> <li>• Regional Planning (IWSDP)</li> <li>• Bulk Water and Sanitation Supply (including Treatment Plants)</li> <li>• Water Quality Management and Pollution Control</li> <li>• Rudimentary Water Supply (Rural and Farm Areas)</li> <li>• Water Loss Management</li> <li>• Water Conservation and Water Demand Management</li> <li>• Bulk Meter Installation / Maintenance and Reading</li> <li>• Regional Bulk Water and Sanitation Master Plan</li> </ul>

## 6.2.2 Spatial Development Framework (SDF) and Land Use Management System (LUMS)

### (a) Background

In terms of Chapter 5 of the MSA (2000) every local authority is required to compile an Integrated Development Plan for its area of jurisdiction. According to Section 26 of the MSA the SDF is one of the core components of the IDP.

The Municipality's SDF was approved as draft in March 2011 and it contains information on proposed existing development nodes, and development corridors that will assist the development of the municipality.

The Municipality's SDF was approved by Council in 2017.

A SDF contains a summary of legal requirements in terms of the components of spatial development frameworks:

- To give effect to the directive principles;
- To be consistent with any applicable national or provincial legislation on environmental management;
- To give effect to any national and provincial plans and planning legislation;
- To provide guidelines for a land use management system; and
- To provide a Capital investment framework.

The MSA (2003), Chapter 5, requires that each local authority compiles an Integrated Development Plan for its area of jurisdiction; and Section 26 states that the SDF is one of the core components of the IDP.

The process that was followed when the SDF was developed or reviewed was guided by the following:

Spatial Development Framework (SDF) and Land Use Management System (LUMS)

### Land Use Management System (LUMS)

The most extensive land uses in the Municipality area are agricultural activities and forestry. Approximately 14% of the Municipality land is covered by forestry, while cultivated land makes up 8%. Other human activities include mining and their human settlements. Significantly large tracts of land are still natural areas with grasslands making up 70% of the municipal area. A substantial percentage of these grasslands is used for livestock farming.

### (b) Spatial Planning and Land Use Management By-Law 2016

In terms of the by-law, the Municipality should convene an intergovernmental steering committee and a project steering committee when it intends to prepare, amend or review its spatial development framework. A notice must then be published in the Provincial Gazette as directed by the Executive Council.

The notices, in two different official languages, must adhere primarily to the languages spoken within the area of jurisdiction of the municipality. The relevant Member of the Executive Council (MEC) must be informed in writing of the municipality's intentions pertaining to its SDF.

On completion of the public participation process, the project steering committee must prepare a final SDF for the municipality for submission to the intergovernmental steering committee for comments. On completion of this process, the final municipal SDF must be submitted to the Municipal Council for adoption.

The municipal SDF comes into operation on the date of the publication that it has been adopted by Council. Public participation must be guided by elements of the MSA (2000) read together with SPLUMA and the municipality's bylaw. The public participation process must be inclusive of traditional authorities and communities; professional bodies, ward communities and other groups affected by the compilation of the municipal SDF; and an arranged public meeting.

All the above processes and programmes were duly followed by the project steering committee and the final document was tabled in Council and approved on 30 March 2017.

**(c) Objectives of the Spatial Development Framework**

- To create a more consolidated settlement structure, so as to allow for the cost-effective and sustainable provision of modern-day engineering, and community services and infrastructure;
- To ensure the sustainable use of land and other resources;
- To ensure the channeling of resources to areas displaying both economic potential and development need;
- To functionally link the main growth centres/areas of greatest economic activity;
- To unlock the development potential of existing towns; and
- To mitigate existing and potential future land use conflict(s) between urban development, mining/industry, agriculture, forestry and tourism.

The SDF and LUMS guide the spatial distribution of current and future desirable land usage within the Municipality. In this regard, the following aspects will be addressed:

***Higher order plans***

- Mpumalanga Tourism and Growth Strategy
- Mpumalanga Provincial Vision 2030
- Mpumalanga Infrastructure Master Plan
- Mpumalanga Human Settlement Master Plan
- Songimvelo-Malotja Integrated Tourism Master Plan 2006
- Gert Sibande Integrated Development Plan proposals and projects be identified in the SDF be prioritised on District level through IDP
- Gert Sibande SDF
- Gert Sibande Rural Development Plan

**(d) Summarised benefits of the SDF**

- The Municipality will have a written and spatial representation of a five-year spatial development plan for the spatial form of its area including a longer term spatial development vision statement;
- The Municipality will be able to identify current and future significant structuring and restructuring elements of the spatial form;
- The Municipality will be able to identify population growth estimates and housing shortages and demands within its area;
- The Municipality will be able to identify estimates of economic activity and employment trends and locations;
- The Municipality will be able to identify, quantify and provide location requirements for engineering infrastructure and services provision for existing and future development needs;
- The Municipality will be able to strategically assess environmental pressures and opportunities;
- The Municipality will be able to spatially depict capital expenditure framework for the municipality's development programmes; and
- The Municipality will be able to determine the purpose, desired impact and structure of the land use scheme.
- The municipal Draft SDF present the following principles which would have to be considered in there of physical planning and infrastructure development and any area identified by the SDF and read with SPLUMA and the Municipal Land Use By-law

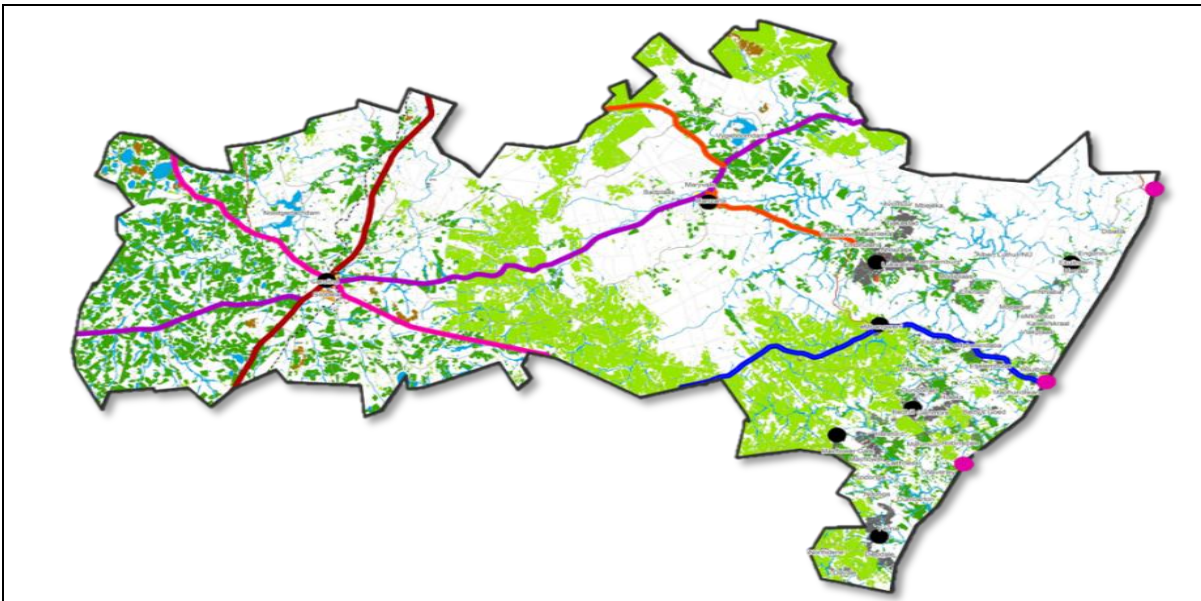


Principles	Description
1. Urban/Rural Edge	Utilise the urban and rural edge to manage growth.
2. Densification (Overall concept for the Municipality)	It is recommended that all vacant stands within the Urban and Rural edges must first be developed before considering any future outwardly extensions.
3. Central Business District	It is recommended as far as possible that all business and retail activities should be restricted to the areas indicated in "red" on the maps.
4. Industrial Zones	Currently there is limited industrial activity within the CALLM. A detailed economic study is required with regard to the demand in the identified nodal areas in order to strengthen this sector and lure new investments.
5. Mixed Use Development	Mixed land use zones are key in order to achieve viable urban areas. Mixed land uses also provide a more diverse and sizable population and commercial base for supporting viable public transit.
6. Proposed Future Extensions	Once all vacant land and proposed mixed use zones are developed only then should any proposed future development be considered.
7. Manage	The "blue" areas on the map include a 100 metre buffer around Churches, Community Halls, Clinics, Schools and other key community facilities. All taverns, bottle stores and funeral parlours shops should be discouraged in these areas.
8. Intensify	The areas highlighted in "red" on the map include a 150 metre buffer around land uses such as business activities. These areas should act as little nodes, but only where the following principles are applied; Importance Service and function Close proximity to Major corridors Link to activity spines and corridors
9. Protect	All land with a conservations status, or used for agricultural purposes, or grazing, or public open space or sports fields, or close to rivers and streams should not be developed.
10. Tourism Area	Tourism within the CALLM is a major economic sector. All tourism areas should be enhanced and strengthened
11. Agriculture	Protect high potential agricultural land and promote small-scale extensive commercial farming activities within the rural areas
12. Open space	The municipal open space network indicated in green on the maps, should never be considered for any development

#### (e) Land Cover

The most extensive land uses in the municipal area in 2011 are the agricultural activities and forestry. Approximately 14% of the municipal land area is covered in forestry areas - the latest land cover date (2013/14) indicates that the percentage increased to **16,2%**. Cultivated land made up **8%** of the land cover in 2011, now it is estimated at **13,2%** of the land cover. Other human activities include mining, which was at **0.07%** in 2011, latest data indicates the land cover at **0.4%**. Urban built-up areas were estimated at **1.2%** in 2011, now it is estimated at **2.2%**. Significantly, large tracts of land are still natural areas, with grasslands making up **70%** of the municipal area. A substantial percentage of these grasslands is used for livestock farming.

Map 1 - Land Cover in Chief Albert Luthuli Municipality

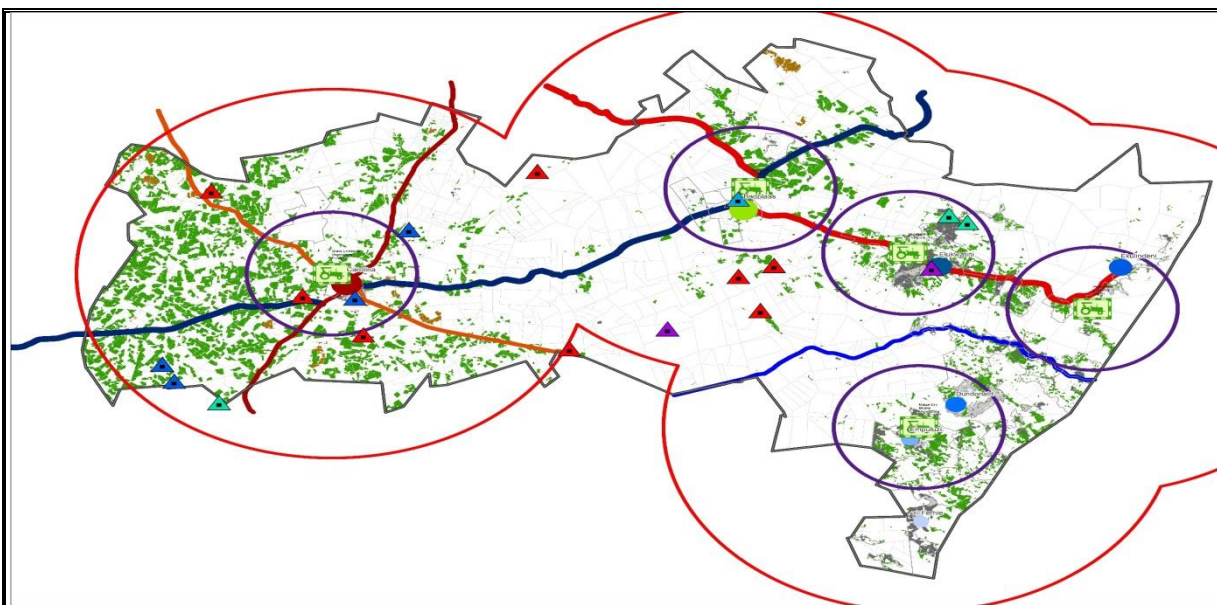


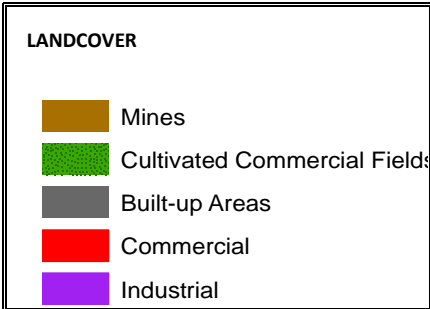
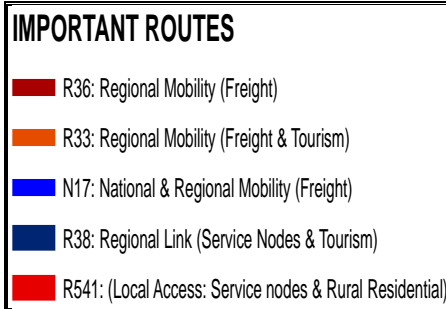
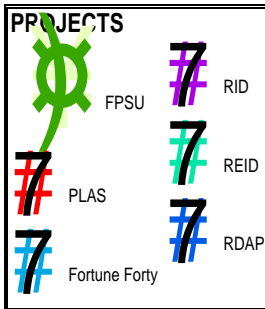
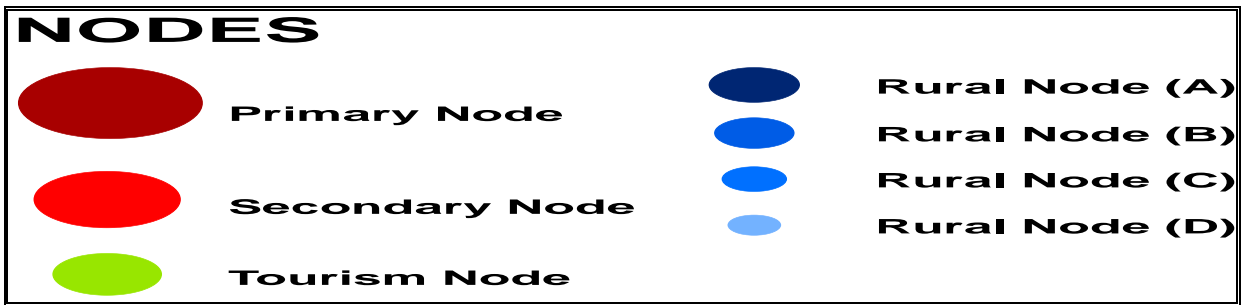
7.6 Spatial Development Framework (SDF)

The SDF and LUMS will guide the spatial distribution of current and future desirable land usage within the Municipality. In this regard, the following aspects will be addressed:

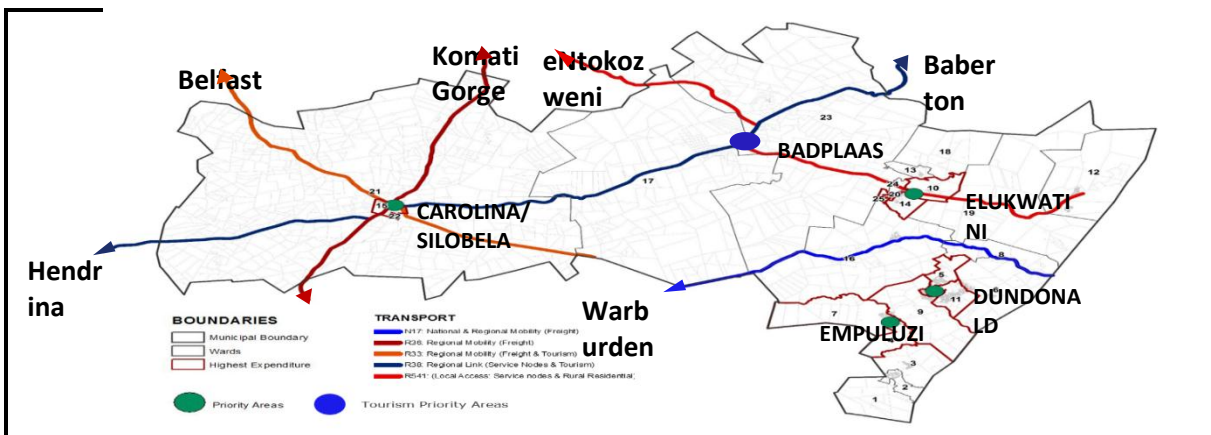
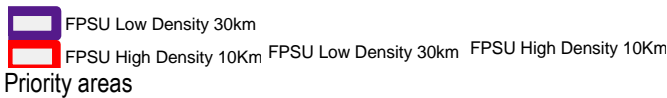
- The direction of growth
- Priority areas
- Major movement routes
- Areas of development to redress imbalances
- Conservation of natural and built environment
- Areas which discourage specific land uses
- Areas where intensity of land development could be increased or reduced

Map 2



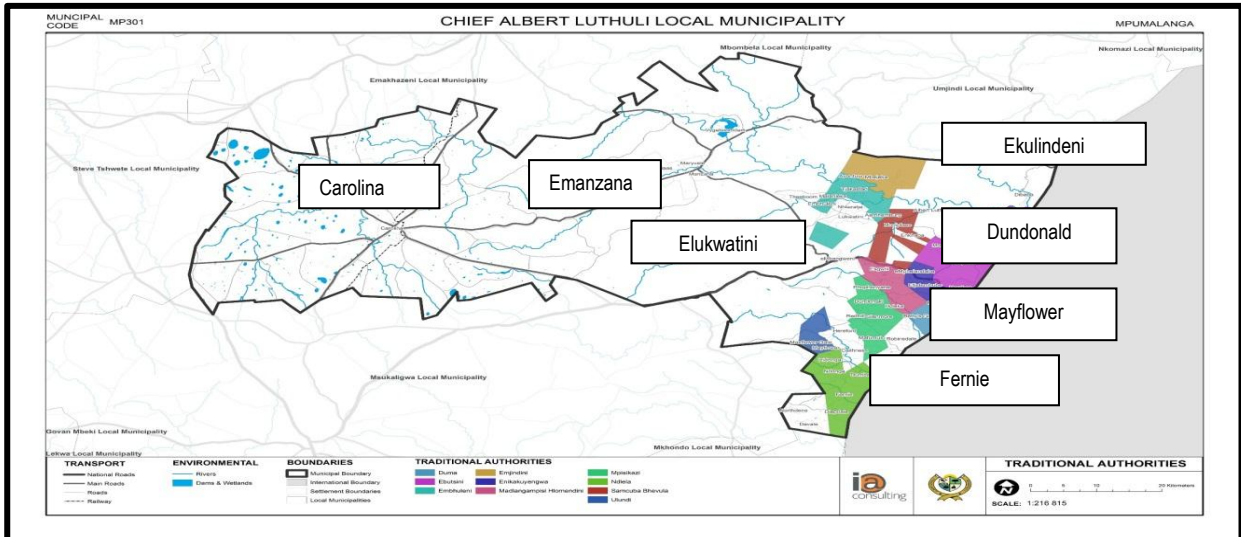


### STANDARDS



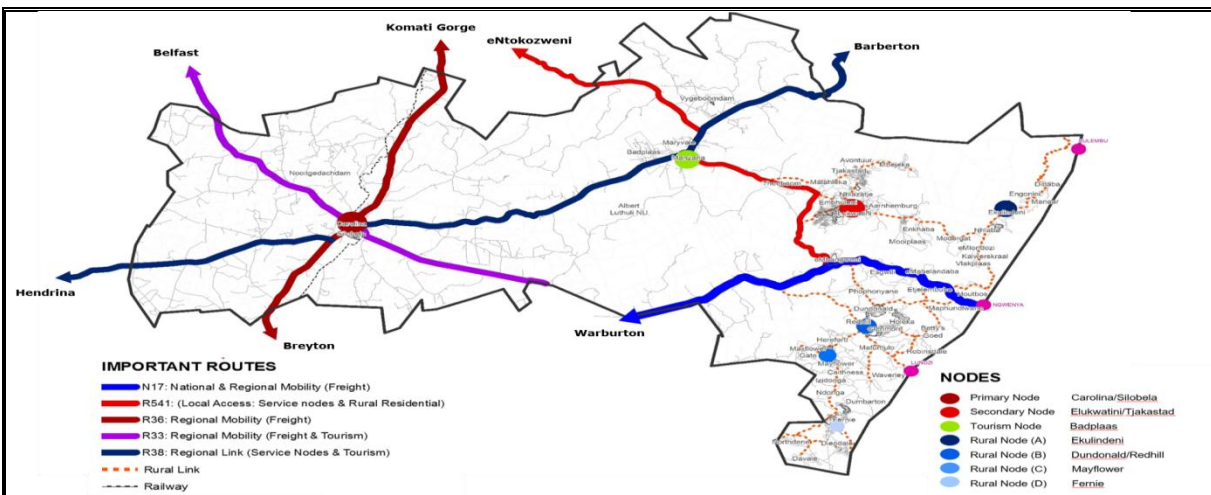
### (e) Settlement Distribution

- Carolina and Surrounding, including Silobela
- Emanzana and Surrounding, including Dlamini
- Elukwatini Surrounding, Tjakastad and surrounding settlements (Avontuur, Malahleka, Nhlazatshe, Arnheemburg, Nhlazatshe Restant, Mooiplaas and Enkaba)
- Ekulindeni and surrounding settlements (Engonini, Maanhaar, Ebutisini, Steynsdorp, Kalwerskraal and Vlakplaas)
- Empuluzi, Mayflower and surrounding settlements (Mayflower Gate, Mafufumbe, proposed Sincqobile Village, Robinsdale, Dundonald, Surrounding, including Bettysgoed, Glenmore, Redhill, Swallusnest)
- Fernie and surrounding settlements (Fernie A and B, Diepdale, Davale, Davidale, Nordene, Syde)
- Settlements along the N17, including Lochiel, Aankomst, Hartebeeskop, Smithfield and Oshoek (foll

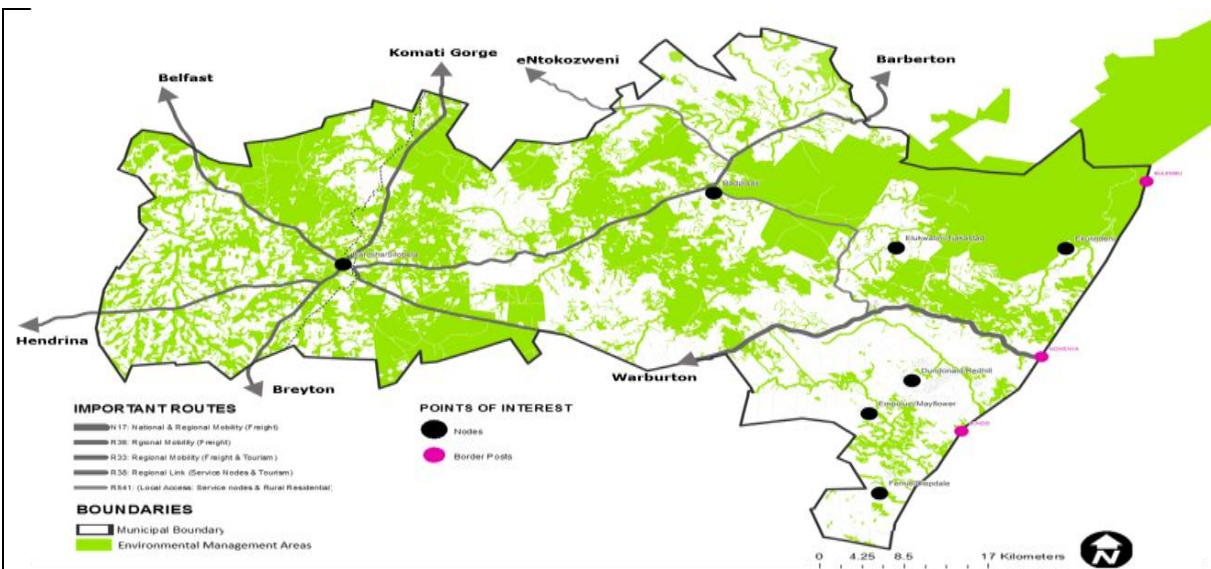


Together these settlement clusters house 94% of the Municipality population and should thus be the focus areas for both strategic spatial planning and land use management mechanisms.

Major movement routes



Map 3



Environmental Management Layers	Developable
BMML WHS (Barberton Makhonjwa Mountain Lands World Heritage Site)	
Rivers (100m buffer area)	
Dams (50m buffer area)	
Wetlands (50m buffer area)	
Gullies	
MBSP Critical Biodiversity Areas	
Protected Areas	
Slope >25%	

## CHAPTER 7

### SECTOR PLANS

#### 7.1 Introduction

This chapter contains a summary of the status of the Sector Plans within the Municipality. These plans constitute the core components of the Municipality's IDP and also play an important role in the process of integration.

The Municipality does not have all its sector plans in place but, in partnership with other stakeholders and roleplayers the Municipality is in the process of developing those plans. The plans that are in place but need to be reviewed since they are either outdated or do not assist the situation. The Municipality approached various stakeholders to assist financially to get these plans in place and the situation is slowly improving.

A summary of the sector plans includes the following:

- The Organisational Performance Management (OPM / PMS)
- Spatial Development Framework / Land Use Management Schemes/System (SDF/LUMS)
- Skills Development Plan (SDP)
- LED Strategy
- Housing Chapter
- Environmental Management Framework / Plan (EMF/P)
- Integrated Waste Management Plan (IWMP)
- Integrated Transport Plan (ITP)
- HIV/AIDS Plan
- Communication Plan

#### **Disaster Management Plan (DMP) and Water Services Development Plan (WSDP)**

The above-mentioned plans are informed by the developmental priorities and objectives as articulated in this IDP document. It is for this reason that the plans are incorporated in the IDP to ensure alignment with other key sector plans with a view to forging a seamless implementation of this IDP since it is an all-embracing and coherent strategic planning tool for the Municipality.

#### 7.2 THE SECTOR PLANS

##### 7.2.1 Skills Development Plan

The Skills Development Plan of the Municipality was developed in terms of the Skills Development Act, 1998 (Act No 97 of 1998) Skills Development Plan (1998) and the Skills Development Levy Act, 1999 (Act No 9 of 1999) Skills Development Act (1999) which require an employer to ensure quality of education and training in the workplace, and to assist job seekers, retrenched and the unemployed to enter the job market with the required skills.

The Workplace Skills Plan (WSP) is derived from the organisational objectives contained in the IDP and the strategic priorities of the Sector Skills Plan of the Local Government SETA. Through interaction with Organised Labour and the municipal Training Committee, the Municipality will submit the WSP and Annual Training Report (ATR) for the coming financial year to the SETA as required. As required, the Municipality submits the WSP and ATR by 30 June annually.

##### 7.2.2 LED Strategy

The LED Strategy is a key sector plan required by a municipality to guide all economical development and functions in the municipal space. The Municipality's LED Strategy was reviewed internally by the LED Section in the 2012/13 financial year. Council adopted a draft LED Strategy for public participation on 26 March 2013. Consultation with the community has taken place and inputs sourced. The reviewed LED Strategy will assist to direct all issues relating to local economic development. The current interim LED Forum is ineffective.

The purpose of the LED Strategy is to assist the Municipality as follows:

- It will guide all local economic development initiatives;
- It will provide a formal framework within which SMME's in CALM would function;
- It will assist with the revival of the LED Forum and other sub-forums such as the Mining Forum; Agriculture Forum, etc.

### **7.2.3 Integrated Waste Management Plan (IWMP)**

In South Africa, each municipality is expected to prepare an IWMP as part of its IDP process thus bringing waste management down to the local level. The main objective is to optimise waste management so that the efficiency of the waste management system is maximised and impacts on financial costs associated with waste management are minimised.

This sector plan falls under the Directorate Community Services. The IWMP is aimed at improving the waste management in the Municipality and to meet all the National Environment and Waste Management Regulations.

A service provider was appointed by the Department of Environmental Affairs to formulate the draft IWMP for the Municipality, and significant progress has been made in this regard.

### **7.2.4 Integrated Transport Plan (ITP)**

Although the ITP is one of the key sector plans to have in place, we do not have it at CALM. There has been several requests that have been registered with the former Department of Roads and Transport to assist the municipality develop the plan, all those requests have been in vain.

However, the Municipality will continue to approach interested stakeholders and partners to assist financially.

The three spheres of government oversee that land transport planning is in line with the National Land Transport Act, 2009 (Act No 26 of 2009). The strategic frameworks that are required for national, provincial and local government are the National Land Transport Strategic Framework, the Provincial Land Transport Framework, and the Integrated Transport Plan. The latter should normally be compiled by a municipality. These frameworks are critical for spatial planning of roads spanning across various municipal boundaries, hence the integration within the land transport planning is a necessity.

### **7.2.5 HIV/AIDS Framework**

The National HIV/AIDS Strategic Plan was adopted in 2011. It provides guidance for the establishment of the Provincial Strategic Plan, which regulates the formation of AIDS Councils. In line with this regulation the Mpumalanga Provincial AIDS Council, District AIDS Council and the Local AIDS Council were formed, the latter having been established in September 2012.

The key strategic objectives of the Local HIV/AIDS Plan are -

- To increase HIV/AIDS awareness in the community
- To manage the impact of HIV/AIDS in the Municipality
- To reduce the rate of new infections and the impact of HIV/AIDS in the community
- To address social and structural factors that influence the disease
- To this end, the Municipality strives to foster strategic partnerships with different stakeholders involving government, civil society, business and other interested stakeholders.

### **7.2.6 Communication Plan**

The Communication Plan is one of the sector plans which are vital for the IDP, and for purposes of directing communication between the community and the Municipality as well as between the Municipality and other stakeholders outside the Municipality.

The Municipality has a Communication Plan in place. A Communications Officer is in place and the plan is implemented.

## **7.3 INPUT SECTOR PLANS**

### **7.3.1 Integrated Transport Plan**

*Although the ITP is one of the key sector plans to should be in place, the Municipality does not have it. Several requests for assistance to develop the plan have been lodged with the former Department of Roads and Transport, but were unsuccessful. The Municipality will, however continue to source interested stakeholders and partners for financial assistance.*

### **7.3.2 Integrated Waste Management Plan**

*All municipalities are expected to prepare an IWMP as part of its IDP process thus bringing waste management down to the local level. The main objective is to optimise waste management so that the efficiency of waste management system is maximised and impacts on financial costs associated with waste management are minimised.*

*This sector plan falls under the directorate Community Services. The Integrated Waste Management plan is aimed at improving the waste management in the municipality and to meet all the National Environment and Waste Management Regulations.*

*The service provider has been appointed by Department of Environmental Affairs to formulate the draft IWMP for the municipality. Significant progress has been made in this regard.*

### **7.3.3 Water Services Development Plan**

The Municipality commissioned a study in 2009 to develop this plan. The DBSA assisted the Municipality financially to compile the Water Services Development Plan.

Having been presented to the stakeholders and roleplayers during the CALM Water Indaba at the beginning of March 2010, the sector plan is now in place. Gert Sibande District Municipality (GSDM) appointed service providers to assist the Municipality with the review of the the plan, and the plan is implemented as required.

The Municipality does not have an Electricity Master Plan in place. The development of a district-wide Energy Master Plan by the District Municipality is awaited.



## CHAPTER 8

### IDP ANNUAL PLANS

#### 8.1 BACKGROUND

The Infrastructure Development Act, 2014 (Act No 27 of 2014) is administered by the National Ministry of Economic Development and aims to direct infrastructure development initiatives in the Republic of South Africa. The Act intends to provide for the facilitation and coordination of public infrastructure development which is of significant economic or social importance to the Republic; ensure that infrastructure development in the Republic is given priority in planning, approval and implementation; ensure that the development goals of the State are promoted through infrastructure development; improve the management of such infrastructure during all lifecycle phases, including planning, approval, implementation and operations; and to provide for matters incidental thereto.

The Municipality has inferior infrastructure due to its rural nature. As a result, the legislation is vital to putting measures in place to encourage investment in infrastructure and the maintenance thereof.

#### 8.2 DEPARTMENTAL PLANS

##### 8.2.1 Technical Services and Project Management

###### (f) Provision of Water

###### (j) Legislative Requirements

- The Constitution of the Republic of South Africa (1996)
- National Water Act (1998)
- Water Services Act (1997)
- Regulations for the Blue and Green Drop processes
- Mine Water Regulations (GN 704)
- Water Services By-Laws

The Municipality has been allocated the functions of a Water Services Authority, where a “water services authority” is defined in terms of the Water Services Act as “any municipality, including a district or rural council as defined in the Local Government Transition Act(1993), responsible for ensuring access to water services”. Thus, in terms of Section 11(1) of the Water Services Act (1997) “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”, which effectively authorises the Municipality to provide \*potable water within its jurisdiction to its residents, and to ensure operation, maintenance and upgrading of water and sanitation infrastructure; and address issues related to the monitoring of water quality.

In order to achieve this, section 12(1) requires that *every water services authority must as part of the process of preparing an integrated development plan in terms of the Local Government Transition Act, 1993 (Act No. 209 of 1993); or separately, if no process contemplated above has been initiated, prepare a draft water services development plan for its area of jurisdiction; and a summary of that plan.*

The Municipality has seven water schemes and four package plants, the latest having been completed at Eerstehoek Water Treatment Plant. The operation and maintenance of the infrastructure is done internally by the Department Technical Services, while other major repair and maintenance services are delegated to contracted service providers. The existing infrastructure does not meet the demand of the current population, which leads to limited supply to other areas, particularly in Eerstehoek and Empuluzi where water supply was rationed; Package Plants were installed as an intervention at both areas to augment water supply. Reliable, uninterrupted and constant water supply is further affected by power supply outages and breakdowns of equipment.

###### (b) Electricity Supply

###### (k) Objective

- To provide efficient and sustainable electricity supply to the consumers throughout the municipal area;
- To encourage the use of alternative energy to consumers with or without access to the existing electricity grid

**(ii) Legislative requirements**

- Electricity Act (1987)
- Electricity Amendment Acts 1989, 1994, 1995)
- Electricity Regulation Act (2006)
- NERSA regulations
- Occupational Health and Safety Act
- Status of the Energy Plan

## 8.2 IDP ANNUAL PLANS

Table xxx - TECHNICAL SERVICES AND PROJECT MANAGEMENT

### KPA : BASIC SERVICE DELIVERY

Strategic Objective	Performance Indicator	Baseline	2017/18 Annual Target	2017/18 Budget	Reporting Frequency	Programme Owner
<b>KPA : SUSTAINABLE SERVICE DELIVERY</b>						
Increase access to basic water to 100%	Number of boreholes drilled and equipped.	81.8%	20	R 2m	Annual	DTS
	Number of water tankers procured	81.8%	1 x Water tanker	R 1m	Annual	DTS
	Number of existing water schemes upgraded	81.8%	1 x Water Treatment Scheme	R 25m	Annual	DTS/ PMU
	Number of water reticulation rehabilitated	81.8%	14km	R 10m	Annual	DTS/ PMU
To increase access to basic sanitation to 100%	Number of envirosan/ smartsan /alternative to VIP installed	96,6%	450Households	R 10m	Annually	PMU
	Number of households connected to waterborne sanitation	96,6%	80Households	R 23m	Annually	PMU
	Number of honey sucker truck procured	1	1 x honey sucker	R 1m	Annually	DTS
To upgrade gravel roads to surfaced roads	Km of gravel roads paved and surfaced	106km	5km	R5m	Annual	PMU
To repair and maintain gravel road	Number of yellow fleet procured	549km	1 x Tipper truck	R1m	Annual	DTS
Increase access to basic electricity to 100%	Number of households electrified	96.6%	600Households	R 11,8m	Annually	PMU
	Number of substations upgraded	0	1x substation (Silobela)	R 7m	Annually	PMU/ DTS
To construct public infrastructure and amenities	Number of foot bridges and storm water sytems	5	10	R 500 000	Annual	DTS
	Number of public lighting installed	98	10 High mast lights	R 4m	Annual	PMU
To construct public infrastructure and amenities	Number of sport facility upgraded	New Indicator	1 x Upgrade sport facility	R 4.1m	Annual	PMU
	Number of fire stations and disaster management centres	New indicator	1 x Elukwatini Fire Station & Disaster Management Centre	R 10m	Annual	PMU

Strategic Objective	Performance Indicator	Baseline	2017/18 Annual Target	2017/18 Budget	Reporting Frequency	Programme Owner
	constructed					
<b>KPA : FINANCIAL VIABILITY AND MANAGEMENT</b>						
Increase revenue to 80%	Number of of electricity prepaid smart meters	55%	2 000	R 3m	Quarterly	DTS
	Number of conventional electrified boreholes converted to prepaid electricity	0	10	R 100 000	Quarterly	DTS
	Number of water meters installed	55%	600	R 1m	Annual	DTS/ PMU
<b>KPA : LOCAL ECONOMIC GROWTH</b>						
Reduce unemployment by 7%	Number of cooperatives supported	4 cooperatives	5 cooperatives	Linked to projects	Annual	PMU

## 8.2.2 COMMUNITY AND PUBLIC SAFETY SERVICES

### (a) Disaster and Relief

#### (l) Background

Disaster is a progressive or sudden, widespread or localized, natural or human-caused occurrence which causes or threatens to cause -

- death, injury or disease,
- damage to property, infrastructure or the environment or
- disruption of the life of a community and

is of a magnitude that exceeds the ability of those affected by the disaster to cope with its effects using only their own resources.

The Disaster Management Act requires municipalities to take the following actions:

- Prepare a Disaster Management Plan for its area according to the circumstances prevailing in that area;
- Co-ordinate and align the implementation of its plan with those of other organs of state and institutional role players; and
- Regularly review and update its plan. (Section 48)

The disaster management plan serves to confirm the arrangements within the Municipality to effectively prevent disasters from occurring and to lessen the impact of those hazards that cannot be avoided.

Disaster Management is a continuous and integrated multi-sectoral and multi-disciplinary process of planning and implementation of measures aimed at disaster prevention, mitigation, preparedness, response, recovery and rehabilitation (Disaster Management Act, 2002). The preventative elements of the plan must be implemented and maintained on a continuous basis. The emergency or reactive elements of the plan will be implemented in a municipality whenever a major incident or disaster occurs or is threatening in its area of jurisdiction. The responsibility for the implementation of the plan is that of the Head of the Disaster Management Centre.

In terms of Section 41(1)(b) of the Constitution (1996), all spheres of government, and local government are required to secure the well-being of the people of the Republic. Local government is also empowered to deal with a number of functions, which are closely related to disaster management. In addition, Section 152(1)(d) of the Constitution requires local government to provide a safe and healthy environment. Section 26(g) of the MSA (2000) states that the integrated development plan of a municipality must reflect applicable disaster plans. The need for the integration of disaster plans into the IDP of a municipality is underscored by the commonality between mitigation issues and new roles for local government which focus on the provision of basic services, the creation of job opportunities, economic and social development, the eradication of poverty and promoting democracy.

The Municipality will submit a copy of its Disaster Management Plan, and of any amendment to the plan, to the District Disaster Management Centre and the Provincial Disaster Management Centre.

The plan will:

- Form an integral part of the Municipality's IDP;
- Anticipate the likely types of disaster that might occur in the Municipality area and their possible effects;
- Identify the communities at risk;
- Provide for appropriate prevention and mitigation strategies;
- Identify and address weaknesses in capacity to deal with possible disasters;
- Facilitate maximum emergency preparedness;
- Establish the emergency management policy framework and organisation that will be utilised to mitigate any significant emergency or disaster affecting the Municipality.
- Establish the operational concepts and procedures associated with day-to-day operational response to emergencies.
- Contain contingency plans and emergency procedures in the event of a disaster, providing for –The allocation of responsibilities to the various role players and coordination in the carrying out of those responsibilities;
- Prompt disaster response and relief;
- Disaster recovery and rehabilitation focused on risk elimination or mitigation'
- The procurement of essential goods and services;
- The establishment of strategic communication links;
- The dissemination of information

**i) Purpose**

The Disaster Management Plan is designed to establish the framework for implementation of the provisions of the Disaster Management Act (2002) as well as the related provisions of the MSA (2000). The purpose of this plan is to outline policy and procedures for both pro-active disaster prevention and reactive disaster response and mitigation phases of Disaster Management. It is intended to facilitate multi-agency and multi-jurisdictional co-ordination in both pro-active and reactive programmes.

**ii) Approach to Disaster Management Policy Framework**

The Municipality prepared its plan using the Disaster Management Framework of 2005 and the Disaster Management Act (2002).

Table xxx - COMMUNITY AND PUBLIC SAFETY SERVICES

KPA : BASIC SERVICE DELIVERY

Strategic Objective	Performance Indicator	2017/18 Annual Target	2017/18 Budget	Reporting Frequency	Data Source	Evidence	Programme Owner
<b>KPA : BASIC SERVICE DELIVERY</b>							
To provide sustainable and reliable services to communities	Number of households receiving refuse removal services	10 000 households	Operational budget	Quarterly	Weekly plans Register of bins	Reports	Community and Safety Services
	Number of disaster relief packages dispatched	4	Operational budget	Quarterly	Register of dispatched packages	Reports	Community and Safety Services
	Number of law enforcement infringements fines issued		Operational budget	Quarterly	Register of infringements booklets	Resports	Community and Safety Services
	Number of incidents and response attended,	20	Operational budget	Quarterly	Register of the incident /accident	Reports	Community and Safety Services
	Number of landfill sites maintained	5 landfill sites	Operational budget	Quarterly	Weekly plans	Reports	Community and Safety Services
To contribute to revenue collection (Refuse Removal)	Number of households supplied with refuse bins/ registered for billing	10 000 households	Operational budget	Quarterly	Signed off delivery register	Refuse bins register	Community Services

### 8.2.3 PLANNING AND ECONOMIC DEVELOPMENT

#### (i) Legislative Requirement

The local economic development initiatives of the Municipality is guided by the Constitution (1996); The White Paper on Local Government (1998); the Municipal System Act (2000); The National Spatial Development Perspective, and the Municipal Property Rates Act.

The Constitution (1996) Section 152 enjoins municipalities to promote local economic development.

The Chief Albert Luthuli Draft Spatial Development Framework of 2016-2022 gives direction in details relating to economic development imperatives, in line with the following hierarchy of directives relating to local economic development:

- The National Development Plan (NDP)
- The Nine point Plan of Government
- Mpumalanga Vision 2030
- The Mpumalanga Economic Growth and Development Path (MEGDP)
- The Provincial Industrial Development Plan (MIDP)
- The Provincial Trade and Investment Strategy
- The Provincial Green Economy Strategy



Table xxx - LOCAL ECONOMIC DEVELOPMENT

KPA : LOCAL ECONOMIC DEVELOPMENT

Strategic Objective	Performance Indicator	Baseline	2017/18 Annual Target	2017/18 Budget	Reporting Frequency	Programme Owner
<b>LOCAL ECONOMIC DEVELOPMENT</b>						
Local Economic Development	Number of projects promoted and marketed as per Growth and Development Plan	LED Strategy 2014/15 in place (under review)	Growth and Development Plan developed and approved	Operational budget	Quarterly	PED
	Number of LED forum meetings held	None functional LED forum	Functional LED forum, one meeting per quarter	Operational budget	Quarterly	PED
	Support offered to SMME's and Cooperatives	324 Cooperatives in LED database. Seven workshops conducted Assisted 32 Cooperatives with registration on CDB	12 SMMEs and Cooperatives Supported to achieve sustainability	Operational budget	Quarterly	SMMEs and Cooperatives supported
	To facilitate the revitalisation of small scale industrial parks by MEGA	Eight non- functional small scale industrial parks	Two industrial parks transferred to the municipality, renovated and functional to assist cooperatives and SMME's	Operational budget	Quarterly	PED
	Number of cooperatives identified to assist Promote the Agri-park projects	Agri-park projects approved	Number of cooperatives assisted with training and capacity building	Operational budget	Quarterly	PED
Reduce unemployment rate	Number of jobs opportunities monitored	3007 job opportunities in 2016/17	To report on all job opportunities created	Operational budget	Quarterly	PED
<b>SUSTAINABLE SERVICE DELIVERY</b>						
To facilitate the development of integrated human settlements (mixed use development)	Integrated human settlement development	Draft mixed use development proposal approved by CALLM and GSDM	Oneintegrated human settlement development (mixed used development established)	DHS CALLM	Quarterly	PED
To formalise Empuluzi Ext C2	Approval of the township by Gert Sibande Joint Municipal Tribunal	Informal settlement with basic amenities	Sustainable and coordi-nated develop-ment	CALM	QUARTELY	PED
To establish township for Caropark Ext 2	Approved township establishment by Gert Sibande Joint Municipal planning tribunal	Informal settlement with basic amenities	Sustainable and coordi-nated development	Operational budget	Quarterly	PED
Township establishment Carolina Ext 1 (Padkamp)	approved surveyor general plan	Farm portion	Sustainable and coordinated development	Operational budget	QUARTELY	PED
Review of the Land Use Scheme to align with	Proclaimed land use scheme (LUS)aligned to SPLUMA and	Land use scheme approved by Council, 2011	LUS reviewed, adopted by Council and proclaimed to be	COGTA	Quarterly	PED

Strategic Objective	Performance Indicator	Baseline	2017/18 Annual Target	2017/18 Budget	Reporting Frequency	Programme Owner
SPLUMA	SPLUM By-law		aligned with SPLUMA and SPLUM By-Law			
To facilitate the distribution of title deeds for various wards (by service provider)	1000 title deeds distributed in various wards (by service provider)	1000 title deeds for distribution	1000 title deeds distributed to beneficiaries	Operational budget	Quarterly	PED
To facilitate the distribution of title deeds in Ward 14 and 12	900 title deeds distributed in ward 14 and 12	900 title deeds for distribution	900 title deeds distributed to beneficiaries	Operational budget	Quarterly	PED
To capture and update forms to National Housing Needs register (NHNR)	1000 of data forms captured and linked to NHNR	11413 beneficiaries on the NHNR	1000 List of beneficiaries captured ready for allocation	Operational budget	Quarterly	PED
<b>FINANCIAL VIABILITY</b>						
To enhance revenue by leasing LED properties	Ensure 100% payment of LED property leasing fees	4 Properties available	100% LED related properties lease out & income received	Operational budget	Quarterly	PED
To enhance revenue by approval of all building plans submitted	Ensure 100% payment of all building plans fees Create income through approval of residential and business plans	Council approved building plan fees R120 000 collected	100% of all submitted building plans approved Enforcement of building regulations in all new buildings	Operational budget	Quarterly	PED
To enhanced revenue by approval of all land use applications	Ensure 100% payment of all land use application fees Create income through approval of residential and business plans	Council approved building plan fees R30 000 collected	Council approved tariffs for town planning processes i.e. rezoning, subdivision, consolidations, township establishment etc.	Operational budget	Quarterly	PED

## 8.2.4 CORPORATE SERVICES

### (i) Background

Legislation requires a municipality to establish and organise its administration to facilitate a culture of accountability amongst its staff; to develop a system of municipal governance that compliments formal representative governance with a system of participatory governance; and to supply its community with information concerning municipal governance, management and development.

The success of municipal strategies depends on the effectiveness of governance structure and processes. This is also realised through the existing cordial and productive relationship between the administration, political structures and political office-bearers of Council.

### (ii) Public Participation and communication

- The Constitution (1996) stipulates that one of the objectives of municipalities is "*to encourage the involvement of communities and community organisations in the matters of local government*".
- The White Paper Local Government (WPLG) emphasises the issue of public participation (not only in municipal planning). It provides details on how to achieve public participation and the role of local government in the involvement of citizens in policy formulation and designing of municipal programmes, as well as implementation and monitoring and evaluation of such programmes.
- Public participation is meant to promote local democracy.

### (iii) Legal Services

The Legal Services Section intends to conduct a legal audit on all legislation having an impact on the Municipality in the next financial year to be able to strictly monitor compliance of each relevant department, and to be able to render professional legal advice.

The Sections commits to execute the following:

- Ensure more effective, accountable and clean local government that works together with national and provincial government.
- Continuously update and diligently implement the Municipality's Fraud Prevention Policy.
- Compile, publish and apply as far as possible the service standards of all municipal services

Table xxx - CORPORATE SERVICES

**KPA : GOOD GOVERNANCE AND PUBLIC PARTICIPATION**

**KPA : MUNICIPAL AND INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION**

Strategic Objective	Performance Indicator	Baseline	2017/18 Annual Target	2017/18 Budget	Reporting Frequency	Programme Owner
<b>ENHANCE PUBLIC PARTICIPATION AND GOOD GOVERNANCE</b>						
To develop a public participation strategy	Public participation strategy developed and adopted	0	Public participation strategy		Annually	Corporate Services
	Number of oversight and accountability meetings	4 Council meetings 4 Section 79 Oversight Committee and site visits	4 Council meetings 4 Section 79 Oversight Committee and site visits		Quarterly	Corporate Services
	Number of functional oversight committee	2 functional advisory committee	4 functional Advisory Committee		Quarterly	Corporate Services
	Number of functional ward committee, oversight and stakeholders	23 functional ward committees and government structures and stakeholders	25		Monthly	Corporate Services
	Number of Mayoral Izimbizo's	5 Mayoral Izimbizo's	6 Mayoral Izimbizo's		Annually	Corporate Services
	Number of stakeholder's meeting	3 stakeholder forums	8 stakeholders forums		8 stakeholders forums	Corporate Services
<b>MUNICIPAL AND INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION</b>						
To transform the Municipality with competent and capable human capital	Number of employees and councillors trained	50 employees and councillor in 2016/17	50 employees and Councillors		Monthly	Corporate Services
To develop an ICT Strategy	An ICT Strategy developed and adopted	ICT Governance Framework	ICT Strategy		Annually	Corporate Services
To review the organisational structure	The organisational structure reviewed annually	Reviewed organisational structure 2016/2017	Align the organisational structure with IDP objectives		Annually	Corporate Services
To develop the five (5) employment equity plan	The 5 employment equity plans developed and adopted	30% females in management positions	5% females in management positions		Annually	Corporate Services
To institutionalize the PMS	The PMS Framework approved and adopted	Approved PMS Framework	4 quarter assessments	PMS Framework policy	Annually	Corporate Services

## 8.2.5 FINANCE, BUDGET AND TREASURY

### (a) Background

The Municipality aims to fully comply with prevailing municipal financial legislation to ensure sound financial management and governance to achieve a clean audit status. It is important that the financial affairs of the Municipality are managed in an efficient and effective manner to sustain a sound financial position towards sustainable service delivery.

The Directorate Financial Services is managed by the Chief Financial Officer, with the assistance of the Managers in four sections, namely the Manager: Income, the Manager: Expenditure, the Manager: Budget and Treasury Office, and the Manager: Supply Chain Management.

The directorate is responsible for the function of budgeting and accounting, expenditure and revenue management, and maintenance of the financial system. The Municipality is a developing and growing municipality striving for service delivery excellence. Therefore many challenges are faced with regards to financial planning and the ever-changing dynamic setting of local government.

The priority from a financial perspective is to ensure that the Municipality's financial position remains sustainable and viable. Indicate To this effect, the following matters are in place and policies are implemented diligently:

- Tariff Policy
- Rates Policy
- Payment of Creditors Policy
- Supply Chain Management Policy, and staffing
- Staffing of the Finance and SCM Units
- Auditor-General findings
- Financial management systems

Table xxx - FINANCE, BUDGET AND TREASURY

KPA : FINANCIAL VIABILITY

Strategic	Performance Indicator	2017/18 Annual Target	2017/18 Budget	Reporting Frequency	Programme Owner
<b>INCREASE REVENUE COLLECTION TO 80%</b>					
To ensure accurate billing system	Number of accounts with accurate billing	75%		Quarterly	Finance
To maintain the general valuation roll	Number of Supplementary valuation	One (1) Supplementary valuation roll		Annually	Finance
To convert of all conventional meters to prepaid	Number of Conventional Meters converted to prepaid	100% conversion to prepaid		Quarterly	Technical Services
To inform national treasury for government accounts not paid after 30 days in terms.	Number of accounts reported to National Treasury	100% of accounts not paid	N/A	Quarterly	Finance
To standardise the chart of accounts	Number of reports compliance with mSCOA	4 Quarterly Reports		Quarterly	All Department
To update and monitor land usage.	Number of application received and submitted to the valuer	4 Quarterly Reports		Quarterly	PED
<b>ACHIEVE CLEAN AUDIT OUTCOME</b>					
To develop a compliance checklist	Number of reports submitted as per compliance checklists	4 Quarterly Reports		Quarterly	All Departments
To maintain accurate financial information and records	Number of reconciliation	4 Quarterly Reports		Quarterly	
To establish functional governance structures	Number of reports from the Oversight Committees	4 Quarterly Reports		Quarterly	Audit Committee, MPAC, S79
To implement fair, transparent, equitable and cost effective SCM processes	Number of awards made through competitive bidding	4 Quarterly Reports		Quarterly	Finance
To develop a SMART SDBIP (monitoring and evaluation)					<b>PMS</b>

## 8.2.6 PROJECT MANAGEMENT

### (i) 5-Year IDP Projects

The Municipality is responsible for the planning of municipal infrastructure and for utilising capital allocations to deliver infrastructure. The Performance Management Unit (PMU) ensures that the planning of the infrastructure is done efficiently and effectively and that capital funds are utilised to build the necessary internal capacity in the Unit, and to deliver infrastructure.

The overall roles and responsibilities of the Unit may be summarised as follows:

- Infrastructure development planning
- Project identification
- Financial planning and management of capital funds
- Project feasibility studies
- Project planning
- Project implementation, including community participation and awareness, construction, capacity building and mentoring support
- Project management
- Building of capacity in the Unit
- Monitoring and evaluation of the capital programme and projects
- Compilation and submission of reports in the formats prescribed for the capital programme.

The Service Delivery and Budget Implementation Plan (SDBIP) is an important element in the service delivery process since it translates all the Integrated Development Plan (IDP) objectives into tangible and implementable projects, thereby making service delivery a reality, providing a basis for performance management. Through the SDBIP, the Executive Mayor is able to hold the Municipal Manager, as Head of Administration, accountable and the Municipality is able to account to communities. It enables the Municipal Manager to hold accountable all the Managers that report directly to him. The communities, at the same time, are also able to monitor the functioning of the Municipality. The SDBIP must determine the performance agreements which are entered into between the employer and employees.

Capital projects are funded by the following programs:

- Municipal Infrastructure Grant (MIG)
- Integrated National Electrification Programme (INEP) - Department of Energy (DOE)
- Water Services Operating Subsidy - Department of Water and Sanitation (DWS)
- Capital Funds - Gert Sibande District Municipality (GSDM)
- Nkomati Mine
- Municipal Own Funds

Table xxxa : Capital Projects Budget 2017/18

IDP No	National KPA	Strategic Objective	Municipal Priority / IDP Programme	Project Name	Project Description	Project Segment	Costing Segment	Function Segment	Region Segment	Municipal Standard Classification	2017/2018 Budget Forecast	2018/2019 Budget Forecast	2019/2020 Budget Forecast	Item Segment (Assets)
2017/18_CALLM_TEC_0001_MIG	Basic Service Delivery	Provide sustainable services infrastructure	Water	MP301_TEC_WAT_Replace-ment of AC Pipelines on the Eerstehoek Water Scheme	Replacement of AC Pipelines on the Eerstehoek Water Scheme: Sabatha Section	Capital >Infrastructure >Existing >Upgrade and Additions >Water >Internal Water Reticulation	Default	Function >Water Management >Core Function >Water Distribution	10, 13, 14, 16, 18, 20, 24, 25	Technical Services	R5 000 000			
2017/18_CALLM_TEC_0002_MIG	Basic Service Delivery	Provide sustainable services infrastructure	Water	MP301_TEC_WAT_Upgrade of Emanzana Water Scheme	Upgrading of Emanzana water scheme	Capital >Infrastructure >Existing >Upgrade and Additions >Water >Internal Water Reticulation	Default	Function >Water Management >Core Function >Water Distribution	17, 23	Technical Services		R-		
2017/18_CALLM_TEC_0003_MIG	Basic Service Delivery	Provide sustainable services infrastructure	Water	MP301_TEC_WAT_Upgrade of Empuluzi Water Scheme	Upgrading of Empuluzi Water Scheme.	Capital >Infrastructure >Existing >Upgrade and Additions >Water >Internal Water Reticulation	Default	Function >Water Management >Core Function >Water Distribution	4, 5, 7, 9, 11	Technical Services		R10 000 000		
2017/18_CALLM_TEC_0004_MIG	Basic Service Delivery	Provide sustainable services infrastructure	Water	MP301_TEC_WAT_Replace-ment of AC Pipes in Carolina	Replacement of AC Pipes in Carolina	Capital>Infrast ructure>Existi ng>Upgrade and Additions>Wat er>Internal Water Reticulation	Default	Function >Water Management >Core Function >Water Distribution	15, 21, 22	Technical Services		R5 000 000	R10 000 000	
2017/18_CALLM_TEC_0005_MIG	Basic Service Delivery	Provide sustainable services infrastructure	Water	MP301_TEC_WAT_Replace-ment of AC Pipes at Ekulindeni Water Scheme	Replacement of AC Pipes at Ekulindeni Water Scheme	Capital >Infrastructure >Existing >Upgrade and Additions >Water >Internal Water Reticulation	Default	Function >Water Management >Core Function >Water Distribution	12	Technical Services	R7 000 000	R5 000 000	R10 000 000	



IDP No	National KPA	Strategic Objective	Municipal Priority / IDP Programme	Project Name	Project Description	Project Segment	Costing Segment	Function Segment	Region Segment	Municipal Standard Classification	2017/2018 Budget Forecast	2018/2019 Budget Forecast	2019/2020 Budget Forecast	Item Segment (Assets)
2017/18_CALLM_TEC_0006_MIG	Basic Service Delivery	Provide sustainable services infrastructure	Water	MP301_TEC_WAT_Replacement of AC Pipes at Empuluzi Water Scheme	Replacement of AC Pipes at Empuluzi Water Scheme	Capital >Infrastructure >Existing >Upgrade and Additions >Water >Internal Water Reticulation	Default	Function >Water Management >Core Function >Water Distribution	4, 5, 7, 9, 11	Technical Services		R10 000 000	R10 000 000	
2017/18_CALLM_TEC_0007_WSIG	Basic Service Delivery	Provide sustainable services infrastructure	Water	MP301_TEC_WAT_Refurbishment of Empuluzi Scheme	Refurbishment of Empuluzi Water Scheme	Capital >Infrastructure >Existing >Rehabilitation and Refurbishment >Water >Treatment	Default	Function >Water Management >Core Function >Water Treatment	4, 5, 7, 9, 11	Technical Services			R25 000 000	
2017/18_CALLM_TEC_0008_WSIG	Basic Service Delivery	Provide sustainable services infrastructure	Water	MP301_TEC_WAT_Refurbishment of Lusushwane Water Scheme	Rehabilitation of Water Reticulation of Lusushwane Water Scheme	Capital >Infrastructure >Existing >Rehabilitation and Refurbishment >Water>Treatment	Default	Function >Water Management >Core Function >Water Treatment	6	Technical Services	R11 300 000			
2017/18_CALLM_TEC_0009_WSIG	Basic Service Delivery	Provide sustainable services infrastructure	Water	MP301_TEC_WAT_Refurbishment of Methula Water Scheme	Refurbishment of Methula Water Scheme	Capital >Infrastructure >Existing >Rehabilitation and Refurbishment >Water >Treatment	Default	Function >Water Management >Core Function >Water Treatment	1, 2, 3	Technical Services		R20 000 000		
2017/18_CALLM_TEC_0010_WSIG	Basic Service Delivery	Provide sustainable services infrastructure	Water	MP301_TEC_WAT_Upgrading of Eerstehoek Water Scheme	Refurbishment of Eerstehoek Water Scheme	Capital >Infrastructure >Existing >Rehabilitation and Refurbishment >Water >Treatment	Default	Function >Water Management >Core Function >Water Treatment	10, 13, 14, 16, 18, 20, 24, 25	Technical Services	R23 700 000			

IDP No	National KPA	Strategic Objective	Municipal Priority / IDP Programme	Project Name	Project Description	Project Segment	Costing Segment	Function Segment	Region Segment	Municipal Standard Classification	2017/2018 Budget Forecast	2018/2019 Budget Forecast	2019/2020 Budget Forecast	Item Segment (Assets)
2017/18 _CALLM _TEC_0010 _WSIG	Basic Service Delivery	Provide sustainable services infrastructure	Water	MP301 _TEC_WAT _Upgrading of Eerstehoek Water Scheme	Refurbishment of Eerstehoek Water Scheme	Capital >Infrastructure >Existing >Rehabilita- tion and Refurbishment >Water >Treatment	Default	Function >Water Management >Core Function >Water Treatment	10, 13, 14, 16, 18, 20, 24, 25	Technical Services	R23 700 000			
2017/18 _CALLM _TEC_0011 _MIG	Basic Service Delivery	Provide sustainable services infrastructure	Sanitation	MP301 _TEC_SAN _Upgrading of Empuluzi Waste Water Treatment Works (WWTW)	Upgrading of Empuluzi Waste Water Treatment Works (WWTW)	Capital >Infrastructure >Existing >Rehabilita- tion and Refurbishment >Waste Water Management >Ponds	Default	Function >Waste Water Management >Core Function >Waste Water Treatment	4, 5, 7, 9, 11	Technical Services		R5 000 000	R5 000 000	
2017/18 _CALLM _TEC_0012 _MIG	Basic Service Delivery	Provide sustainable services infrastructure	Sanitation	MP301 _TEC_SAN _Upgrading of Carolina Waste Water Treatment Works (WWTW)	Upgrading of Carolina Waste Water Treatment Works (WWTW)	Capital >Infrastructure >Existing >Rehabilita- tion and Refurbishment >Waste Water Management >Treatment	Default	Function >Waste Water Management >Core Function >Waste Water Treatment	15, 21, 22	Technical Services				
2017/18 _CALLM _TEC_0013 _MIG	Basic Service Delivery	Provide sustainable services infrastructure	Sanitation	MP301 _TEC_SAN _Upgrading of Ekulindeni Waste Water Treatment Works (WWTW)	Upgrading of Ekulindeni Waste Water Treatment Works (WWTW)	Capital >Infrastructure >Existing >Rehabilita- tion and Refurbishment >Waste Water Management >Ponds	Default	Function >Waste Water Management >Core Function >Waste Water Treatment	12	Technical Services		R5 000 000		
2017/18 _CALLM _TEC_0014 _MIG	Basic Service Delivery	Provide sustainable services infrastructure	Sanitation	MP301 _TEC_SAN _Upgrading of Elukwatini Waste Water Treatment Works (WWTW)	Upgrading of Elukwatini Waste Water Treatment Works (WWTW)	Capital >Infrastructure >Existing >Rehabilita- tion and Refurbishment >Waste Water Management >Ponds	Default	Function >Waste Water Management >Core Function >Waste Water Treatment	10, 13, 14, 16, 18, 20, 24, 25	Technical Services	R5 000 000		R10 000 000	

IDP No	National KPA	Strategic Objective	Municipal Priority / IDP Programme	Project Name	Project Description	Project Segment	Costing Segment	Function Segment	Region Segment	Municipal Standard Classification	2017/2018 Budget Forecast	2018/2019 Budget Forecast	2019/2020 Budget Forecast	Item Segment (Assets)
2017/18_CALLM_TEC_0015_MIG	Basic Service Delivery	Provide sustainable services infrastructure	Sanitation	MP301_TEC_SAN_Installation of Smartsan or Environsan Toilets	Installation of Smartsan or Environsan Toilets	Capital >Infrastructure >New >Waste Water Management >Internal Sanitation Reticulation	Default	Function >Waste Water Management >Core Function >Public Toilets	3, 5, 8, 11, 12	Technical Services	R10 000 000	R2 109 050	R10 000 000	
2017/18_CALLM_TEC_0016_MIG	Basic Service Delivery	Provide sustainable services infrastructure	Roads	MP301_TEC_RDS_Construction of Diepdale Ring Road	Construction of Diepdale Ring Road				1	Technical Services	R8 000 000			
2017/18_CALLM_TEC_0017_MIG	Basic Service Delivery	Provide sustainable services infrastructure	Roads	MP301_TEC_RDS_Construction of Ekulindeni Ring Road	Construction of Ekulindeni Ring Road	Capital >Infrastructure >Existing >Upgrade and Additions >Roads, Pavements, Bridges and Storm Water	Default	Function >Road Transport >Core Function >Roads	12	Technical Services		R5 000 000		
2017/18_CALLM_TEC_0018_MIG	Basic Service Delivery	Provide sustainable services infrastructure	Roads	MP301_TEC_RDS_Construction of Mayflower Ring Road	Construction of Mayflower Ring Road	Capital >Infrastructure >Existing >Upgrade and Additions >Roads, Pavements, Bridges and Storm Water	Default	Function >Road Transport >Core Function >Roads	4, 9	Technical Services	R8 000 000			
2017/18_CALLM_TEC_0019_MIG	Basic Service Delivery	Provide sustainable services infrastructure	Roads	MP301_TEC_RDS_Construction of Mahoxo Ring Road	Construction of Mahoxo Ring Road	Capital >Infrastructure >Existing >Upgrade and Additions >Roads, Pavements, Bridges and Storm Water	Default	Function >Road Transport >Core Function >Roads	2	Technical Services	R10 000 000	R5 000 000	R5 000 000	
2017/18_CALLM_TEC_0021_MIG	Basic Service Delivery	Provide sustainable services infrastructure	Roads	MP301_TEC_RDS_Construction of Paving Road - Tjakastad	Construction of Paving Road - Tjakastad	Capital >Infrastructure >Existing >Upgrade and Additions >Roads,	Default	Function >Road Transport >Core Function >Roads	13, 18	Technical Services	R7 000 000	R5 000 000	R5 000 000	

IDP No	National KPA	Strategic Objective	Municipal Priority / IDP Programme	Project Name	Project Description	Project Segment	Costing Segment	Function Segment	Region Segment	Municipal Standard Classification	2017/2018 Budget Forecast	2018/2019 Budget Forecast	2019/2020 Budget Forecast	Item Segment (Assets)
				Tjakastad		Pavements, Bridges and Storm Water								
2017/18 _CALLM _TEC_0022 _MIG	Basic Service Delivery	Provide sustainable services infrastructure	Roads	MP301 _TEC_RDS _Construction of Paving Road in Carolina Town	Construction of Paving Road in Carolina Town	Capital >Infrastructure >Existing >Upgrade and Additions >Roads, Pavements, Bridges and Storm Water	Default	Function >Road Transport >Core Function >Roads	15	Technical Services	R5 000 000			
2017/18 _CALLM _TEC_0023 _MIG	Basic Service Delivery	Provide sustainable services infrastructure	Roads	MP301 _TEC_RDS _Construction of Paving Road in Carolina Town	Construction of Paving Road in Emanzana				15	Technical Services	R5 000 000			
2017/18 _CALLM _TEC_0024 _MIG	Basic Service Delivery	Provide sustainable services infrastructure	Roads	MP301 _TEC_RDS _Construction of Paving Road in Carolina Town	Construction of Paving Road in Nhlazatshe 2				15	Technical Services		R5 000 000		
2017/18 _CALLM _TEC_0025 _MIG	Basic Service Delivery	Provide sustainable services infrastructure	Roads	MP301 _TEC_RDS _Construction of Paving Road in Carolina Town	Construction of Paving Road in Nhlazatshe 4				15	Technical Services		R5 000 000		
2017/18 _CALLM _TEC_0026 _MIG	Basic Service Delivery	Provide sustainable services infrastructure	Electricity	MP301 _TEC_ELE _Construction of High mast lights	Construction of High mast lights	Capital >Infrastructure >New >Electricity >Street Lighting and Signal Systems	Default	Function >Electricity >Core Function >Street Lighting and Signal Systems	All Wards	Technical Services			R5 000 000	
2017/18 _CALLM _TEC_0027 _INEP	Basic Service Delivery	Provide sustainable services infrastructure	Electricity	MP301 _TEC_RDS _Upgrading of Silobela Substation	Upgrading of Silobela Substation	Capital >Infrastructure >Existing >Upgrade and Additions >Electricity >Buildings, Fixtures and Improvements	Default	Function >Electricity >Core Function >Electricity	15, 21, 22	Technical Services	R7 000 000	R5 000 000		

IDP No	National KPA	Strategic Objective	Municipal Priority / IDP Programme	Project Name	Project Description	Project Segment	Costing Segment	Function Segment	Region Segment	Municipal Standard Classification	2017/2018 Budget Forecast	2018/2019 Budget Forecast	2019/2020 Budget Forecast	Item Segment (Assets)
2017/18_CALLM_TEC_0028_INEP	Basic Service Delivery	Provide sustainable services infrastructure	Electricity	MP301_TEC_RDS_Upgrade of Emanzana Substation	Upgrading of Emanzana Substation	Capital >Infrastructure >Existing >Upgrade and Additions >Electricity >Buildings, Fixtures and Improvements	Default	Function >Electricity >Core Function >Electricity	17, 23	Technical Services		R5 000 000	R10 000 000	
2017/18_CALLM_TEC_0029_INEP	Basic Service Delivery	Provide sustainable services infrastructure	Electricity	MP301_TEC_RDS_Construction of Pieter Debruin Park: Switching Station	Construction of Pieter Debruin Park: Switching Station	Capital >Infrastructure >Existing >Upgrade and Additions >Electricity >Buildings, Fixtures and Improvements	Default	Function >Electricity >Core Function >Electricity	21	Technical Services			R10 000 000	
2017/18_CALLM_TEC_0030_MIG	Basic Service Delivery	Provide sustainable services infrastructure	Community Asset	MP301_TEC_COM_Construction of Pieter Debruin Park: Switching Station	Construction of Silobela Sport Fields	Capital >Infrastructure >Existing >Upgrade and Additions	Default	Function >Public Safety >Core Function >Fire Fighting and Protection	15, 22	Technical Services	R4 185 200			
2017/18_CALLM_TEC_0031_MIG	Basic Service Delivery	Provide sustainable services infrastructure	Community Asset	MP301_TEC_COM_Construction of Elukwatini Fire Station	Construction of Elukwatini Fire Station	Capital >Infrastructure >New	Default	Function >Public Safety >Core Function >Fire Fighting and Protection	10, 13, 14, 16, 18, 20, 24, 25	Technical Services	R5 000 000	R6 000 000		
2017/18_CALLM_TEC_0032_MIG	Basic Service Delivery	Provide sustainable services infrastructure	Community Asset	MP301_TEC_COM_Construction of Elukwatini Management Centre	Construction of Elukwatini Management Centre	Capital >Infrastructure >New	Default	Function >Community and Social Services >Non-Core Function >Disaster Management	10, 13, 14, 16, 18, 20, 24, 25	Technical Services	R5 000 000	R6 000 000		
2017/18_CALLM_TEC_0033_MIG	Basic Service Delivery	Provide sustainable services infrastructure	Community Asset	MP301_TEC_COM_Construction of Dundonald Taxi rank	Construction of Dundonald Taxi rank	Capital >Infrastructure >New >Transportation	Default	Function >Community and Social Services >Non-Core Function >Community Halls and Facilities	4, 5, 7, 9, 11	Technical Services			R5 000 000	

IDP No	National KPA	Strategic Objective	Municipal Priority / IDP Programme	Project Name	Project Description	Project Segment	Costing Segment	Function Segment	Region Segment	Municipal Standard Classification	2017/2018 Budget Forecast	2018/2019 Budget Forecast	2019/2020 Budget Forecast	Item Segment (Assets)
2017/18_CALLM_TEC_0034_MIG	Basic Service Delivery	Provide sustainable services infrastructure	Community Asset	MP301_TEC_COM_Construction of Emanzana Transfer Station	Construction of Emanzana Transfer Station	Capital >Infrastructure >Existing >Upgrade and Additions >Solid Waste Disposal	Default	Function >Waste Management >Core Function >Solid Waste Removal	17, 23	Technical Services		R5 000 000	R5 000 000	
2017/18_CALLM_TEC_0035_MIG	Basic Service Delivery	Provide sustainable services infrastructure	Community Asset	MP301_TEC_COM_Construction of Ekulindeni Transfer Station	Construction of Ekulindeni Transfer Station	Capital >Infrastructure >Existing >Upgrade and Additions >Solid Waste Disposal	Default	Function >Waste Management >Core Function >Solid Waste Removal	12	Technical Services			R5 000 000	
2017/18_CALLM_TEC_0036_MIG	Basic Service Delivery	Provide sustainable services infrastructure	Community Asset	MP301_TEC_COM_Construction of Empuluzi Transfer Station	Construction of Empuluzi Transfer Station	Capital >Infrastructure >Existing >Upgrade and Additions >Solid Waste Disposal	Default	Function >Waste Management >Core Function >Solid Waste Removal	4, 5, 7, 9, 11	Technical Services			R5 000 000	
2017/18_CALLM_TEC_0037_MIG	Basic Service Delivery	Provide sustainable services infrastructure	Community Asset	MP301_TEC_COM_Construction of Steynsdorp Community Hall	Construction of Steynsdorp Community Hall	Capital >Infrastructure >Existing >Upgrade and Additions	Default	Function >Community and Social Services >Non-Core Function >Community Halls and Facilities	19	Technical Services		R5 000 000	R4 305 550	
2017/18_CALLM_TEC_0038_MIG	Basic Service Delivery	Provide sustainable services infrastructure	Community Asset	MP301_TEC_COM_Construction of Femie Community Hall	Construction of Femie Community Hall	Capital >Infrastructure >Existing >Upgrade and Additions	Default	Function >Community and Social Services >Non-Core Function >Community Halls and Facilities	1, 2, 3	Technical Services			R5 000 000	
2017/18_CALLM_TEC_0039_MIG	Basic Service Delivery	Provide sustainable services infrastructure	Community Asset	MP301_TEC_COM_Construction of Tjakastad Community Hall	Construction of Tjakastad Community Hall	Capital >Infrastructure >Existing >Upgrade and Additions	Default	Function >Community and Social Services >Non-Core Function >Community Halls and Facilities	13, 18	Technical Services		R5 000 000		

IDP No	National KPA	Strategic Objective	Municipal Priority / IDP Programme	Project Name	Project Description	Project Segment	Costing Segment	Function Segment	Region Segment	Municipal Standard Classification	2017/2018 Budget Forecast	2018/2019 Budget Forecast	2019/2020 Budget Forecast	Item Segment (Assets)
2017/18 _CALLM _TEC_0040 _OTHER	Basic Service Delivery	Provide sustainable services infrastructure	Community Asset	MP301 _TEC_COM _Construction of Council Chamber	Construction of Council Chamber	Capital >Infrastructure >Existing >Upgrade and Additions	Default	Function >Executive and Council >Core Function >Mayor and Council	22	Technical Services	R7 000 000	R10 000 000	R10 000 000	
<b>Total Budget</b>											<b>R133 185 200</b>	<b>R139 109 050</b>	<b>R159 305 550</b>	

**Table xxxb - Municipal Infrastructure Grant (MIG) Projects Budget**

IDP No	National KPA	Strategic Objective	IDP Programme	Project Name	Project Description	Project Segment	Costing Segment	Function Segment	Region Segment	Municipal Standard Classification	2017/2018 Budget Forecast	2018/2019 Budget Forecast	2019/2020 Budget Forecast	Item Segment (Assets)
2017/18_CALLM_TEC_0001	Basic Service Delivery	Provide sustainable services infrastructure	Water	MP301_TEC_WAT_Replace ment of AC Pipelines on the Eerstehoek Water Scheme	Replacement of AC Pipelines on the Eerstehoek Water Scheme	Capital>Infrast ructure>Existi ng>Renewal> Water Supply Infrastrucure> Distribution>E erstehoek	Default	Water Management> Core Function>Wat er Distribution	10, 13, 14, 16, 18, 20, 24, 25	Technical Services	R10 000 000			
2017/18_CALLM_TEC_0002	Basic Service Delivery	Provide sustainable services infrastructure	Water	MP301_TEC_WAT_Upgrade of Emanzana Water Scheme	Upgrading of Emanzana Water Scheme		Default		17, 23	Technical Services		R10 000 000		
2017/18_CALLM_TEC_0003	Basic Service Delivery	Provide sustainable services infrastructure	Water	MP301_TEC_WAT_Upgrade of Empuluzi Water Scheme	Upgrading of Empuluzi Water Scheme		Default		4, 5, 7, 9, 11	Technical Services		R10 000 000		
2017/18_CALLM_TEC_0004	Basic Service Delivery	Provide sustainable services infrastructure	Water	MP301_TEC_WAT_Replace ment of AC Pipes in Carolina	Replacement of AC Pipes in Carolina		Default		15, 21, 22	Technical Services	R5 000 000	R5 000 000	R10 000 000	
2017/18_CALLM_TEC_0005	Basic Service Delivery	Provide sustainable services infrastructure	Water	MP301_TEC_WAT_Replace ment of AC Pipes at Ekulindeni Water Scheme	Replacement of AC Pipes at Ekulindeni Water Scheme		Default		12	Technical Services	R6 000 000	R5 000 000	R10 000 000	
2017/18_CALLM_TEC_0006	Basic Service Delivery	Provide sustainable services infrastructure	Water	MP301_TEC_WAT_Replace ment of AC Pipes at Empuluzi Water Scheme	Replacement of AC Pipes at Empuluzi Water Scheme		Default		4, 5, 7, 9, 11	Technical Services		R10 000 000	R10 000 000	
2017/18_CALLM_TEC_0007	Basic Service Delivery	Provide sustainable services	Water	MP301_TEC_WAT_Refurbish	Refurbishment of Empuluzi Water		Default		4, 5, 7, 9, 11	Technical Services			R25 000 000	



IDP No	National KPA	Strategic Objective	IDP Programme	Project Name	Project Description	Project Segment	Costing Segment	Function Segment	Region Segment	Municipal Standard Classification	2017/2018 Budget Forecast	2018/2019 Budget Forecast	2019/2020 Budget Forecast	Item Segment (Assets)
		infrastructure		ment of Empuluzi Scheme	Scheme									
2017/18_CALLM_TEC_0008	Basic Service Delivery	Provide sustainable services infrastructure	Water	MP301_TEC_WAT_Refurbishment of Lusushwane Water Scheme	Refurbishment of Lusushwane Water Scheme		Default		6	Technical Services	R10 000 000			
2017/18_CALLM_TEC_0009	Basic Service Delivery	Provide sustainable services infrastructure	Water	MP301_TEC_WAT_Refurbishment of Methula Water Scheme	Refurbishment of Methula Water Scheme		Default		1, 2, 3	Technical Services		R20 000 000		
2017/18_CALLM_TEC_0010	Basic Service Delivery	Provide sustainable services infrastructure	Water	MP301_TEC_WAT_Upgrading of Eerstehoek Water Scheme	Upgrading of Eerstehoek Water Scheme.		Default		10, 13, 14, 16, 18, 20, 24, 25	Technical Services	R30 000 000			
2017/18_CALLM_TEC_0011	Basic Service Delivery	Provide sustainable services infrastructure	Sanitation	MP301_TEC_SAN_Upgrading of Empuluzi Waste Water Treatment Works (WWTW)	Upgrading of Empuluzi Waste Water Treatment Works (WWTW)		Default		4, 5, 7, 9, 12	Technical Services		R5 000 000	R5 000 000	
2017/18_CALLM_TEC_0012	Basic Service Delivery	Provide sustainable services infrastructure	Sanitation	MP301_TEC_SAN_Upgrading of Carolina Waste Water Treatment Works (WWTW)	Upgrading of Carolina Waste Water Treatment Works (WWTW)		Default		15, 21, 22	Technical Services	R10 000 000			
2017/18_CALLM_TEC_0013	Basic Service Delivery	Provide sustainable services infrastructure	Sanitation	MP301_TEC_SAN_Upgrading of Ekulindeni Waste Water Treatment Works (WWTW)	Upgrading of Ekulindeni Waste Water Treatment Works (WWTW)		Default		12	Technical Services		R5 000 000		

IDP No	National KPA	Strategic Objective	IDP Programme	Project Name	Project Description	Project Segment	Costing Segment	Function Segment	Region Segment	Municipal Standard Classification	2017/2018 Budget Forecast	2018/2019 Budget Forecast	2019/2020 Budget Forecast	Item Segment (Assets)
2017/18_CALLM_TEC_0014	Basic Service Delivery	Provide sustainable services infrastructure	Sanitation	MP301_TEC_SAN_Upgrade of Elukwatini Waste Water Treatment Works (WWTW)	Upgrading of Elukwatini Waste Water Treatment Works (WWTW)		Default		10, 13, 14, 16, 18, 20, 24, 25	Technical Services	R13 000 000		R10 000 000	
2017/18_CALLM_TEC_0015	Basic Service Delivery	Provide sustainable services infrastructure	Sanitation	MP301_TEC_SAN_Installation of Smartsan or Environsan Toilets	Installation of Smartsan or Environsan Toilets		Default		All Wards	Technical Services	R10 000 000	R2 109 050	R10 000 000	
2017/18_CALLM_TEC_0016	Basic Service Delivery	Provide sustainable services infrastructure	Roads	MP301_TEC_RDS_Construction of Ekulindeni Ring Road	Construction of Ekulindeni Ring Road		Default		12	Technical Services		R5 000 000		
2017/18_CALLM_TEC_0017	Basic Service Delivery	Provide sustainable services infrastructure	Roads	MP301_TEC_RDS_Construction of Mayflower Ring Road	Construction of Mayflower Ring Road		Default		4, 9	Technical Services	R4 000 000			
2017/18_CALLM_TEC_0018	Basic Service Delivery	Provide sustainable services infrastructure	Roads	MP301_TEC_RDS_Construction of Mahoxo Ring Road	Construction of Mahoxo Ring Road		Default		2, 3	Technical Services		R5 000 000	R5 000 000	
2017/18_CALLM_TEC_0019	Basic Service Delivery	Provide sustainable services infrastructure	Roads	MP301_TEC_RDS_Construction of Mooiplaas Ring Road	Construction of Mooiplaas Ring Road		Default		19	Technical Services		R5 000 000	R5 000 000	
2017/18_CALLM_TEC_0020	Basic Service Delivery	Provide sustainable services infrastructure	Roads	MP301_TEC_RDS_Construction of Paving Road – Tjakastad	Construction of Paving Road - Tjakastad		Default		13, 18	Technical Services	R7 000 000	R5 000 000	R5 000 000	
2017/18_CALLM_TEC_0021	Basic Service Delivery	Provide sustainable services infrastructure	Roads	MP301_TEC_RDS_Construction of Paving Road in Carolina Town	Construction of Paving Road in Carolina Town		Default		15	Technical Services	R5 000 000			

IDP No	National KPA	Strategic Objective	IDP Programme	Project Name	Project Description	Project Segment	Costing Segment	Function Segment	Region Segment	Municipal Standard Classification	2017/2018 Budget Forecast	2018/2019 Budget Forecast	2019/2020 Budget Forecast	Item Segment (Assets)
2017/18_CALLM_TEC_0022	Basic Service Delivery	Provide sustainable services infrastructure	Electricity	MP301_TEC_ELE_Construction of high mast lights	Construction of High mast lights		Default		All Wards	Technical Services			R5 000 000	
2017/18_CALLM_TEC_0023	Basic Service Delivery	Provide sustainable services infrastructure	Electricity	MP301_TEC_RDS_Upgrading of Silobela Substation	Upgrading of Silobela Substation		Default		15, 21, 22	Technical Services	R7 000 000	R5 000 000		
2017/18_CALLM_TEC_0024	Basic Service Delivery	Provide sustainable services infrastructure	Electricity	MP301_TEC_RDS_Upgrading of Emanzana Substation	Upgrading of Emanzana Substation		Default		17, 23	Technical Services		R5 000 000	R10 000 000	
2017/18_CALLM_TEC_0025	Basic Service Delivery	Provide sustainable services infrastructure	Electricity	MP301_TEC_RDS_Construction of Pieter Debruin Park: Switching Station	Construction of Pieter Debruin Park: Switching Station		Default		21	Technical Services			R10 000 000	
2017/18_CALLM_TEC_0026	Basic Service Delivery	Provide sustainable services infrastructure	Community Asset	MP301_TEC_COM_Construction of Pieter Debruin Park: Switching Station	Construction of Silobela Sport Fields		Default		15, 22	Technical Services	R4 185 200			
2017/18_CALLM_TEC_0027	Basic Service Delivery	Provide sustainable services infrastructure	Community Asset	MP301_TEC_COM_Construction of Elukwatini Fire Station	Construction of Elukwatini Fire Station		Default		10, 13, 14, 16, 18, 20, 24, 25	Technical Services	R5 000 000	R6 000 000		
2017/18_CALLM_TEC_0028	Basic Service Delivery	Provide sustainable services infrastructure	Community Asset	MP301_TEC_COM_Construction of Elukwatini Management Centre	Construction of Elukwatini Management Centre		Default		10, 13, 14, 16, 18, 20, 24, 25	Technical Services	R5 000 000	R6 000 000		
2017/18_CALLM_TEC_0029	Basic Service Delivery	Provide sustainable services infrastructure	Community Asset	MP301_TEC_COM_Construction of Dundonald Taxi Rank	Construction of Dundonald Taxi rank		Default		4, 5, 7, 9, 12	Technical Services			R5 000 000	
2017/18_CALLM_TEC_0030	Basic Service Delivery	Provide sustainable services	Community Asset	MP301_TEC_COM_Construction	Construction of Emanzana Transfer		Default		17, 23	Technical Services		R5 000 000	R5 000 000	

IDP No	National KPA	Strategic Objective	IDP Programme	Project Name	Project Description	Project Segment	Costing Segment	Function Segment	Region Segment	Municipal Standard Classification	2017/2018 Budget Forecast	2018/2019 Budget Forecast	2019/2020 Budget Forecast	Item Segment (Assets)
		infrastructure		of Emanzana Transfer Station	Station									
2017/18_CALLM_TEC_0031	Basic Service Delivery	Provide sustainable services infrastructure	Community Asset	MP301_TEC_COM_Construction of Ekulindeni Transfer Station	Construction of Ekulindeni Transfer Station		Default		12	Technical Services			R5 000 000	
2017/18_CALLM_TEC_0032	Basic Service Delivery	Provide sustainable services infrastructure	Community Asset	MP301_TEC_COM_Construction of Empuluzi Transfer Station	Construction of Empuluzi Transfer Station		Default		4, 5, 7, 9, 12	Technical Services			R5 000 000	
2017/18_CALLM_TEC_0033	Basic Service Delivery	Provide sustainable services infrastructure	Community Asset	MP301_TEC_COM_Construction of Steynsdorp Community Hall	Construction of Steynsdorp Community Hall		Default		12	Technical Services		R5 000 000	R4 305 550	
2017/18_CALLM_TEC_0034	Basic Service Delivery	Provide sustainable services infrastructure	Community Asset	MP301_TEC_COM_Construction of Femie Community Hall	Construction of Femie Community Hall		Default		1, 2, 3	Technical Services			R5 000 000	
2017/18_CALLM_TEC_0035	Basic Service Delivery	Provide sustainable services infrastructure	Community Asset	MP301_TEC_COM_Construction of Tjakastad Community Hall	Construction of Tjakastad Community Hall		Default		13, 18	Technical Services		R5 000 000		
2017/18_CALLM_TEC_0036	Basic Service Delivery	Provide sustainable services infrastructure	Community Asset	MP301_TEC_COM_Construction of Council Chamber	Construction of Council Chamber		Default		22	Technical Services		R10 000 000	R10 000 000	
<b>Total Budget</b>											<b>R131 185 200</b>	<b>R139 109 050</b>	<b>R159 305 550</b>	

## CHAPTER 9

### PROGRAMMES AND PROJECTS OF OTHER SPHERES OF GOVERNMENT

#### 9.1 HUMAN SETTLEMENTS

##### 9.1.1 National Legislative Framework

The Constitution of the Republic of South Africa (1996) states that housing delivery falls within the ambit of national and provincial government. The primary function of provinces with regards to housing is annotated in Part 3 (7) of the National Housing Act (No. 107), of 1997:

*“Every provincial government must, after consultation with the provincial organisations representing the municipalities as contemplated in section 163(a) of the Constitution, do everything in its power to promote and facilitate the provision of adequate housing in its province within the framework of national housing policy”.*

The Housing Policy is formulated and funded mainly by national government, but is implemented primarily by provincial and local government.

##### i) National Government

The primary role of National Government, acting through the powers of the Minister of Housing (or more latterly Minister of Human Settlements) is to:

- Formulate national housing policy, including national norms and standards, for implementation on National Housing Programmes. The most important function at national level is the design of the Housing Subsidy Scheme coupled with the allocation of finance and resources.
- Develop national norms and standards which are incorporated into the National Housing Code.
- Determine nationwide delivery targets through a multi-year strategic plan with appropriate apportionment of funds allocated from the South African Housing Fund.
- Continuously evaluate performance related to the delivery targets and funding allocations.
- Assist and enhance capacity of provincial and local government to meet targeted objectives.

##### iii) Provincial Government

The role of the Department of Human Settlements within the provincial government is to:

- Devise provincial policy within the framework of National Housing Policy. The policy must enable the development of adequate housing in the province.
- Promote provincial legislation that promotes effective housing delivery.
- Provide a supporting function to municipalities and to intervene where municipalities cannot or do not perform their duties as defined by the Act.
- Prepare and maintain a multi-year strategic provincial housing plan. This plan will be in line with housing delivery targets determined by the province. These programmes must be carried out in line with National Housing Policy.

##### iv) Local Government

According to the Housing Act of 1997 all municipalities, as part of their function to promote integrated development planning must utilise the framework of national and provincial housing legislation to ensure that:

- The local residents of its area of governance have access to adequate housing opportunities.
- The health and safety of residents are adhered to.
- Infrastructure services in respect of water, sanitation, electricity, roads, storm water drainage and transport are provided in a viable manner.

## 9.1.2 National Policy Framework Directives

### i) National Housing Act and Housing Code

**Housing Code** - The Code articulates the national housing vision as: “... *the establishment and maintenance of habitable, stable and sustainable public and private residential environments to ensure viable households and communities in areas allowing convenient access to economic opportunities, community facilities, and to health, educational and social amenities in which all citizens and permanent residents of the Republic will, on a progressive basis, have access to:*

- *Permanent residential structures*
- *Adequate protection against the elements*
- *Secure tenure*
- *Houses that ensure internal and external privacy*
- *Potable water*
- *Adequate sanitary facilities, and*
- *Domestic energy supply”.*

## 9.2 PROGRAMMES AND PROJECTS OF OTHER SPHERES OF GOVERNMENT

### 9.2.1 GERT SIBANDE DISTRICT MUNICIPALITY

Department	Account Code	Description	Budget 2017/18 (R)	Budget 2018/19 (R)	Budget 2019/20 (R)
130		Grants Transfer			
130	256703	Water Quality Testing	400 000	400 000	400 000
130	256705	Roads Empuluz i(Upgrade)	911 700	-	-
130		Total Grants Transfer	1 311 700	400 000	400 000

### 9.2.2 DEPARTMENT HUMAN SETTLEMENTS

The population growth of the Municipality has increased by 0.2 % from 186,010 (2011) to 187,630 (2016). The SERO report indicates an increase of Informal Settlements Dwellings from 6% (2,857 in 2011) to 9.7% (5,206 in 2016). Remaining backlogs: 4,874 in short term and 4,542 in the medium term.

Location	5 Year Target	2016/17 Target	Progress to date	Response Water	Response Electricity	Response Sanitation	Response Waste removal	2017/18 Target	2018- 2021 Target
Silobela (Ward 15, 21, 22)	Eradication of informal settlements for 500 households	Construction of 448 housing units and servicing of 100 sites	Construction of 448 housing units in progress.	Bulk water available Construction of an additional 4ML in Carolina Ward: 15, 21 and 22	Bulk Electricity available Increase Capacity of Silobela Substation from 1.5 MVA to 5 MVA to meet the Maximum Notification Demand (NMD) by 30 June 2017	Bulk Sanitation available. Refurbishment of Carolina WWTW and sanitation network infrastructure by March 2017	Waste removal services not fully provided. Funding of R8 m requested from GSDM for operating the Carolina Land Fill site by January 2017	Planning for the next 30yrs Township establishment, bulk and reticulation services	Preparation of Intervention Projects Projects approved and ready projects implemented
	<b>Budget</b>	R96m		R3m (MIG)	R2m (Own funding) <b>Shortfall: R3 9m</b>	R15m (MIG)	R0, Shortfall: R8m (GSDM to source funding)	Municipal OPEX	Municipal OPEX
<b>OTHER SOCIAL AMENITIES AVAILABLE:</b>				<b>Amenities</b>			<b>Yes</b>	<b>No</b>	<b>Comments</b>
				Community Centre / Hall			√		Only one existing community hall servicing all three wards
				Sports Fields			√		There is an existing stadium. Plans are underway to upgrade the stadium

OTHER SOCIAL AMENITIES AVAILABLE:	Amenities	Yes	No	Comments
				in current financial year
	Clinics	√		Existing
	Schools	√		There are numerous primary and high schools
	Recreational Facilities		√	There are open spaces available/earmarked for the development of recreational facilities
	Other	√		Institutional and business

Location	5 Year Target	2016/17 Target	Progress to date	Response Water	Response Electricity	Response Sanitation	Response Waste removal	2017/18 Target	2018- 2021 Target
Silobela (Ward 15, 21, 22)	Eradication of informal settlements for 500 households	Construction of 448 housing units and servicing of 100 sites	Construction of 448 housing units in progress.	Bulk Water available Construction of an additional 4ML in Carolina Ward: 15, 21 and 22	Bulk Electricity available Increase capacity of Silobela Substation from 1.5 MVA to 5 MVA to meet the Maximum Notification Demand (NMD) by 30 June 2017	Bulk Sanitation available. Refurbishment of Carolina WWTW and sanitation network infrastructure by March 2017	Waste removal services not fully provided. Funding of R8 m requested from GSDM for operating the Carolina Land Fill site by January 2017	Planning for the next 30yrs Township establishment, bulk and reticulation services	Preparation of Intervention Projects Projects approved and ready projects implemented
	Budget	R96m		R3m (MIG)	R2m (Own funding) Shortfall: R3 9m	R15m (MIG)	R0 Shortfall: R8m (GSDM to source funding)	Municipal OPEX	Municipal OPEX

OTHER SOCIAL AMENITIES AVAILABLE:	Amenities	Yes	No	Comments
	Community Centre / Hall	√		Only one existing community hall servicing all three wards
	Sports Fields	√		There is an existing stadium Plans are



OTHER SOCIAL AMENITIES AVAILABLE:	Amenities	Yes	No	Comments
				underway to upgrade the stadium in current financial year
	Clinics	√		Existing
	Schools	√		There are numerous primary and high schools
	Recreational Facilities		√	There are open
				spaces available / earmarked for the development of recreational facilities
	Other	√		Institutional and business

Location	5 Year Target	2016/17 Target	Progress to date	Response Water	Response Electricity	Response Sanitation	Response Waste removal	2017/18 Target	2018- 2021 Target
Tjakastad	Eradication of informal settlements for 160 households	Connection of basic services to all existing settlements	Jojo tanks tank provided for the area as a temporary arrangement.	Water reticulation project to 60 households already provided	ESKOM is currently providing electricity for the area	Provision of sewer connection to 60 households and top toilet structures under construction. To be completed by June 2017	Municipality currently providing services	Multi year projects implementation to address outstanding areas	Multi year project implementation to finalize outstanding areas
	Budget					R0.150m (Own funding)	OPEX Budget	MIG Budget	MIG budget
OTHER SOCIAL AMENITIES AVAILABLE:				Amenities	Yes	No	Comments		
				Community Centre / Hall	√		Only one existing community hall servicing 2 wards		
				Sports Fields	√		Graded Soccer Field		

OTHER SOCIAL AMENITIES AVAILABLE:	Amenities	Yes	No	Comments
	Clinics	√		Existing
	Schools	√		Existing
	Recreational Facilities		√	There are open spaces available/earmarked for the development of recreational facilities.
	Other		√	Open spaces earmarked for businesses

Location	5 Year Target	2016/17 Target	Progress to date	Response Water	Response Electricity	Response Sanitation	Response Waste removal	2017/18 Target	2018- 2021 Target
Silobela (Ward 15, 21, 22)	Eradication of informal 500 households	Construction of 448 housing units and servicing of 100 sites	Construction of 448 housing units in progress.	Bulk Water available Construction of an additional 4ML in Carolina Ward: 15, 21 and 22	Bulk Electricity available Increase Capacity of Silobela Substation from 1.5 MVA to 5 MVA to meet the Maximum Notification Demand (NMD) by 30 June 2017	Bulk Sanitation available. Refurbishment of Carolina WWTW and sanitation network infrastructure by March 2017.	Waste removal services not fully provided. Funding of R8 m requested from GSDM for operating the Carolina Land Fill site by January 2017	Planning for the next 30yrs Township establishment, bulk and reticulation services	Preparation of Intervention Projects Projects approved and ready projects implemented
	Budget	R96m		R3m (MIG)	R2m (Own funding) Shortfall: R3 9m	R15m (MIG)	R0 , Shortfall: R8m (GSDM to source funding)	Municipal OPEX	Municipal OPEX

OTHER SOCIAL AMENITIES AVAILABLE:	Amenities	Yes	No	Comments
	Community Centre / Hall	√		Only one existing community hall servicing all three wards.
	Sports Fields	√		There is an existing stadium. Plans are
				underway to upgrade the

OTHER SOCIAL AMENITIES AVAILABLE:	Amenities	Yes	No	Comments
				stadium in current financial year
	Clinics	√		Existing
	Schools	√		There are numerous primary and high schools.
	Recreational Facilities		√	There are open spaces available/ earmarked for the development of recreational facilities.

#### SHORT TERM PLAN

Location	5 Year Target	2016/17 Target	Progress to date	Response Water	Response Electricity	Response Sanitation	Response Waste removal	2017/18 Target	2018- 2021 Target
Silobela Ext 4	Eradication of informal settlements for 100 households	Provision of Basic Water to existing settlements	The Municipality is providing communal taps for the area.	Provision of water to 19 households	Municipality is providing electricity for the area	Provision of Sanitation to 19 households	The Municipality s providing Kerb side collection for the area	Start planning for the next 30 yrs	Preparation of new intervention projects
	Budget			R0.057m	None	0.048m	Municipal OPEX	Municipal OPEX	Municipal OPEX
OTHER SOCIAL AMENITIES AVAILABLE:				Amenities	Yes	No	Comments		
				Community Centre / Hall	√		Only 1 existing community hall servicing all three wards		
				Sports Fields	√		There is an existing stadium. Plans are underway to upgrade the stadium in current financial year.		
				Clinics	√		Existing		
				Schools	√		Existing		

OTHER SOCIAL AMENITIES AVAILABLE:	Amenities	Yes	No	Comments
	Recreational Facilities		√	There are open spaces available/earmarked for the development of recreational facilities.
	Other	√		Institutional and business

#### SHORT TERM PLAN

Location	5 Year Target	2016/17 Target	Progress to date	Response Water	Response Electricity	Response Sanitation	Response Waste removal	2017/18 Target	2018- 2021 Target
Tjakastad, Dlamini E and Nhlazatshe	Eradication of informal settlements for 250 households	Increase water pressure and storage capacity	The Municipality has provided the water reticulation. One base excavation has been completed	Construct the elevated steel tank by June 2017 to 246 households	Services already available	Services already available	Services already available	New Township Establishment	New Township Establishment
	Budget			R3.4 million (MIG)	OPEX Budget	OPEX Budget	OPEX Budget	OPEX Budget	OPEX Budget
OTHER SOCIAL AMENITIES AVAILABLE:				Amenities	Yes	No	Comments		
				Community Centre / Hall		√	There available community halls are in neighbouring wards		
				Sports Fields	√		A graded school sport facility		
				Clinics	√		Mobile		
				Schools	√		Existing		
				Recreational Facilities	√		Only at Dlamini E		
				Other		√			

### 9.2.3 FINANCIAL MANAGEMENT

Result Area	Baseline as of 2016	Proposed Interventions (Projects)	Location	Estimated Budget Implications
Improved Audit Outcome (Audit Opinion in the last 3 to 5 years)	Qualified 2013 Qualified 2014 Unqualified 2015	Implementation the AG's recommendations Implementation of internal controls	Carolina	R2 000 000
Realistic budgets and Cash Flow	Unable to pay creditors within 30 days	Installation of electricity smart meters targeting high end customers (Flats, business ) Inclusion of Elukwatin Crossing into the valuation roll Targeting all famers to pay rates and taxes Installation of prepaid water meters Reconciliation of valuation roll with billing system and correct deviations Implement SMS and MMS system to sent accounts to consumers	Carolina	R 25 000 000 (subject to funding)
Revenue Enhancement and Billing (Percentage collected)	Average collection rate of 30%	Monthly disconnections, aggressive collection of debt Implement standard operating procedures for credit control	Carolina, Silobela & Emanzana	R2 300 000 (Subject to funding)
Eskom Debt	R35 million	Honour monthly current account Ring fence electricity revenue and make payments towards eskom account on a weekly basis	Chief Albert Luthuli	None

## 9.2.4 DEPARTEMENT OF HEALTH

ISSUE FIVE	HEALTH							
Key Challenge	Proposed Intervention	Rationale	Budget	Source	Timelines	Risks and Benefit	Partners	Implication for CALM
High HIV Infections	Awareness	STI Treatments	LM DH		2021		DH GSDM	
Under utilization of Primary Health Care (PHC) facilities	Implementation of the Ideal Clinic Realisation and Maintenance initiative in 22 PHC facilities	Improve the Quality of Care in PHC facilities	Operational Budget	Equitable Share	2016/17	Increased utilization of PHC facilities	NDoH, DPWR&T and Municipality	
Limited access to health services	New Nhlatzatshe 6 Clinic:	Provision of comprehensive package of PHC services	R 55 000	Equitable Share	2016/17 to 2018/19 Design	Social Unrest	NDoH, DPWR&T and Municipality	Infrastructure Provision/Water/ Access Road
Limited access to health services	Nhlatzatshe 4 Clinic (Construction of a guardhouse, refuse area and upgrading of existing fence)	Provision of comprehensive package of PHC services	R 2 249	Equitable Share	2015/16 to 2016/17 Construction	Social Unrest	NDoH, DPWR&T and Municipality	Infrastructure Provision/Water/ Access Road
Limited access to health services	Femie 1 Clinic (Construction of a guardhouse, refuse area and upgrading of existing fence)	Provision of comprehensive package of PHC services	R 2 037	Equitable Share	2015/16 to 2016/17 Construction	Social Unrest	NDoH, DPWR&T and Municipality	Infrastructure Provision/Water/ Access Road
Limited access to health services	Betty's Goed Clinic (Construction of a guardhouse, refuse area and upgrading of existing fence)	Provision of comprehensive package of PHC services	R 1 952	Equitable Share	2015/16 to 2016/17 Construction	Social Unrest	NDoH, DPWR&T and Municipality	Infrastructure Provision/Water/ Access Road
Limited access to health services	Prince Mkholishi Clinic (Construction of a guardhouse, refuse area and upgrading of existing fence)	Provision of comprehensive package of PHC services	R 1 338	Equitable Share	2015/16 to 2016/17 Construction	Social Unrest	NDoH, DPWR&T and Municipality	
Limited access to health services	Lochiel Clinic (Construction of a guardhouse, refuse area and upgrading of existing fence)	Provision of comprehensive package of PHC services	R 598	Equitable Share	2015/16 to 2016/17 Construction	Social Unrest	NDoH, DPWR&T and Municipality	
Limited access to health services	Diepdale Clinic (Construction of a	Provision of comprehensive	R 2 680	Equitable Share	2015/16 to 2016/17 Construction	Social Unrest	NDoH, DPWR&T and Municipality	

ISSUE FIVE	HEALTH							
Key Challenge	Proposed Intervention	Rationale	Budget	Source	Timelines	Risks and Benefit	Partners	Implication for CALM
	guardhouse, refuse area and upgrading of existing fence)	package of PHC services						
<b>Limited access to health services</b>	Warburton Clinic (Construction of a guardhouse, refuse area and upgrading of existing fence)	Provision of comprehensive package of PHC services	R 1 415	Equitable Share	2015/16 to 2016/17 Construction	Social Unrest	NDoH, DPWR&T and Municipality	
<b>High HIV Prevalence</b>	Conduct campaigns, dialogs and Radio talk shows on ACSM	Mitigate the impact of HIV / AIDS and TB	R600 000	Conditional Grant	Ongoing	Reduce the spread of the pandemic and opportunistic diseases	DoH, Development Partners And NGOs, Business Partners, Municipalities and Sector Departments	
	Distribute 71500 Male Condoms		R 357 500					
	Provide access to ARVs for 19123 HIV positive clients		R35 Million					
	Provide 2000 MMC		R3 Million					
	Laboratory Services for Clients on ARVs		R7 Million					

## 9.2.5 DEPARTMENT COMMUNITY SAFETY AND LAISON

Name of Project	Municipality/Location benefiting from the project	2017/18 Target	2017/18 Budget Allocation (Annual)
<b>Civilian Oversight</b>			
Monitoring of Police Stations	Badplaas	6 Police Stations monitored on policy compliance	Operational
	Fernie		
	Elukwatini		
	Mayflower		
	Ekulindeni		
	Carolina		
<b>Audits on the implementation of Domestic Violence Act (DVA)</b>	Elukwatini	2 Police Stations audited on the implementation of Domestic Violence Act (DVA)	Operational
	Mayflower		
<b>Promotion of Safety</b>			
<b>Educational awareness campaigns</b>			
1 awareness campaign against Trio crimes	Elukwatini	6 Educational Awareness campaigns conducted	R208 000
1 Gender based violence campaign	Carolina		
1 Border security campaign	eMahlathini		
1 Liquor traders and drug abuse awareness campaign	Elukwatini		
1 Assault GBH and common assault awareness campaign	Elukwatini		
1 Border security campaign	Oshoek		
<b>Crime Prevention initiatives</b>			
<b>School Safety Initiative</b> • Implement school safety programmes in identified schools	Identified schools in Chief Albert Luthuli Municipality	School Safety initiative	R134 000
<b>Community Police Relations</b>			
Support functional Community Safety Forums	Carolina	1 functional Community Safety Forums supported	R160 000
Support functional Community Police forums	Ekulindeni	7 functional Community Safety Forums supported	R215 000
	Mayflower		
	Elukwatini		
	Haartebeeskop		
	Fernie		
	Badplaas		
	Carolina		
<b>Transport Regulation</b>			
Implement traffic law enforcement programmes • Safety Engineering • Traffic Law Enforcement • Road Safety Education • Transport Administration and Licensing • Overload control	Chief Albert Luthuli Municipality	5 traffic law enforcement programmes implemented	Operational



## 9.2.6 DEPARTEMENT OF EDUCATION

Municipality	5 Year target	2016/17 Target	Basic services provided (completed)	Basic services underway (construction)	Basic services no project underway	Capital Projects and Maintenance	Medium term 2017/18
Chief Albert Luthuli	MDoE only has plans for 2016/17 and 2017/18 financial years. For years beyond that the department can only be precise after completion of the current assessment of all schools	To provide basic services to 39 projects. 15 capital and Maintenance projects	9 projects completed	22 projects under implementation: 22 schools for sanitation 5 schools for water 2 for electricity	8 projects under planning:: 8 schools to be provided with sanitation 8 school with water 0 with electricity	15 projects: 12 projects completed. 0 projects under construction 3 projects under planning.	All 25 projects under planning are for planning only in 2016/17 financial year and construction to commence in 2017/18 financial year.
Budget				R80,9m available **Note: one school may have all three, or two or only 1 basic service.			
Chief Albert Luthuli	MDoE only has plans for 2016/17 and 2017/18 financial years. For years beyond that the department can only be precise after completion of the current assessment of all schools	To provide basic services to 39 projects. 15 capital and Maintenance projects	9 projects completed	22 projects under implementation: 22 schools for sanitation 5 schools for water 2 for electricity	8 projects under planning:: 8 schools to be provided with sanitation 8 school with water 0 with electricity	15 projects: 12 project completed. 0 projects under construction 3 projects under planning.	All 25 projects under planning are for planning only in 2016/17 financial year and construction to commence in 2017/18 financial year.
Budget				R80,9m available **Note: one school may have all three, or two or only 1 basic service.			

CHAPTER 10

LOCAL ECONOMIC DEVELOPMENT

10.1 PRIVATE SECTOR PROJECTS ON LED

LED PROJECTS				
Strategic Objective: Target	Economic Sector	Partners/ Role Players	Timeframe	Funder
Establish two tourist attraction areas in CALM (Oshoek Cultural Village and Nootgedacht Nature Reserve)	Tourism	MTPA DEA CALM Private Sector	June 2017	DEA MTPA Private Sector
Construction of low cost houses (5)	Human Settlements			Vaalbult Colliery
Rendering catering, cleaning services and laundry	Enterprise Development			Vaalbult
Construction of low cost houses (5)	Human Settlements			East Side Coal
Construction of Silobela Old Age Drop- In Centre				East Side Coal
Construction of Asithandaneni Community Hall				Pembani Coal
Construction of Ezenzeleni School Hall	Education			Pembani Coal
Poultry Farm Project	Agriculture			Pembani Coal
Construction of Pre-school at Kromkrans				Northern Coal
Installation of Electrified Boreholes In Carolina Farms (8)	Water and Sanitation			Msobo Coal
Construction of One School Combining Three Schools ,Ezindongeni , Goebraam, Welgemeend	Education			Muhanga mines
Implementation of Phezu Komkhono				GSDM
Implementation of NARYSEC				DRDLR
Youth Incubation Programme (Fortune Forty)				DRDLR DADLEA
Construction of FSPU in Dundonald (Mayibuye) Agripark				DRDLR DADLEA
Construction of Shopping Malls in Mayflower, Dundonald, Elukwatini, Oshoek				Private

## Department Social Development

- White Paper on Social Welfare
- National Welfare Act 100 of 1978
- Social Assistance Act 13 of 2004
- Older Person's Act 13 of 2006
- Social Work Act 110 of 1978 as amended
- White Paper for an Integrated Disability Strategy of the Government on National Unity
- HIV and AIDS and STI National Strategic Plan, 2012-2016
- Disability Framework for Local Government 2009-2014
- Non-Profit Organisations Act 71 of 1997

ISSUE NINE	DSD						
Key Challenge	Proposed Intervention	Rationale	Budget ('000)	Source	Timelines	Risks and Benefit	Partners
Early Childhood Development	165 Work Opportunities		DSD	DSD	2019	Social Security and Development	DSD
Youth and woman development	30 Work Opportunities		DSD	DSD	2019	Social Security and Development	DSD
Drop in centres and isibindi coordinators and Drop in centres	120 Work Opportunities		DSD	DSD	2019	Social Security and Development	DSD
Older persons	8 Work Opportunities		DSD	DSD	2019	Social Security and Development	DSD
DSD Facility care officers	3 Work Opportunities		DSD	DSD	2019	Social Security and Development	DSD
Disability caregivers	14 Work Opportunities		DSD	DSD	2019	Social Security and Development	DSD
Household profiling	14 Work Opportunities		DSD	DSD	2019	Social Security and Development	DSD
HIV and AIDS behaviour change Agent	5 Work Opportunities		DSD	DSD	2019	Social Security and Development	DSD
Substance abuse peer educators	3 Work Opportunities		DSD	DSD	2019	Social Security and Development	DSD
Child and Youth Care workers (Children and Families)	35 Work Opportunities		DSD	DSD	2019	Social Security and Development	DSD

## 10.2. OTHER SPHERES OF GOVERNMENT: SUBMISSION OF 2017/2018 PROJECTS FOR INTEGRATION IN THE IDP

### 1. DEPARTMENT OF PUBLIC WORKS, ROADS AND TRANSPORT

ISSUE NINE	PWR&T						
Key Challenge	Proposed Intervention	Rationale	Budget ('000)	Source	Timelines	Risks and Benefit	Partners
Project/Programme name/ Description	Project beneficiary/ Ward/ Location	2017/2018 target	2017/2018 budget allocation (annual) R'000	Total project cost R'000			
Design: Upgrade Road D481 Embhuleni to Maanhaar between Mooiplaas and Ekulindeni (6km)	Embhuleni	Detailed design	3 600	3 600			
Construction of Avontuur footbridge	Badplaas/Tjak astad	100% completed	3 550	3 550			

### 2. DEPARTMENT OF CULTURE, SPORT AND RECREATION

Project/ Programme Name / Description	Project beneficiaries / Ward / Location	2017/2018	2017/2018 budget allocation (annual) R'000	Total project cost R'000	R'000	R'000
Khululwazi Library	Learners, educators and community	Maintenance completed	R2 447	R2 447		
	Chief Albert Luthuli	Ekulindeni	Learners, educators and community	Maintenance completed	R1 379	R1 379

### 3. DEPARTMENT OF CULTURE, SPORT AND RECREATION

Municipality	Project/Programme Name/Description	Project beneficiaries/Ward/Location	2017/2018	2017/2018 budget allocation (annual) R'000	Total project cost R'000
Chief Albert Luthuli	Khululwazi Library	Learners, educators and community	Maintenance completed	R2 447	R2 447
Chief Albert Luthuli	Ekulindeni	Learners, educators and community	Maintenance completed	R1 379	R1 379

### 10.3. PRIVATE SECTOR INITIATIVES FROM THE PREVIOUS IDP DOCUMENTS CARRIED FORWARD

Project	Benefit	Ward	Estimated Budget	Responsible Department	Status	
<b>Strategic Objective: Economic growth and development, job creation</b>						
1	Economic growth strategy	CALM as a whole		R250 000	PED	Unfunded
1	Tourism development plan	CALM as a whole	All	R250 000	PED	Unfunded
2	Mining and agriculture development plan	CALM as a whole	All	R350 000	PED	Unfunded
3	Trade development plan	CALM as a whole		R400 000	PED	Unfunded
4	Design and Construction of entrance gate ways on CBD,s Carolina , Elukwatini, Emanzana	Branding and marketing		R2,5 million	PED	Unfunded
5	Establish brick manufacturing plant – Nhlazatshe 6, Fernie, Silobela		21	R450 000	PED	Unfunded
6	Establish brick manufacturing plant – Nhlazatshe 3, Fernie,			R250 000	PED	Unfunded
7	SMME'S Capacity building	CALM as a whole			PED	Unfunded
8	Manzana renovations	Tourists attraction			PED	Unfunded
9	Advert walls	Advertise tourism attraction	All	R200 000	PED	Unfunded
10	Establish poultry farms – Carolina, Nhlazatshe, Dundonald, Ekulindeni & Fernie			R130 000	PED	Unfunded
11	Terra Wind Power project	Greater Carolina area	15, 21, 22	R52 billion	PED	Private funding
12	Oshoek Mall Investment			R75 million	PED	Private funding
13	Mayflower Mall Investment			R95 million	PED	Private funding
14	Elukwatini Mall Investment			R95 million	PED	Private funding
15	Carolina Resort Investment		All	R60 million	PED	Unfunded
16	Construction of Market stalls Carolina	Hawkers,	15, 21	R1 million	PED	Unfunded
17	Development of Infrastructure and visitor accommodation at Nooitgedacht Nature Reserve	Greater Carolina area			PED	MTPA
18	Construction of Market stalls Carolina	Greater Carolina area	15, 21, 22	R800 000	PED	Unfunded
19	Construction of Market stalls Mayflower	Greater Mayflower areas		R600 000	PED	Unfunded
20	Solar Panel Manufacturing	Greater Elukwatini			PED	Unfunded
21	Poultry Rearing Projects		All		PED	Unfunded
22	Albert Luthuli City Development	CALM as a whole	All		PED	Unfunded
23	Market stalls - Elukwatini	Elukwatini			PED	Unfunded
25	Furniture manufacturing		4, 15		PED	KLF
26	Crush stone-mining	CALM	8, 16		Private	
<b>Organisational development and transformation</b>						
1	Professional fees (spatial planning) Update spatial information database for theMunicipality		All	1,000,000	PED	Unfunded
4	Upgrading informal settlements	Security of tenure	All	5,000,00	PED	Unfunded
5	Urban development framework	Development strategies	All	1,000,00	PED	Unfunded
6	Electronic building plan and town planning record keeping system			500,000	PED	Unfunded

## CHAPTER 11

### PERFORMANCE MANAGEMENT SYSTEM (PMS)

**Outcome: Promote the culture of accountability and excellence at work**

#### 11.1 BACKGROUND

The Municipality's Performance Management System (PMS) entails a framework that describes and represents how the Municipality's cycle and processes of *performance planning, monitoring, measurement, review, reporting, and improvement will be conducted, organised and managed, including determining the roles of the different role-players* (Chapter 3, Section 7, Municipal Planning and Performance Management Regulations, 2001).

The PMS Policy Framework defines the parameters, guidelines and standards for the development of a monitoring and evaluation system able to deliver consolidated and evidence-informed PMS reporting. The framework acts as a guideline for the development of PMS systems at the municipal level. The framework is important for the delivery of evidence-informed reports of performance and progress against plans, budgets, indicators and targets outlined in the municipality's strategic document the Integrated Development Plan (IDP) as actioned in the Service Delivery and Budget Implementation Plan (SDBIP) from different programmes of the Municipality; all of which are defined to help realise the different developmental goals, ie Sustainable Development Goals (SDG), National Developmental Plan (NDP), State of the Nation Addresses (SONA), State of the Province addresses (SOPA), Provincial Growth and Development Strategy (PGDS), IDP imperatives of the Municipality; as well as other priorities as decided by the Council on an annual basis.

The Policy Framework of the Municipality emphasises the importance of monitoring and evaluation in realising a more effective local government. It identifies three data terrains that together comprise the sources of information on the Municipality's performance: (i) evaluations; (ii) programme PI, and (iii) social, economic and demographic statistics. It assigns to the accounting officer the accountability of the systems responsible for the production and utilisation of the information; and it requires prompt managerial action in relation to monitoring and evaluation (M&E) findings.

#### 11.2 THE LEGAL PREMISE UPON WHICH THE PMS FRAMEWORK IS BASED

- The Constitution of the Republic of South Africa, 1996
- The Local Government: Municipal Systems Act, 2000 (Act No 32 of 2000) as amended by the
- Local Government: Municipal Systems Amendment Act, 2011 (Act No 7 of 2011)
- The Local Government: Municipal Planning and Performance Management Regulations, R.796 of 24 August 2001
- The Local Government: Municipal Finance Management Act, 2003 (Act No 56 of 2003)
- The Batho Pele White Paper (1995)
- The White Paper on Local Government (1998)
- The Municipal Budget and Reporting Regulations, R.32141 of 17 April 2009
- Regulations for Municipal Managers and Managers reporting directly to Municipal Managers, 1 August 2006
- The Local Government: Municipal Structures Act, 1998 (Act 117 of 1998)
- National Treasury Framework for Managing Programme Performance Information (FMPPi). In 2007 National Treasury issued the Framework for Managing Programme Performance Information (FMPPi). The document outlines key concepts in the design and implementation of the performance management system and it defines how to collect report and utilize performance information in local government.

#### 11.3 LEVELS OF IMPLEMENTATION

The system will be implemented for the review of the performance of:

- a) The Integrated Development Plan
- b) The Local Municipality as a whole
- c) Performance of individuals, namely:
  - Municipal Manager
  - Directors reporting to the Municipal Manager
  - All Sectional Heads
  - Departmental, team and individual level evaluations
- d) It will also be applied in:
  - Strategic planning of the municipality
  - Skills development, internal and external

## 11.4 ROLE PLAYERS IN THE MANAGEMENT OF PERFORMANCE MANAGEMENT SYSTEM

ROLE PLAYER	RESPONSIBILITY
1. Internal Auditor	Provide advice to the Accounting Officer on issues pertaining to legal compliance and performance reporting.
2. Audit Committee	The Audit Committee acts as an independent advisory body that advises Council, Political Office-bearers, the Accounting Officer, and the management of the municipality on matters related to internal control, internal audits, risk management policies reliability and adequacy, and accuracy of financial reporting and information, performance management, effective governance compliance with the MFMA, the DORA, and provide comments to MPAC and Council on the Annual Report.
3. Executive Mayor and Members of the Mayoral Committee	Manage the development of the municipal IDP, SDBIP, PMS and oversee the performance of the Municipal Manager and the Directors.
4. Council	Monitor performance of the Chief Albert Luthuli Local Municipality against all decisions of the Council and oversight over the performance of the Executive Mayor.
5. Section 79 and Section 80 Committees	Section 79 Committees provide oversight over the performance of Council and the Executive, and consider reports from various portfolio committees in order to gauge their functionality and effectiveness. Section 80 Committees are processing committees which assist the members of the mayoral committee to take sound and concrete decisions in order to ensure the effective implementation of the planning and implementation.
6. MPAC	It is an oversight committee, comprised of Councillors who are not part of the Executive, so that they (MPAC Members) can oversight over the function of the Executive functionaries. MPAC also make comments and recommendations on the Annual Report separately to Council.
7. Community	The involvement of stakeholders such as citizens, community organisations, NGOs, members of organized labour, churches in the performance management increases the credibility and legitimacy of the performance reports and the audit process.

## 11.5 STATUS OF PERFORMANCE MANAGEMENT SYSTEM IN THE MUNICIPALITY

### 11.5.1 Corporate Scorecard

Section 41 of the MSA require municipalities to review and measure performance at least once a year. The Municipality devised a five year Corporate Scorecard which is annually informed by the IDP Municipal Performance Plan (Table ??). On monthly to quarterly basis performance monitoring and reporting takes place for the purpose of accountability to internal audit and Council.

Councillors should report back to their communities after every council sitting on matters related to actual performance against set targets.

### 11.5.2 Individual level

Section 57 Senior Management level is measured on their performance based on the Corporate Scorecard. The Senior Management Scorecard further considers their core competencies and managerial responsibilities. Evaluation of each senior manager's performance takes place quarterly and appraisals take place annually.

### 11.5.3 Cascading of PMS to lower levels

The PMS will be performed on Senior Management (Section 57) level, as indicated in Section 11.5.1 above. Furthermore, the performance management system should be cascaded down to Post Level 4, with percentage reward point levels; informed by a standardised Performance and Evaluation Form developed for this particular purpose.

Performance management is in its nature a daunting and painful process, but an equally necessary exercise that all should be committed to undertake; informed by the corporate values of the Municipality.

## 11.6 AUDITOR-GENERAL OUTCOME AND ACTION PLAN FOR 2017/18 FINANCIAL YEAR

The Municipality received a qualified audit opinion for the 2015/16 financial year with several issues that need to be addressed urgently. The issues raised by the Auditor General are mentioned below, and the remedial steps which the Municipality is going to take to address the issues are also reflected.

### 11.7 MEC COMMENTS 2016/17

The MEC for CoGTA provides comments on an annual basis on the Municipality's approved IDP.

## **11.8 SERVICE DELIVERY AND BUDGET IMPLEMENTATION (SDBIP) (2017/18) PURPOSE OF THE SDBIP**

### **11.8.1 Introduction**

The Service Delivery and Budget Implementation Plan (SDBIP) 2016/17 is a detailed plan for implementing the delivery of services and the budget for the 2016/17 financial year according to the MFMA (2003). It is based on the Council approved revised IDP and MTREF. The SDBIP therefore serves as a contract between the Administration, Council and the community expressing the goals and objectives set by the Council as quantifiable outcomes that can be implemented by the Administration over the twelve months. The SDBIP facilitates the process of holding management accountable for their performance. It provides the basis for measuring performance in the delivery of services.

The MFMA (2003) requires the following to be included in the SDBIP of a municipality:

- a) Monthly projections of revenue to be collected for each source
- b) Monthly projections of expenditure (operating and capital) and revenue for each vote
- c) Quarterly projections of service delivery targets and performance for each vote
- d) Ward information for expenditure and service delivery
- e) Detailed capital works plan allocated by ward over three years.

### **11.8.2 Background**

The MFMA (2003) prescribes that each municipality must compile a SDBIP.

The mayor of the municipality is required to approve the SDBIP within 28 days after the approval of the budget and table the same at a municipal council meeting. The document must be made public no later than 14 days after approval thereof.

The 2017/18 SDBIP will be approved by the Executive Mayor and will be made public. The draft SDBIP for the 2017/18 financial year is attached hereto.

The National Treasury MFMA Circular No 13 further states that the SDBIP is a layered plan - once the top layer targets have been set, as in this document, the various departments of the municipality develop the next lower level.

The organisation of the SDBIP is in terms of the following prescribed key performance areas (KPA's):

- Basic Service Delivery
- Municipal Institutional Development and Transformation
- Good Governance and Public Participation
- Local Economic Development (LED)
- Municipal Financial Viability and Management.



### 11.8.3 2017/18 DRAFT SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN (SDBIP)

#### i. TECHNICAL SERVICES AND PROJECT MANAGEMENT

Strategic Objective	Performance Indicator	Baseline	2017/18 Annual Target	2017/18 Budget	Reporting Frequency	2017/18 Quarterly Targets				Programme Owner
						Q1	Q2	Q3	Q4	
<b>KPA : FINANCIAL VIABILITY AND MANAGEMENT</b>										
To increase revenue to 80%	Number of of electricity prepaid smart meters	55%	2 000	R3m	Quarterly	500	500	500	500	DTS
	Number of conventional electrified boreholes converted to prepaid electricity	0	10	R100 000	Quarterly	2	3	3	2	DTS
	Number of water meters installed	55%	600	R1m	Annual	Planning and specification stage	Procurement stage	Construction	600	DTS/ PMU
<b>KPA : SUSTAINABLE SERVICE DELIVERY</b>										
To increase access to basic water to 100%	Number of boreholes drilled and equipped.	81.8%	20	R2m	Annual	Planning and specification stage	Procurement stage	Construction	20	DTS
	Number of water tankers procured	81.8%	1 x Water tanker	R1m	Annual	Planning and specification stage	Procurement stage	1 x Water Tanker		DTS
	Number of existing water schemes upgraded	81.8%	1 x Water Treatment Scheme	R25m	Annual	Planning and specification stage	Procurement stage	Construction	1 x Water Treatment Scheme	DTS/ PMU
	Number of water reticulation rehabilitated	81.8%	14km	R10m	Annual	Planning and specification stage	Procurement stage	Construction	14km	DTS/ PMU
To increase access to basic sanitation to 100%	Number of envirosan / smartsan / alternative to VIP installed	96,6%	450Households	R10m	Annually	Planning and specification stage	Procurement stage	Construction	450 households	PMU
	Number of households connected to waterborne sanitation	96,6%	80 households	R23m	Annually	Planning and specification stage	Procurement stage	Construction	80 households	PMU

Strategic Objective	Performance Indicator	Baseline	2017/18 Annual Target	2017/18 Budget	Reporting Frequency	2017/18 Quarterly Targets				Programme Owner
						Q1	Q2	Q3	Q4	
	Number of honey sucker truck procured	1	1 x honey sucker	R1m	Annually	Planning and specification stage	Procurement stage	1 x Honey sucker		DTS
To upgrade gravel roads to surfaced roads	Km of gravel roads paved and surfaced	106km	5km	R5m	Annual	Planning and specification stage	Procurement stage	Construction	5km paved or surfaced road	PMU
To repair and maintain gravel road	Number of yellow Fleet procured	549km	1 x Tipper truck	R1m	Annual	Planning and specification stage	Procurement stage	1 x Tipper truck		DTS
To increase access to basic electricity to 100%	Number of households electrified	96.6%	600 households	R11,8m	Annually	Planning and specification stage	Procurement stage	Construction	600 households electrified	PMU
	Number of substations upgraded	0	1x substation (Silobela)	R7m	Annually	Planning and specification stage	Procurement stage	Construction	1x substation (Silobela)	PMU/DTS
To construct public infrastructure and amenities	Number of foot bridges and storm water sytems	5	10	R500 000	Annual	Planning and specification stage	Procurement stage	Construction	10 foot bridges	DTS
	Number of Public lighting installed	98	10 high mast lights	R4m	Annual	Planning and specification stage	Procurement stage	Construction	10 high mast lights	PMU
To construct public infrastructure and amenities	Number of Sport facility upgraded	New Indicator	1 x upgrade sport facility	R4.1m	Annual	Planning and specification stage	Procurement stage	Construction	1 x sport facility upgraded	PMU
	Number of Fire Station & Disaster Management Centre constructed	New indicator	1 x Fire Station and Disaster Management Centre at Elukwatini	R10m	Annual	Planning and specification stage	Procurement stage	Construction	1 x Fire Station and Disaster Management Centre at Elukwatini	PMU
<b>KPA : LOCAL ECONOMIC GROWTH</b>										
To reduce Unemployment by 7%	Number of Cooperatives supported	4 cooperatives	5 cooperatives	Linked to projects	Annual	Planning and specification stage	Procurement stage	2 cooperatives	3 cooperatives	PMU

ii. **COMMUNITY SERVICES AND SAFETY**

Strategic Objective	Performance Indicator	2017/18 Annual Target	2017/18 Budget	Reporting Frequency	2016/17 Quarterly Targets				Data Source	Evidence	Programme Owner
					Q1	Q2	Q3	Q4			
<b>KPA : BASIC SERVICE DELIVERY</b>											
To provide sustainable and reliable services to communities	Number of households receiving refuse removal services	10 000 households	Operational budget	Quarterly	2 500 households	2 500 households	2 500 households	2 500 households	Weekly plans Register of bins	Reports	Community and Safety Services
	Number of disaster relief packages dispatched	4	Operational Budget	Quarterly	1	1	1	1	Register of dispatched packages	Reports	Community and Safety Services
	Number of law enforcement infringements fines issued	8 000	Operational Budget	Quarterly	2000	2000	2000	2000	Register of infringements booklets	Resports	Community and Safety Services
	Number of incidents and response attended,	20	Operational Budget	Quarterly	5	5	5	5	Register of the incident /accident	Reports	Community and Safety Services
	Number of landfill sites maintained	5 landfill sites	Operational Budget	Quarterly	5	5	5	5	Weekly plans	Reports	Community and Safety Services
<b>KPA : FINANCIAL VIABILITY</b>											
To contribute to revenue collection (Refuse Removal)	Number of households supplied with refuse bins/ registered for billing	10 000 households	Operational Budget	Quarterly	2 500	2 500	2 500	2 500	Signed off delivery register	Refuse bins register	Community Services

iii. PLANNING AND ECONOMIC DEVELOPMENT

Strategic Objective	Performance Indicator	Baseline	2017/18 Annual Target	2017/18 Budget	Reporting Frequency	2017/18 Quarterly Targets				Programme Owner
						Q1	Q2	Q3	Q4	
<b>LOCAL ECONOMIC DEVELOPMENT</b>										
To promote Local Economic Development	Number of projects promoted and marketed as per Growth and Development Plan	LED Strategy 2014/15 in place (under review)	Growth and Development Plan developed and approved	Operational budget	Quarterly	Appointment of service provider Draft Growth and Development Plan for public participation	Number of engagements on Draft Growth and Development Plan	Approved Draft Growth and Development Plan	Promote and market projects as per the Draft Growth and Development Plan	PED
	Number of LED forum meetings held	None functional LED forum	Functional LED forum, one meeting per quarter	Operational budget	Quarterly	1 LED Forum meeting	1 LED forum meeting	1 LED forum meeting	1 LED forum meeting	PED
	Support offered to SMME's and Cooperatives	324 Cooperatives in LED database. Seven workshops conducted Assisted 32 Cooperatives with registration on CDB	12 SMMEs and Cooperatives Supported to achieve sustainability	Operational budget	Quarterly	4 SMMEs and Cooperatives supported	4 SMMEs and Cooperatives supported	4 SMMEs and Cooperatives supported	4 SMMEs and Cooperatives supported	SMMEs and Cooperatives supported
To reduce the unemployment rate	Number of job opportunities monitored	3007 job opportunities in 2016/17	To report on all job opportunities created	Operational budget	Quarterly	100% reporting on jobs created	100% reporting on jobs created	100% reporting on jobs created	100% reporting on jobs created	PED
To facilitate the revitalisation of small scale industrial parks by MEGA	Number of industrial parks transferred to the municipality, renovated and functional	Eight non-functional small scale industrial parks	Two industrial parks transferred to the municipality, renovated and functional to assist cooperatives and SMME's	Operational budget	Quarterly	Identify properties to be transferred to CALLM Coordinate the transfer of industrial parks to the Municipality	Coordinate renovations of two industrial parks	Register a database of co-operatives/SMMEs for utilisation of the industrial parks Enter into agreements with Cooperatives and SMMEs	Assist Co-operatives and SMMEs to draw up bankable business plans Assist Co-operatives and SMMEs to access funding from financial institutions (DTI, NEF)	PED
To assist cooperatives	Number of cooperatives identified to assist Promote the Agri-park projects	Agri-park projects approved	Number of cooperatives assisted with training and capacity building	Operational budget	Quarterly	Agri-park projects approved	1 Youth incubation project	1 household, 1 hectare	Multi-purpose centres developed in all wards	PED

Strategic Objective	Performance Indicator	Baseline	2017/18 Annual Target	2017/18 Budget	Reporting Frequency	2017/18 Quarterly Targets				Programme Owner
						Q1	Q2	Q3	Q4	
<b>SUSTAINABLE SERVICE DELIVERY</b>										
To facilitate the development of integrated human settlements (mixed use development)	Integrated human settlement development	Draft mixed use development proposal approved by CALLM and GSDM	1 integrated human settlement development (mixed used development established)	DHS CALM	Quarterly	• Identification and acquisition of land for development. Terms of Reference for the mixed use development Appoint service provider	• Conduct feasibility studies (EIA, Geo-tech, ect.) Approval of draft layout plan	•Development of Plan approved by Gert Sibande Municipal Tribunal and Surveyor-General Diagram,	Draft surveyor general Plan approved by Survey General	PED
To formalise Empuluzi Ext C2	Approval of the township by Gert Sibande Joint Municipal Tribunal	Informal settlement with basic amenities	Sustainable and coordi-nated develop-ment	CALM	Quartely	Approved formalisation by Gert Sibande JMPT	Draft Surveyor General Plan submitted to Surveyor General	Approved surveyor general plan	•opening of deed register	PED
To establish township for Caropark Ext 2	Approved township establishment by Gert Sibande Joint Municipal planning tribunal	Informal settlement with basic amenities	Sustainable and coordi-nated development	Operational budget	Quarterly	Approved township establishment by Gert Sibande Joint Municipal Planning Tribunal (JMPT )	Draft Surveyor General Plan submitted to Surveyor General	Approved surveyor general plan	•opening of deed register	PED
To establish township for Carolina Ext 1 (Padkamp)	approved surveyor general plan	Farm portion	Sustainable and coordinated development	Operational budget	Quartely	Approved township establishment by the Gert Sibande Joint Municipal Tribunal	Draft SG diagram submitted to Surveyor General plan	Approval of surveyor general plan	Opening of township register	PED
To review the Land Use Scheme to align with SPLUMA	Proclaimed land use scheme (LUS)aligned to SPLUMA and SPLUM By-law	Land use scheme approved by Council, 2011	LUS reviewed, adopted by Council and proclaimed to be aligned with SPLUMA and SPLUM By-Law	COGTA	Quarterly	Draft Land use scheme approved by Council for public participation	Adoption of final Land use scheme and proclamation	Implementation of LUS	Implementation of LUS	PED
To facilitate the distribution of title deeds for various wards (by service provider)	1000 title deeds distributed in various wards (by service provider)	1000 title deeds for distribution	1000 title deeds distributed to beneficiaries	Operational budget	Quarterly	250 title deeds distributed to beneficiaries	250 title deeds distributed to beneficiaries	250 title deeds distributed to beneficiaries	250 title deeds distributed to beneficiaries	PED
To facilitate the distribution of title deeds W14, W12	900 title deeds distributed in ward 14 and 12	900 title deeds for distribution	900 title deeds distributed to beneficiaries	Operational budget	Quarterly	225 title deeds distributed to beneficiaries	2225 title deeds distributed to beneficiaries	225 title deeds distributed to beneficiaries	225 title deeds distributed to beneficiaries	PED

Strategic Objective	Performance Indicator	Baseline	2017/18 Annual Target	2017/18 Budget	Reporting Frequency	2017/18 Quarterly Targets				Programme Owner
						Q1	Q2	Q3	Q4	
To capture and update forms to National Housing Needs register (NHNR)	1000 of data forms captured and linked to NHNR	11413 beneficiaries on the NHNR	1000 List of beneficiaries captured ready for allocation	Operational budget	Quarterly	250 data forms captured on the NHNR	250 data forms captured on the NHNR	250 data forms captured on the NHNR	250 data forms captured on the NHNR	PED
<b>FINANCIAL VIABILITY</b>										
To enhance revenue through leasing LED Properties	Ensure 100% payment of LED property leasing fees	4 Properties available	100% LED related properties lease out & income received	Operational budget	Quarterly	R13,893	R13,893	R13,893	R13,893	PED
To enhance revenue by approval of building plans submitted	Ensure 100% payment of all building plans fees Create income through approval of residential and business plans	Council approved building plan fees R120 000 collected	100% of all submitted building plans approved Enforcement of building regulations in all new buildings	Operational budget	Quarterly	R30 000	R30 000	R30 000	R30 000	PED
To enhance revenue by approval of land use applications	Ensure 100% payment of all land use application fees Create income through approval of residential and business plans	Council approved building plan fees R30 000 collected	Council approved tariffs for town planning processes i.e. rezoning, subdivision, consolidations, township establishment etc.	Operational budget	Quarterly	R7, 500	R7,500	R7, 500	R7, 500	PED

iv. CORPORATE SERVICES

Strategic Objective	Performance Indicator	Baseline	2017/18 Annual Target	2017/18 Budget	Reporting Frequency	2017/18 Quarterly Targets				Programme Owner
						Q1	Q2	Q3	Q4	
<b>PUBLIC PARTICIPATION AND GOOD GOVERNANCE</b>										
<b>Good governance and public participation</b>	To develop a public participation strategy	0	Public participation strategy		Annually	Develop ToR	Approval of the strategy	Implementation of the strategy	Monitoring and evaluation	Corporate Services
	Number of oversight and accountability meetings	4 Council meetings 4 Section 79 Oversight Committee and site visits	4 Council meetings 4 Section 79 Oversight Committee and site visits		Quarterly	1 Council meetings 1 Section 79 Oversight Committee and site visits	1 Council meetings 1 Section 79 Oversight Committee and site visits	1 Council meetings 1 Section 79 Oversight Committee and site visits	1 Council meetings 1 Section 79 Oversight Committee and site visits	Corporate Services
	Number of functional oversight committee	2 functional advisory committee	4 functional Advisory Committee		Quarterly	Unqualified audit opinion	Unqualified audit opinion	Unqualified audit opinion with no matters	Unqualified audit opinion with no matters	Corporate Services
	Number of functional ward committee, oversight and stakeholders	23 functional ward committees and government structures and stakeholders	25		Monthly	25	25	25	25	Corporate Services
	Number of Mayoral Izimbizo's	5 Mayoral Izimbizo's	6 Mayoral Izimbizo's		Annually	1 Mayoral Izimbizo	2 Mayoral Izimbizo's	1 Mayoral Izimbizo	2 Mayoral Izimbizo	Corporate Services
	Number of stakeholder's meeting	3 stakeholder forums	8 stakeholders forums		8 stakeholders forums	8 stakeholders forums	8 stakeholders forums	8 stakeholders forums	8 stakeholders forums	Corporate Services
<b>MUNICIPAL AND INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION</b>										
<b>Transformed institution with competent and capable human capital</b>	Number of employees and councillors trained	50 employees and councillor in 2016/17	50 employees and Councillors		Monthly	Skills audit and WSP and ATR	17	17	17	Corporate Services
	To develop an ICT Strategy	ICT Governance Framework	ICT Strategy		Annually	Develop ToR for ICT Strategy	Approval of the strategy	Implement the strategy	Monitoring and evaluation	Corporate Services
	To review the organisational structure	Reviewed organisational structure 2016/2017	Align the organisational structure with IDP objectives		Annually	100% filling of vacant positions	100% filling of vacant positions	100% filling of vacant positions	100% filling of vacant positions	Corporate Services

Strategic Objective	Performance Indicator	Baseline	2017/18 Annual Target	2017/18 Budget	Reporting Frequency	2017/18 Quarterly Targets				Programme Owner
						Q1	Q2	Q3	Q4	
	To develop the five (5) employment equity plan	30% females in management positions	5% females in management positions		Annually	1% females in management positions	1% females in management positions	1% females in management positions	2% females in management positions	Corporate Services
	To institutionalise the PMS	Approved PMS Framework	4 quarter assessments		Annually	PMS Framework policy	Reviewal of the PMS policy	Reviewal of the PMS policy	Reviewal of the PMS policy	Corporate Services



v. FINANCE ,BUDGET AND TREASURY

Strategic Objective	Performance Indicator	2017/18 Annual Target	2017/18 Budget	Reporting Frequency	2017/18 Quarterly Targets				Programme Owner
					Q1	Q2	Q3	Q4	
<b>INCREASE REVENUE COLLECTION TO 80%</b>									
To ensure an accurate billing system	Number of accounts with accurate billing	75%		Quarterly	75%	75%	75%		Finance
To maintain the General Valuation Roll	Number of Supplementary valuation	One		Annually			One		Finance
To convert of all conventional meters to prepaid	Number of Conventional Meters converted to prepaid	100% conversion to prepaid		Quarterly	One	One	One	One	Technical Services
To inform National Treasury of government accounts not paid after 30 days	Number of accounts reported to National Treasury	100% of accounts not paid	N/A	Quarterly	One	One	One	One	Finance
To standardise the chart of accounts	Number of reports compliance with mSCOA	4 Quarterly Reports		Quarterly	One	One	One	One	All Department
To updating and monitor land usage	Number of application received and submitted to the valuer	4 Quarterly Reports		Quarterly	One	One	One	One	PED
<b>ACHIEVE CLEAN AUDIT OUTCOME</b>									
To develop a compliance checklist	Number of reports submitted as per compliance checklists	4 Quarterly Reports		Quarterly	1	1	1	1	All Department
To maintain accurate financial information and records	Number of reconciliation	4 Quarterly Reports		Quarterly	1	1	1	1	
To establish functional governance structures	Number of reports from the Oversight Committees	4 Quarterly Reports		Quarterly	1	1	1	1	Audit Committee, MPAC,S79

Strategic Objective	Performance Indicator	2017/18 Annual Target	2017/18 Budget	Reporting Frequency	2017/18 Quarterly Targets				Programme Owner
					Q1	Q2	Q3	Q4	
To implement fair, transparent, equitable and cost effective SCM processes	Number of awards made through competitive bidding	4 Quarterly Reports		Quarterly	1	1	1	1	Finance
To develop a SMART SDBIP (Monitoring and Evaluation)									PMS