



Chief Albert Luthuli Municipality



Integrated Development Plan (IDP)
2018/19

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LIST OF ACRONYMS	
ABET	Adult Based Education and Training
AIDS	Acquired Immune Deficiency Syndrome
ASGISA	Accelerated Shared Growth Initiative South Africa
CBO's	Community Based Organizations
CETA	Construction Education and Training Authority
CHBC	Community Home Base Care
CIP	Comprehensive Infrastructure Plan
CFO	Chief Financial Officer
CMIP	Consolidated Municipal Infrastructure Programme
CM	Community Services
DAC	District Aids Council
DBSA	Development Bank of South Africa
DALA	Department of Agriculture and Land Administration
DARDLA	Department of Development and Land Administration
DCOGTA	Department of Corporative Government and Traditional Affairs
DHS	Department of Human Settlements
DLA	Department of Land Affairs
DM	District Municipality
DME	Department of Minerals and Energy
DPWR&T	Department of Public Works, Roads and Transport
DRDLR	Department of Rural Development and Land Reform
ECA	Environmental Conservation Act
EPWP	Expanded Public Works Programme
EIA	Environmental Impact Assessment
EIP	Environmental Implementation Plan
EPWP	Expanded Public Works Programme
FBS	Free basic Services
FBE	Free Basic Electricity
GIS	Geographic Information System
GSDM	Gert Sibande District Municipality
HoD	Head of Department
HDI	Human Development Index
IS	Information System
IDP	Integrated Development Planning
IT	Information Technology
IGR	Intergovernmental Relations
IWMP	Integrated Waste Management Plan
ICT	Information and Communication System
IT	Information Technology
ITP	Integrated Transport Plan

KPA	Key Performance Area
KPI	Key Performance Indicator
LED	Local Economic Development
LM	Local Municipality
LTO	Local Tourism Organisation
LUMS	Land Use Management System
MEC	Member of Executive Committee
MF	Mining Forum
MFMA	Municipal Finance Management Act
MHS	Municipal Health Services
MIG	Municipal Infrastructure Grant
MPCC	Multi-Purpose Community Centres
MSIG	Municipal Systems Improvement Grant
MM	Municipal Manager
NEMA	National Environmental Management Act
NEPAD	New Partnership for Africa's Development
NER	National Electricity Regulator
NGO	Non-Governmental Organisation
NSDP	National Spatial Development Perspective
PED	Planning and Economic Development
PGDS	Provincial Growth and Development Strategy
PHC	Primary Health Care
PMS	Performance Management System
RBIG	Regional Bulk Infrastructure Grant
SACOB	South Africa Chamber of Business
SALGA	South Africa Local Government and Administration
SANAC	South African National AIDS Council
SAPS	South African Police Service
SDBIP	Service Delivery and Budget Implementation Plan
SETA	Sector Education Training Authority
SDF	Spatial Development Framework
SETA	Sector Education Training Authority
SLA	Service Level Agreement
WSA	Water Services Authorities
WSDP	Water Services Development Plan

**CHIEF ALBERT LUTHULI LOCAL MUNICIPALITY
INTEGRATED DEVELOPMENT PLAN (IDP) 2018/19**

**CHAPTER 1
MUNICIPAL HISTORICAL BACKGROUND**

Foreword by the Executive Mayor



The IDP of the Chief Albert Luthuli Local Municipality (CALLM) is the principle strategic planning instrument that 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 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, firefighting 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 provides 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 municipality council of the public participation process plan in August 2017 through to the adoption of the draft plan that was adopted in 31 January 2018.

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.



**Cfr D P Nkosi
Honorable Executive Mayor**

27/03/2018
Date

Foreword by the Municipal Manager



The Integrated Development Plan (IDP) is the principal strategic planning instrument that guided 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:

- a) Links, integrates and co-ordinates plans, takes into account proposals for the development of the municipality;
- b) Align 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 the Act; and
- e) 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 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, firefighting 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.

Legislative Requirements

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:

- a) Provide democratic and accountable government to all communities;
- b) Ensure the provision of services to communities in a sustainable manner;
- c) Promote social and economic development;
- d) Promote a safe and healthy environment; and
- e) Encourage the environment of communities and community organizations in matters of local government by using 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

27/03/18
Date

1.1 Vision, Mission Statements, and Value System of the Municipality

1.1.1 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.

1.1.2 Mission Statement

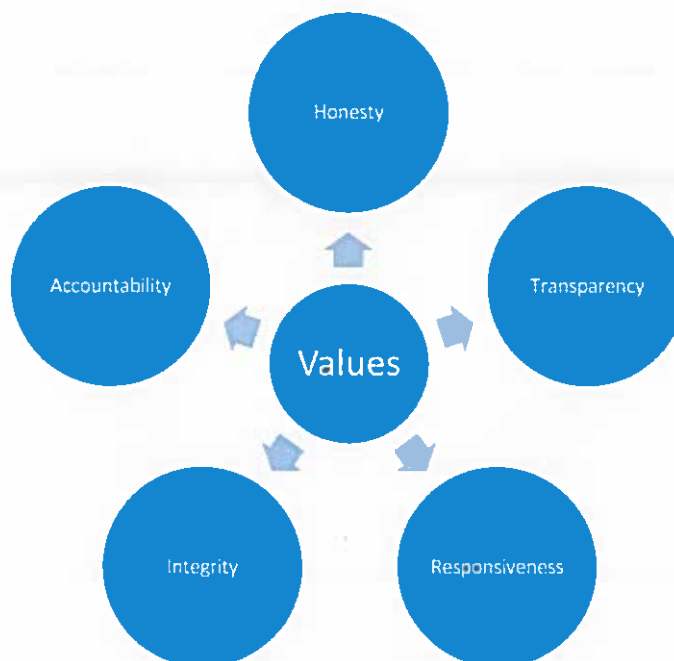
The Mission of the Municipality is to provide a transparent and accountable government by rendering affordable and sustainable services, and encouraging economic and social development through community participation

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 realized 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 realize this, the municipality subscribes to the broader corporate values of customer focus, accountability, responsiveness, excellence, service orientation.

1.1.3 Value System

Figure 1.1: Core values of the municipality are:



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 the development of the IDP, which then was assigned to the Municipal Manager to manage.

The aim of the integrated Development Plan 2018/19 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.

1.3 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:

- 1.3.1 To provide democratic and accountable government for local communities;
- 1.3.2 To ensure the provision of services to communities in a sustainable manner;
- 1.3.3 To promote social and economic development;
- 1.3.4 To promote a safe and healthy environment; and
- 1.3.5 To encourage the involvement of communities and community organizations 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 realize 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.

1.4 State of Development in the Municipality 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.

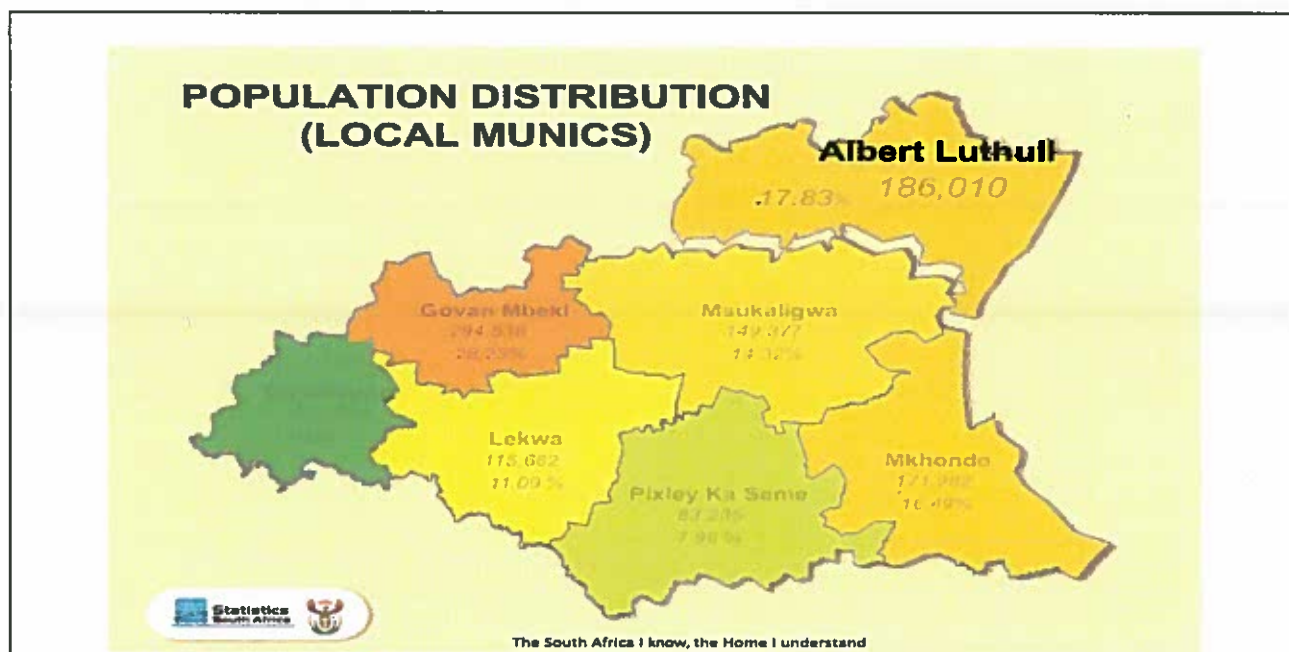
1.5 Regional Context

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, Dipaliseng, Govan Mbeki, Lekwa, Mkhondo, Msukaligwa, and Pixley Ka-Isaka Seme. 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 neighboring 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 1.2: 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 number of households in Chief Albert Luthuli increased from 47 705 in 2011 to 53 480 households (almost 6 000 households increase) in 2016 - represents 16% of the Gert Sibande household figure - household size declining from 3.9 to 3.5 in the same period. (Socio-Economic Profile CALM 2017).

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

The geographical area of the Municipality is 5.560 square kilometers 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 formalized 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.

1.6 Demographic Profile of the Municipality

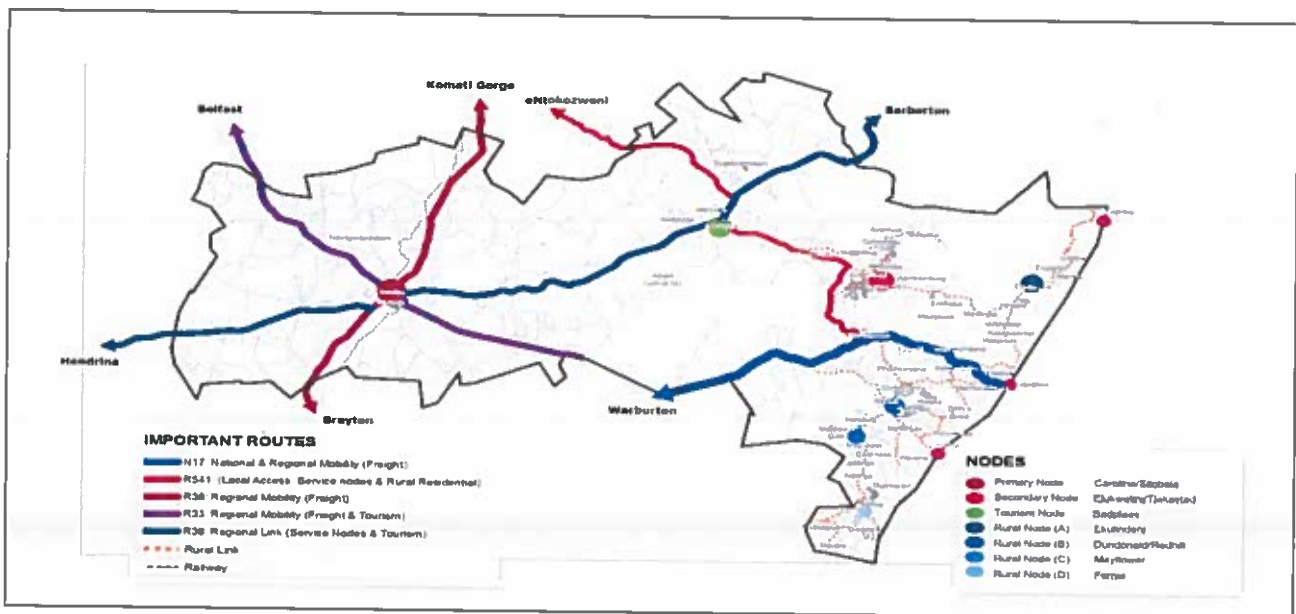
The Municipality is located on the eastern escarpment of Mpumalanga Province. The Municipality spans an area of approximately 5,560km², and according to StatsSA 2016 Community Survey, is home to some 187,630 people, which have increased.

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

1.7 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 Municipality. Population grew by 1 620 in the relevant period and recorded a population growth rate of 0.2% per annum between 2011 and 2016. (Socio-Economic Profile CALM 2017).

Figure 1.3: Nodes within Chief Albert Luthuli Municipality



1.8 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).

(Census 2011) The population figure 186 010, (Community Survey 2016) Population figure 187 630, and (Projected population 2030) figure 192 952. The population number for 2030 is estimated at more or less 192 952 people given the historic population growth per annum

The population grew by 1 620 in the relevant period and recorded a population growth rate of 0.2% per annum between 2011 and 2016. (Socio-Economic Profile CALM 2017).

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

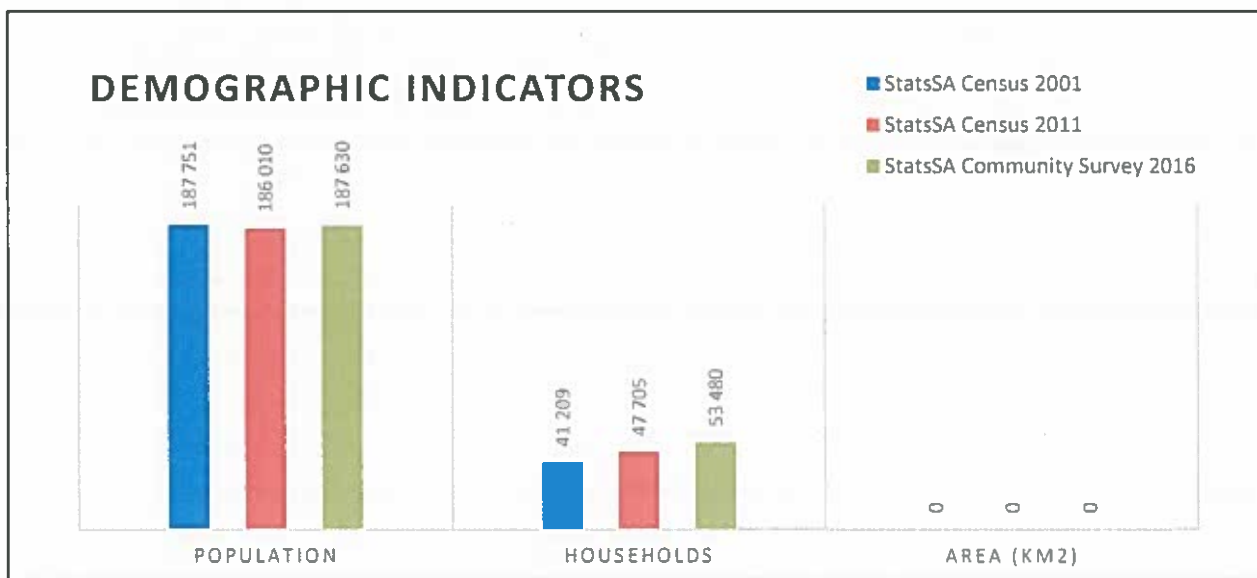
According to the Department of Health, the HIV prevalence rate of Chief Albert Luthuli was measured at 34.6% in 2013 (latest available figure) – fifth lowest of all the municipal areas in the Province. The HIV prevalence rate decreased from 42.4% in 2012.

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%).

Figure 1.4: Demographic Indicators



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

1.9 Household Statistics

- 1.9.1 Number of households 53,480 (3.9 people per household) increase of 5,775 households, 17.4% of Gert Sibande District Municipality households.
- 1.9.2 Female headed households 49.3% and child headed (10-17 years) households 1.1 % in 2011.
- 1.9.3 The growth in number of household was approximately 11.5%.
- 1.9.4 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.

1.10 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.

1.11 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.

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 neighborhoods, 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 synchronized 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.

1.12 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.

1.13 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).

Figure 1.5: Ethnic Groups within the Municipality:

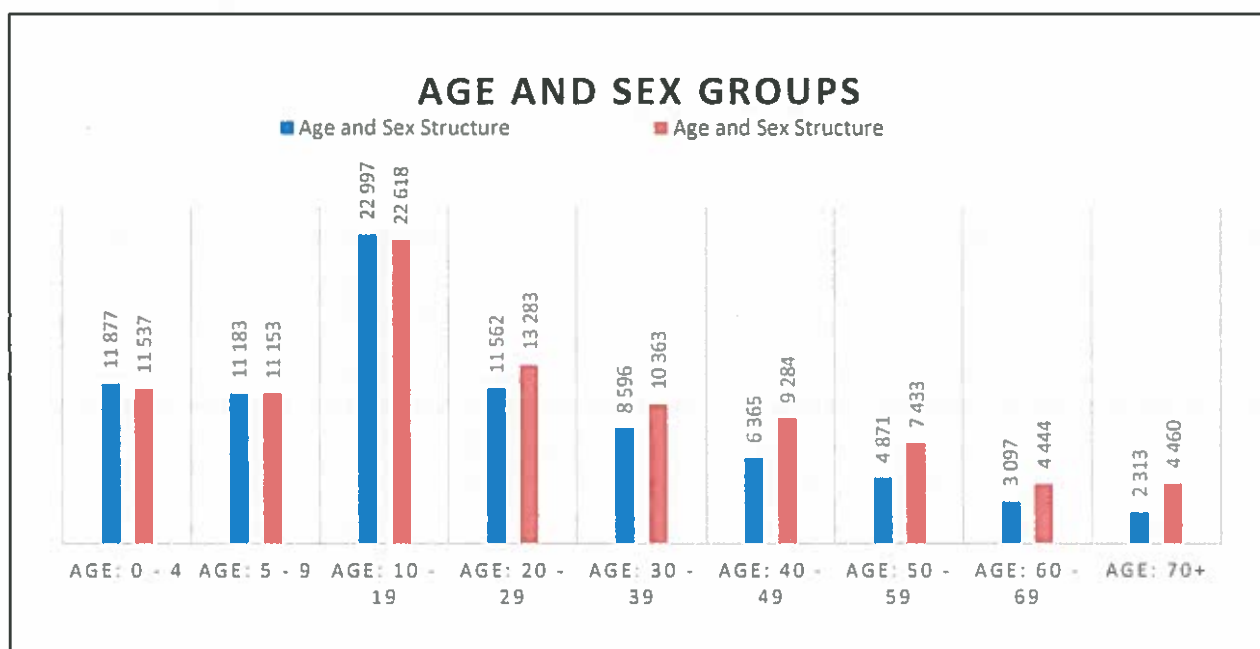


*The increase of the population by 0.2% in terms of the StatsSA Community Survey does not expressly indicate the ethnic group; however it can be assumed that it is mostly in the African ethnic group.

1.14 Age and Sex Structure

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.

Figure 1.6: Age and Sex Structure



1.15 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. 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 centers, 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:

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

1.16 Outcomes of the IDP Community Consultation meetings

The Municipality engaged in an intensive community consultation program led by the IDP and Planning Section to facilitate an engagement with the community and stakeholders in the planning process. It is the intention of the municipality to involve the community in the planning process, through a ward-based planning process.

The enhancement of the community involvement initiative is facilitated through the involvement of councilors (both ward and PR), ward committees, Community Development Workers (CDWs), and other stakeholders in the public participation segment. This is to appraise all these stakeholders in order to become a professional team to lead the community consultation meetings.

1.16.1 2018/2019 Identified Needs per Ward

Issues Emanating from Public Participation

Ward 1: Clr J Nkosi

Speed humps and footbridges
Road Gravelling
Need for RDP houses
Electrical boreholes in Syde, Nordeen
Renovation of community halls and an additional one required
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
Paving of streets
Fencing of land for agriculture (crops and livestock)
Co-operatives
Sport facilities
Sanitation

Ward 2: Clr J J Jele

Completion of Emahoxo ring road
Upgrading of Methula Scheme
Renovation of community hall
Need for high mast lights
Footbridge crossing Umhlambangulube River
Sanitation
Bulk water supply to Fakude and Extension 5
3 footbridges <ul style="list-style-type: none">• Hlophe• Mkaba• Lindzalokuhle to Boxer
Stop street and traffic lights in front of Fernie Shoprite

Ward 3: Clr R D Ngwenya

Bulk Water Supply – Upgrading of Methula Scheme
Need for RDP houses
gravelling of streets
Speed humps on the stretch between Mkhumula and Hlali
Renovation of Fernie Thusong Centre
Upgrade Home Affairs services at Fernie Thusong Centre – issue documents on site
Complete the renovated Community Hall with electricity connection
Sanitation

Ward 4: Clr M J Khumalo

Old Age Centre in Mayflower (Wards 4,7&9)
A bridge connecting Goba section to Mayflower Extension 4
Need for a Shopping Mall
Revitalization of the old Mayflower Shopping Complex
Paving of Goba-Phola ring road
Street grading
Provision of household refuse bins
Completion of township establishment
Title Deeds
Allocation of RDP houses
Need for high mast lights
Electricity supply
Allocation of stand numbers
Construction of a taxi rank in Mayflower
Footbridge connecting Sections A, C
Maintenance of pumping machine to improve the consistent supply of water
Upgrade the Empuluzi Post Office

Ward 5: Clr A Ngubeni

Pay points around the ward to make payment easier, and enhance revenue enhancement
Request for meter boxes for water
Paving of Vilakazi-Gininda - Discount-Ekuphakameni School (ring road)
Water to Magagula Section
Bridge from Ngwenya to Cemetery
Bridge from Emabaleni to Hloniphani School
Bridge from Mtshali to Ligugu High School
Youth centre
Houses needed (463)
Need for a public Library
A footbridge connecting Dundonald and Sibanesetfu FET College (Glenmore)

Ward 6: Clr J D Simelane

Need for additional boreholes (4)
SMME development (cooperatives)
Road regravelling, grading and paving
Electricity connection
Sanitation (150)
Waste removal and dumping site in Oshoek and Swallowsnest
Bulk water system and reticulation in Oshoek, Hartebeeskop, Sithobela, Ouboom and Mashonamini
Yard connections in Oshoek, Hartebeeskop, Sithobela, Ouboom and Mashonamini
Renovation of community hall
Need for housing (RDP) in Hartebeeskop and Oshoek/Sithobela
Identification of a site for cemetery, and upgrading
Need for water tanks
Recreational park
Upgrade services at the Oshoek Post Office

Ward 7: Clr S T Mnisi

Bulk water and reticulation in ka-Jim and Chris Hani
Regravelling of Motha to Khanya Street
Paving of road to and beyond Empuluzi High School
Water meters in Sections B1, B2 and C
Regravelling of streets
Sanitation/VIP toilets/SmartSan
Communal water tanks
Electrical boreholes needed
Regravelling of main roads in Mayflower Gate, Mafufumbe, ka-Jim, Solomon
High mast lights required in Solomon Section, Mafufumbe, Mayflower Gate and ka-Jim
Sewer line connection in Sections B1, B2, and C – Upgrade the sewer network to prevent blockage and spillage
Need for RDP houses
Fencing of the Mayflower Gate water pump
Need for a motorway bridge to ka-Jim; and footbridges at various points
A bridge to connect Goba section to Mayflower 4.
Shopping Mall
Bridges (two) connect Section B1&2 (Tisitani primary school and Mpuluzi High school
Fencing of the old graveyard
Paving of the road in Chris Hani to the new graveyard to mitigate dust pollution.
Regravelling of Dlodlu-Zwane Street
Need for RDP houses
Maintenance of Mayflower Main road

Ward 8: Clr H L Z Mkhwanazi

Scholar patrol on N17 road (Masakhane Combined School/Mlondozi School/Madzanga School/Ntabanhle School
Land tenure upgrading to improve ownership
Water shortage at Clinic
Staff shortage at Clinic
Waterborne sewer system to Masakhane School, Ekuphumuleni School, Ntabanhle School and Madzanga School.
Cooperatives development – SANRAL must involve local cooperatives in the grass cutting and maintenance on N17
Upgrade services at the Oshoek Post Office
Construction of Oshoek Taxi Rank
Shopping Complex (mall) in Oshoek
Repair of faulty/defective houses
New allocation of housing units in all villages throughout the ward
Multipurpose community centre
Development of Oshoek Sport Complex to an acceptable standard (regular grading, fencing, provide water and sanitation)
Regular grading of other football grounds
Regular refuse removal in Oshoek (empty skip bin)
Equipment and toys for pre-schools (Ekukhanyeni, Aankomst and Ntabanhle)
Scholar transport is not operating according to requirement; children walk long distances to school on the busy and dangerous N17 road
Motorway bridges in Belvedere (3), Tykloof (1)
Footbridges in Belvedere (3), Houtbosch (2), Litjelebube (3), Aankomst (2), Ekuphumuleni (1) and TV (2)
Overhead pedestrian bridges and speed calming measures on N17 (various points)
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
Electrification of remaining homes (100 houses)
Need for high mast lights in Bampoer, Hartebeeskop, Oshoek, Houtbosch and Aankomst
Refurbishment of an electrical borehole in Houtbosch
Bulk water supply network (from Lusushwane Scheme)
Water reticulation and stand pipes in all villages
Maintenance of the existing boreholes
Drilling and equipping of additional boreholes in areas which are far from the bulk line
Sanitation
Fencing, water provision and sanitation in various communal graveyards
Improve visibility of police at Hartebeeskop Police Station – improve response time

Ward 9: C/r Mthembu

A footbridge connecting Dundonald and Sibanesetfu FET College (Glenmore)
Upgrading of electric borehole and a need for additional boreholes to be drilled
Need for other footbridges and motorway bridges
Maintenance of high mast lights – need for additional ones to be allocated
Need for RDP houses – allocation
Fencing of graveyards
Need for a community hall in Mandela Section
Regravelling of streets
Storm water drainage
Need for a clinic
Sanitation

Ward 10: C/r N C Nhlabatsi

Need for community hall
Maintenance of access road to cemetery
Provision of toilets in the cemetery
Fencing of cemetery and posting of security personnel
Skip bin and household refuse bins
Footbridges
High mast lights (maintenance of existing ones, and need for additional allocation)
Deal with illegal water connection
Need for communal tanks

Ward 11: C/r T S Nkosi

Water reticulation in Gauteng Cross and Masuku Section
New high mast lights needed (7)
Maintenance of the existing high mast lights
Problem of encroaching dongarization
Footbridges needed (7)
Renovation of Glenmore stadium
Houses needed <ul style="list-style-type: none"> - 61 disaster houses - 28 houses approved but not yet built - 11 incomplete houses
Infrastructure at Siyabonga Secondary School <ul style="list-style-type: none"> - Waterborne toilets - Upgrading of electricity transformer to cater for the Home Economics class (the current capacity results in tripping)
Glenmore clinic needs to be expanded, and provided with fencing
Staff shortage at the Glenmore clinic
Fencing of graveyards
Need for a Police Station in Dundonald
Paving/Regravelling of streets
Job creation and cooperatives support

Ward 12: C/r A D Nkosi

Need for high mast lights (4)
Maintenance of the existing high mast lights (5)
Allocation of RDP houses
Renovation of Ekulindeni Community Hall and furniture
New community halls (2)
A fully-serviced site for new cemetery
Increase pumping capacity of water at plant to fill up the reservoir
Communal tanks (3)
Completion of sewer network

Need for additional toilets
Legalised refuse collection site, fenced according to standards
Extension of waste refuse removal to other areas such as Nhlabu, Ngonini and Ekulindeni RDP Extension
Completion of the road (paving)
Regravelling of streets
Drainage system

Ward 13: C/r M L Ntjana

Completion of water reticulation project
Need for more toilets (SmartSan) and draining of the VIPs at capacity
Need for high mast lights (10)
Need for skip bins (5)
Need for community hall
Road pavements (sidewalks)
Paving and regravelling of streets
Electricity connections for some houses

Ward 14: C/r Z Ngoma

Maintenance of high mast lights
Footbridges (Nhlabatshe 3 to Dlomodlomo School)
Need for allocation of RDP houses
Need for electricity connection in some areas
Maintenance and upgrading of sewer network
Improvement of storm water drainage system
Improvement of water supply

Ward 15: C/r L D Shabangu

Paving of streets at Mzamo
Ring road Silobela Ext 2, 3 and 4
Paving of street leading to Sobhuza and Cemetery
Paving of access road at Coetzee Street Phase 2
Fencing of cemeteries in town and Sobhuza School
Fencing of cemeteries in Carolina town
Establishment of new cemeteries in Carolina
Rehabilitation of adjacent streets in town
Installation of electricity meter boxes at Silobela Ext 3 & 4 (Post-connections)
Upgrading the notification of Maximum Demand (NDN) in Carolina
Installation of High mast lights
Township establishment
Formalization of De Bruyn
Rehabilitation of adjacent streets in town
Construction of Top street Extension 4 Phase 3
Installation of sewer network in Ext 4
Replacement of faulty water meters in Silobela Ext 3.
Completion of Carolina Treatment Works (Carrying capacity)
Installation of household taps Silobela Ext 3&4
Construction of toilet top structures in Silobela Ext 4, Phase 3
Identification of possible site for township establishment
Installation of services at the identified site
Establishment / planning of a new township

Ward 16: Clr J S Nkosi

Bulk water supply to KaNtjwele, Lochiel
Yard connection and water meters in KaNtjwele, Lochiel
Bulk water supply and reticulation in The Brook
Electrified boreholes in Belvedere, Phaphama and Milliken
Fencing of graveyard in Nhlazatshe 1 and 3
Need for Skip bin in Nhlazatshe 1
Footbridge from Sisukumile Section to Lochiel Primary School
Motor bridge from Belvedere A to Belvedere B. (Khubalo to Linda)
Paving and regravelling of streets

Ward 17: Clr R Motaung

Implementation of by-laws, especially on stray animals
Tarring/paving of streets
Street lights maintenance
Patching of potholes
Cutting of grass in town and along roads
Removal of shacks next to the Post Office
Upgrading and extension of sewer network

Ward 18: Clr G J Nkosi

RDP houses allocation
Site for a serviced cemetery
Sewer network where there is water supply
SmartSan/VIPs where there is no water supply
Water reticulation
Need for a package plant and a raised steel tank
Centre for the aged
Centre for people living with disabilities
Renovation of community hall
Ring road paving and bridges
Electricity connection
High mast lights

Ward 19: Clr G G Zulu

Renovation of hall
Paving of 3km ring road in Ebuheni (completion of the ring road)
Tarring of the Nhlaba/Oshoek road (via Steynsdorp)
Regravelling and grading of roads and streets in the ward
Bridges and footbridges in Uitgevonden and other areas
Allocation of RDP houses
Need for a package plant and boreholes
Household electricity connection and High mast lights
Need for a skip bin and a refuse site
Fencing of cemeteries
Sanitation (VIP or SmartSan)

Ward 20: Clr J S Mbhele

Tarring/Paving of the access road to Nhlazatshe 4 Clinic
Regravelling of other streets
Need for housing (RDP)
The current housing project should be revitalized and completed
Repair of existing housing units (replace asbestos roofs with acceptable roofing material)
Increase pumping capacity for water and repair water leaks
Footbridge from Dlomodlomo Section to Elukwatini (over the Nhlazatshe stream)
Footbridge from Tholulwazi to Elukwatini (children go to school in Elukwatini Primary from Nhlazatshe 4, crossing Nhlazatshe

stream)
Footbridge from Emseni to Nhlazatshe 1
Need for high mast lights to mitigate manifestation of crime
Job creation is paramount
Crime fighting strategies need to be implemented immediately
Pay points should be identified nearby

Ward 21: C/r V L Nkosi

New clinic and ECD for Kromkrans
Scholar transport in Leeupoort, Black Diamond, and Vaalbank
Water reticulation in Onbekend and Groenvlei
Extension of piped water from Industrial to Ebuhleni
Bulk water supply system for Kromkrans
Water reticulation from the electrified borehole to the community
Pump water to households through a windmill
Drill new boreholes
Repair and maintenance of boreholes
Request for an additional water tanker
15 communal tanks requested
Improved monitoring of supply the programme of the existing water tanker
Alternative sanitation for rural areas (900 backlog)
Honey-sucker to drain over capacity VIPs and maintain spillage on the SmartSan
Household electrification (backlog is 360)
Post-connection in municipal areas (25); and Eskom areas (39)
High mast lights (9)
Maintain street lights in Carolina Town and Groenvlei
Eskom meters not registered in other areas
Blading of roads and streets leading to schools and villages
Assistance with formation of cooperatives and drawing up of business plans
Revive CPAs through DARDLEA

Ward 22: C/r F S Mthombeni

Title Deeds for Silobela Ext 1
Fencing of Silobela Cemetery
Footbridge to Sobhuza School and Silobela Cemetery
Public toilets at Silobela cemetery
Paving of roads in Ext 2 and Ext 3 (road to cemetery)
Paving of a ring road in Ext 2 and Ext 3 (taxi route)
Sewer household connection and unblocking of the existing sewer line
Stand pipes and a blue pipe
Storm water drainage and a V-drain in Sobhuza Street
Extension of Silobela community hall
Gymnasium and Park
Household refuse bins
New provision of fenced-in kiosks (palisade fencing)
Borehole installation in 29 th Street
Low cost housing (LCH); and serviced stands for low to middle income earners
High mast lights
Sanitation
Speed humps

Ward 23: C/r E J Lubhede

Need for a Community Development Worker (CDW)
Clinic
One boarding school to accommodate the learners from the farm schools
Communal water tanks in Tembisa, Ka-Mkhulu Mkhonta, Honingklip, Mahlabathini, Magesini, Lekkerloop
A booster reservoir in Emanzana

Electrical boreholes in Malahleka, Honingklip, D6 and Vygeboom Dam
Replacement of AC pipes in Emanzana
Stand pipes for 40 households
14 areas do not have water at all - need for electrical boreholes
Sewer connection in Dlamini, Phola and Moolman
VIP toilets are beyond carrying capacity
Regravelling and blading of streets in the whole ward
Bridges in Mkhingoma (2), behind Mkhingoma (1), Engelsdraai (1)
Footbridges in Honingklip, Malahleka, and kaMakhatane
Speed humps on roads in front of schools
3 Community Halls, and renovation of the one in Schoeman
Housing allocation and replacement of asbestos roofs in 85 houses
Street lights from 4Rand to Enkomo; and 9 high mast lights needed
Electricity connection for 130 households
Industrial site in Dlamini, and a Shopping Centre
Youth centre and parks
Designated grazing land

Ward 24: Clr T B Nkosi

Housing allocation (RDP)
Road and storm water drainage
Electricity household connection
Maintenance of street lights
Shortage of toilets
Building of a community hall
Need for communal tanks
Fencing of cemeteries
Need for skip bins

Ward 25: Clr R Cindi

Paving of streets in Nhlazatshe 2: Jele-Steyns ring road a priority for public transport
Additional high mast lights
Water stand pipes at Sebentani
Sport fields, including netball court

1.16.2 2018/19 Community Priorities

Ward 1	Ward 2	Ward 3	Ward 4
Speed humps and footbridges	Completion of Emahoxo ring road	Bulk Water Supply – Upgrading of Methula Scheme	Old Age Centre in Mayflower (Wards 4,7&9)
Road Regravelling	Upgrading of Methula Scheme	Need for RDP houses	A bridge connecting Goba section to Mayflower Extension 4
Need for RDP houses	Renovation of community hall	Regravelling of streets	Need for a Shopping Mall
Speed humps and footbridges	Need for high mast lights	Speed humps on the stretch between Mkhumula and Hlali	Provision of household refuse bins
Co-operatives and SMMEs supported	Footbridge crossing Umhlambangulube River	Renovation of Fernie Thusong Centre	Completion of township establishment
Ward 5	Ward 6	Ward 7	Ward 8
Bridge from Ngwenya to Cemetery	Need for additional boreholes (4)	Bulk water and reticulation in ka-Jim and Chris Hani	Waterborne sewer system to Masakhane School, Ekuphumuleni School, Ntabanhle School and Madzanga School.
Water to Magagula Section	SMME development (cooperatives)	Regravelling of Motha to Khanya Street	Cooperatives development – SANRAL must involve local cooperatives in the grass cutting and maintenance on

			N17
Paving of Vilakazi-Gininda - Discount-Ekuphakameni School (ring road)	Road regraveling, grading and paving	Paving of road to and beyond Empuluzi High School	Upgrade services at the Oshoek Post Office
Request for meter boxes for water	Electricity connection	Water meters in Sections B1, B2 and C	Construction of Oshoek Taxi Rank
Pay points around the ward to make payment easier, and enhance revenue enhancement	Sanitation (150)	Regraveling of streets	Waterborne sewer system to Masakhane School, Ekuphumuleni School, Ntabanhle School and Madzanga School.
Ward 9	Ward 10	Ward 11	Ward 12
A footbridge connecting Dundonald and Sibanesetfu FET College (Glenmore)	Need for community hall	Water reticulation in Gauteng Cross and Masuku Section	Need for high mast lights (4)
Upgrading of electric borehole and a need for additional boreholes to be drill	Maintenance of access road to cemetery	New high mast lights needed (7)	Maintenance of the existing high mast lights (5)
Need for other footbridges and motorway bridges	Provision of toilets in the cemetery	Maintenance of the existing high mast lights	Allocation of RDP houses
Maintenance of high mast lights – need for additional ones to be allocated	Fencing of cemetery and posting of security personnel	Job creation and cooperatives support	Renovation of Ekulindeni Community Hall and furniture
Regraveling of streets	Skip bin and household refuse bins	Footbridges needed (7)	New community halls (2)
Ward 13	Ward 14	Ward 15	Ward 16
Completion of water reticulation project	Completion of water reticulation project	Paving of streets at Mzamo	Bulk water supply to KaNtjwele, Lochiel
Need for more toilets (SmartSan) and draining of the VIPs at capacity	Need for more toilets (SmartSan) and draining of the VIPs at capacity	Ring road Silobela Ext 3 and Ext 4	Yard connection and water meters in KaNtjwele, Lochiel
Need for high mast lights (10)	Need for high mast lights (10)	Paving of street leading to Sobhuza and Cemetery	Bulk water supply and reticulation in The Brook
Need for skip bins (5)	Need for skip bins (5)	Coetzee Street Phase 2	Electrified boreholes in Belvedere, Phaphama and Milliken
Need for community hall	Need for community hall	Fencing of cemeteries in town and Sobhuza	Need for Skip bin in Nhlazatshe 1
Completion of water reticulation project	Ward 18	Ward 19	Ward 20
Tarring/paving of streets	Site for a serviced cemetery	Paving of 3km ring road in Ebuhleni (completion of the ring road)	Tarring/Paving of the access road to Nhlazatshe 4 Clinic
Street lights maintenance	Sewer network where there is water supply	Tarring of the Nhlabi/Oshoek road (via Steynsdorp)	Regraveling of other streets
Patching of potholes	SmartSan/VIPs where there is no water supply	Regraveling and grading of roads and streets in the ward	Need for housing (RDP)
Cutting of grass in town and along roads	Water reticulation	Bridges and footbridges in Uitgevonden and other areas	The current housing project should be revitalized and completed
Removal of shacks next to the Post Office	Need for a package plant and a raised steel tank	Allocation of RDP houses	Repair of existing housing units (replace asbestos roofs with acceptable roofing material)
Ward 21	Ward 22	Ward 23	Ward 24
New clinic and ECD for Kromkrans	Fencing of Silobela Cemetery	Communal water tanks in Tembisa, Ka-Mkhulu Mkhonta, Honingklip, Mahlabathini, Magesini, Lekkerloop	Housing allocation (RDP)
Scholar transport in Leeupoort, Black Diamond, and Vaalbank	Footbridge to Sobhuza School and Silobela Cemetery	A booster reservoir in Emanzana	Road and storm water drainage
Water reticulation in Onbekend and Groenvlei	Public toilets at Silobela cemetery	Electrical boreholes in Malahleka, Honingklip, D6 and	Electricity household connection

		Vygeboom Dam	
Extension of piped water from Industrial to Ebuhleni	Paving of roads in Ext 2 and Ext 3 (road to cemetery) Paving of a ring road in Ext 2 and Ext 3 (taxi route)	Replacement of AC pipes in Emanzana	Maintenance of street lights
Ward 25			
Paving of streets in Nhlazatshe 2: Jele-Steyns ring road a priority for public transport			
Water stand pipes at Sebentani			
Electricity connections (post connections)			
Yard connections in Nhlazatshe 4C			
Water reticulation and yard connections to the sections without reticulation network			

Table 1:1 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%
2015/16	31%	32.7%	36%	44%		
2016/17	31%	32.7%	36%	44%	43.2%	10%

CHAPTER 2

SPATIAL DEVELOPMENTAL FRAMEWORK (SDF)

2.1. Background

The municipality's Spatial Developmental Framework (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.

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 Land Use Management System (LUMS).

2.2 Objectives of the SDF

The objectives of the SDF are to ensure:

- 2.2.1 Creation of consolidated settlement structure, so as to allow for the cost-effective and sustainable provision of modern-day engineering, and community services and infrastructure;
- 2.2.2 The sustainable use of land and other resources;
- 2.2.3 The channeling of resources to areas displaying both economic potential and development need;
- 2.2.4 Functionally link to the main growth centres or areas of greatest economic activity;
- 2.2.5 Unlocking of the development potential of existing towns; and
- 2.2.6 Mitigation of existing and potential future land use conflict(s) between urban development, mining/industry, agriculture, forestry and tourism.

2.3. 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.

2.4 Settlement Distribution

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.

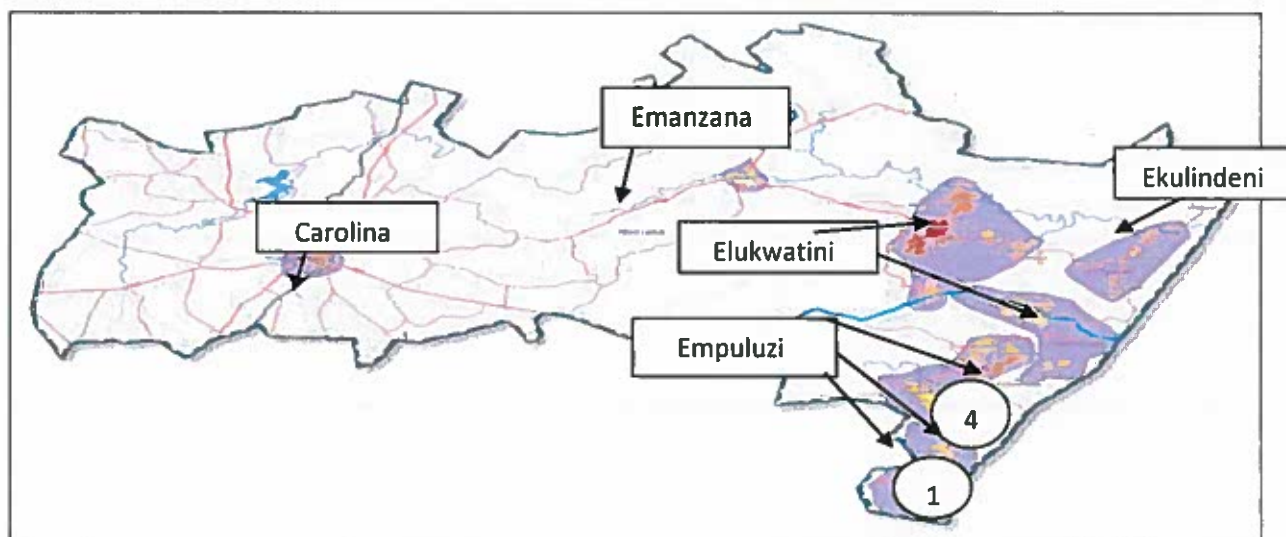
The MSA (2003), Chapter 5, requires that each local authority compiles an Integrated Development Plan for its area of jurisdiction and Section 26 states that the SDF is one of the core components of the IDP.

Table 2.1: Settlement Distribution:

No.	Area
1.	Carolina, including Silobela
2.	Emanzana, including Dlamini, Elukwatini, Tjakastad and surrounding settlements (Avontuur, Malahleka, Nhlazatshe, Arnheimburg, Nhlazatshe, Newsstand, Mooiplaas and Enkhaba)
3.	Ekulindeni and surrounding settlements (Engonini, Maanhaar, Ebutsini, Steynsdorp, Kalwerskraal and Viakplaas)
4.	Empuluzi, Mayflower and surrounding settlements (Mayflower Gate, Mafufumbe, proposed Sincobile Village, Robinsdale, Bettysgoed, Glenmore, Redhill, Dundonald, Swallowsnest)
5.	Fernie and surrounding settlements (Fernie A and B, Diepdale, Davale, Davidale, Nordeen, Syde) Settlements along the N17, including Lochiel,
6.	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

Figure 2.1: Population Distribution



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

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 -

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 2.2: Spatial Areas:

No.	Spatial Area	Water kiloliters/day	Sanitation (Wastewater) Kiloliters/day	Electricity Kilowatt hours/ day	Roads Kilometers
1.	Primary Node (Carolina/Silobela)	19	11	64	487
2.	Tourism Node (Badplaas)	11	7	37	282
3.	Cluster 1 (Elukwatini Cluster)	83	50	282	2 153
4.	Cluster 2 (Ekulindeni Cluster)	18	11	63	480
5.	Cluster 3 (Dundonald Cluster)	39	24	134	1 021
6.	Cluster 4 (Empuluzi/Mayflower Cluster)	22	13	75	575
7.	Cluster 5 (Femie/Diepdale Cluster)	31	19	107	816
8.	Dams (Vygeboomdam/Nooitgedacht Dam Nature reserve)	2	1	6	44
9.	Farms	28	17	95	729
10.	Rest of the Municipality	253	152	861	6 587
Grand Total		507	304	1 723	13 175

2.5 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).

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).

2.6 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 2.3: Economic Drivers in Chief Albert Luthuli Municipality:

Sector	Activities	Contribution to Employment
Community Services	Public administration, defence, government departments/ agencies, education, health and social work; sewage/ refuse disposal, sanitation; membership organizations; recreation/culture/sport; washing/dry-cleaning of textiles and fur products; hairdressing/beauty treatment; funeral and related activities	16%
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	9.2%
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%
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.	7.7%
Construction	Site preparation, building of complete constructions or parts thereof, civil engineering, building installation, building completion, renting of construction or demolition equipment with operators	9.1%

2.6.1 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.

2.6.2 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.

2.6.3 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 Milliken.

2.6.4 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.

2.6.4.1 *The Human Resource Programme* mainly focuses on the mine's internal staff skills development plan. Learnerships, bursaries for internal and external applicants, and the budget allocation for such programme are stipulated in the Plans.

2.6.4.2 *The Local Economic Development Programme* is funded by the mine's budget equivalent to 1% of its pre-tax profits. They fluctuate and differ from one mine to another.

2.6.4.3 *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.

2.6.5 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.

2.7 Local Economic Development (LED)

2.7.1 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.

2.7.2 Community Works Programme (CWP)

The Community Works Programme is an 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.

2.7.3 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.

2.7.4 Employment Levels

2.7.4.1.1 Employment increased with 8,606 between 2001 and 2011.

2.7.4.1.2 Number of employed individuals in 2011 was 29,141

2.7.4.1.3 Employment number 11.2% of Gert Sibande's employed.

2.7.4.1.4 Employment in formal sector 65.6% and informal sector 21.9%.

Table 2.4 - 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%

2.7.5 Income Levels

2.7.5.1 The annual household income in the Municipality increased from R22,832 in 2001 to R48,790 in 2011 (StatsSA 2011);

2.7.5.2 The highest number of households (11,118) earns an income of R9,602 to R19,600 per annum;

2.7.5.3 Households with no income was 7,107;

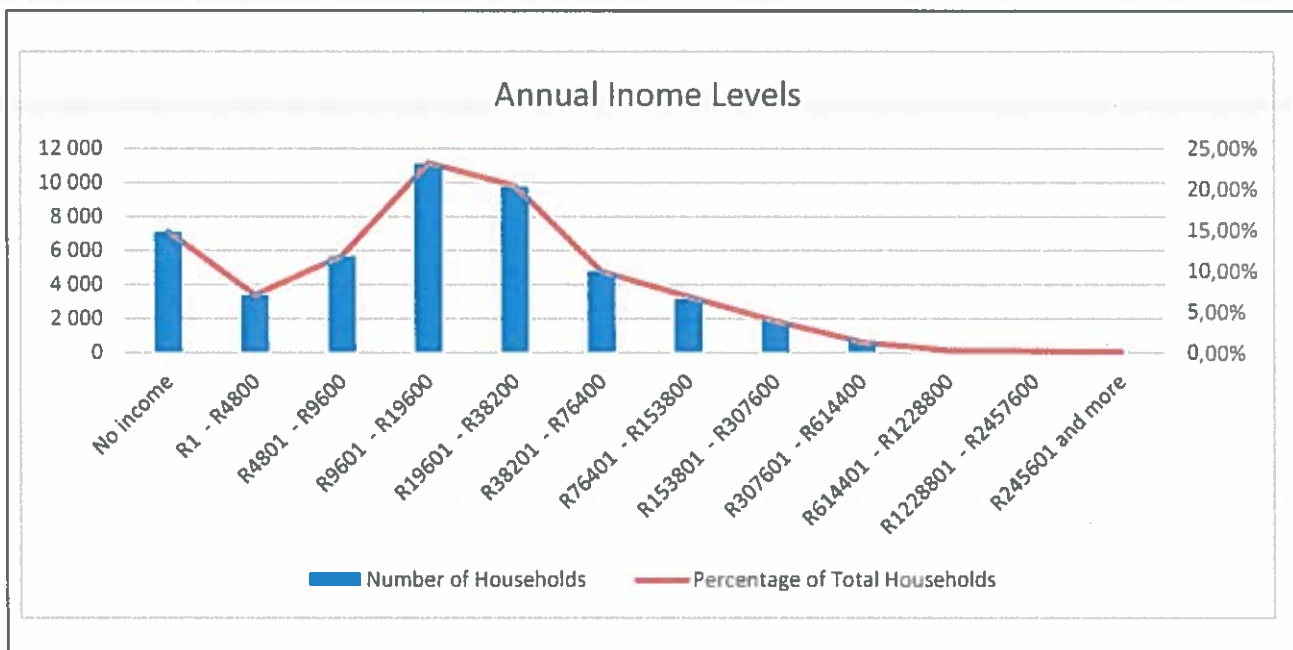
2.7.5.4 The Municipality was ranked 14th lowest out of 18 municipalities in Mpumalanga Province regarding income in 2011 with an average of R48,790 per household per annum;

2.7.5.5 The low average household income is directly linked to the low employment rate of 29,141 individuals (StatsSA 2011);

2.7.5.6 The per capita income for the Municipality was less than R38, 000 per annum in 2011; and

2.7.5.7 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.

Figure 2.2: Annual Income Levels (StatsSA 2011):



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 2.5: 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
Chief Albert Luthuli	R48 790	14	10.0%	4

Table 2.6: 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

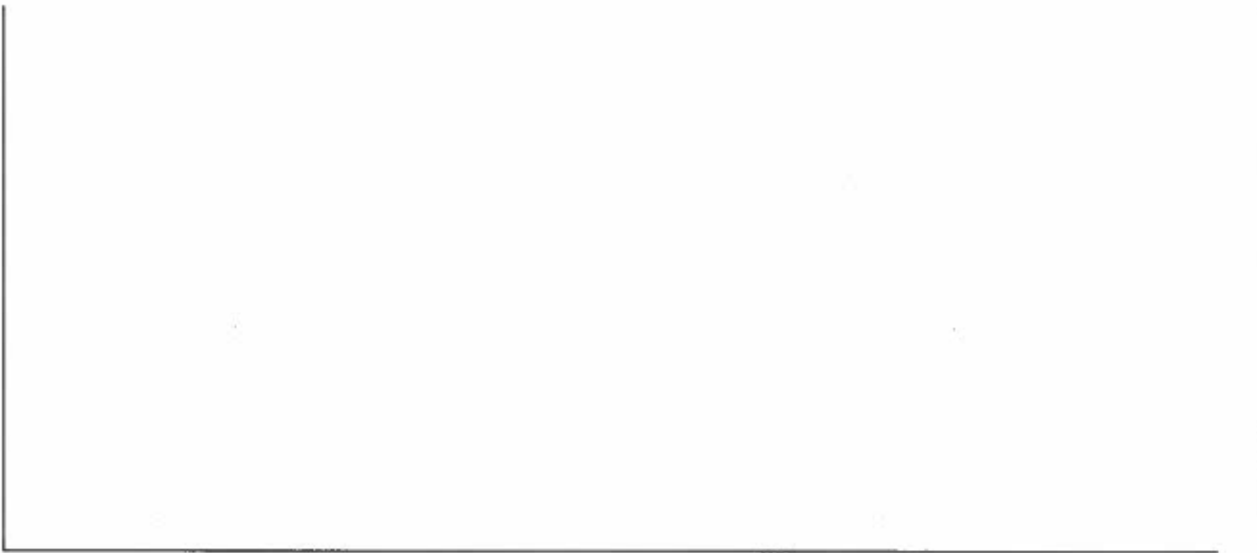


Table 2.7: Comparison of Annual Household Income (StatsSA 2011):

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

2.7.6 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 are 80,219 (0.43%), and individuals with an income of up to R400 are 51,595 (0.03%).

The Municipality is ranked 14th 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).

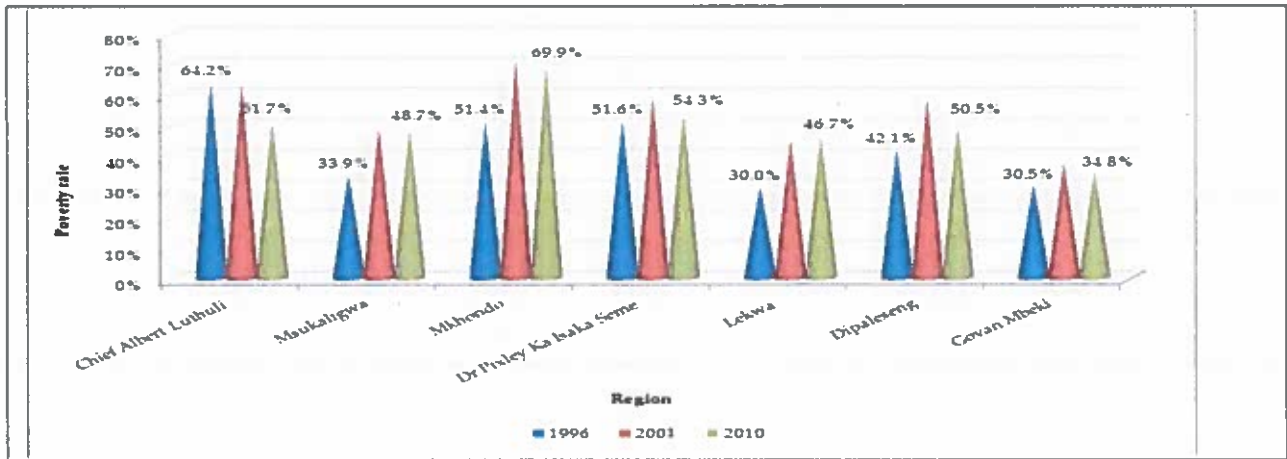
The Gini-Coefficient is summary statistics of income inequality and varies from 0 to 1 (0 being perfect equality where all households earn equal income; and 1 being one household earning all income and other households earn nothing).

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 prioritization 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 emphasizes 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.

Figure 2.4: Poverty Rate by Municipal Area (Global Insight – ReX, August 2011):



2.8 Local Economic Strategy

The municipality had developed a strategy however it required review or redrafting in order to meet the needs of the next five years.

2.8.1. Economic Growth (Socio-Economic Profile of CALM)

- Average annual economic growth rate for Chief Albert Luthuli at 2.5% over the period 1996 to 2016 - fforecasted average annual GDP growth for Chief Albert Luthuli for 2016-2021 more or less 1.5% per annum in line with national and provincial growth expectations.
- More than 65.8% nearly 2/3 (two third) of the economy – community services, trade and mining.
- Contribution to the Mpumalanga economy more or less 2.3% – 7th smallest economies in the province.
- Contribution to the district economy at 8.4% in 2016.
- The size of the economy in 2016 was estimated at almost R6.9 billion in current prices.
- Comparative advantage in economic industries such as community services, utilities, agriculture and mining.
- Tourism expenditure in the area as a % of the local GDP at 6.6%. Indicating the importance & potential of tourism growth in the area – tourism spending more than R499 million pa. (CENSUS 2011, 2016) Census 2011, 3,5% , unemployment rate HIS
- Average annual economic growth rate for Chief Albert Luthuli at 2.5% over the period 1996 to 2016 - fforecasted average annual GDP growth for Chief Albert Luthuli for 2016-2021 more or less 1.5% per annum in line with national and provincial growth expectations.
- More than 65.8% nearly 2/3 (two third) of the economy – community services, trade and mining.
- Contribution to the Mpumalanga economy more or less 2.3% – 7th smallest economies in the province.
- Contribution to the district economy at 8.4% in 2016.
- The size of the economy in 2016 was estimated at almost R6.9 billion in current prices.
- Comparative advantage in economic industries such as community services, utilities, agriculture and mining.
- Tourism expenditure in the area as a % of the local GDP at 6.6%. Indicating the importance & potential of tourism growth in the area – tourism spending more than R499 million per annum.

2.8.2 CALM Contribution to Economy

- Agriculture 16%
- Mining 7.7%
- Manufacturing 1,6%
- Utilities 8,5%
- Construction 9.1%
- Trade 9,2%
- Transport 10,3%
- Finance 7,3%
- Community Services 16%

2.8.3 LED Projects

Project	Benefit	Ward	Estimated Budget	Responsible Department	Status	
Strategic Objective: Economic growth and development, job creation						
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

Project		Benefit	Ward	Estimated Budget	Responsible Department	Status
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	Unfunded
PROJECTS BY OTHER FUNDERS						
1	Badplaas Laerskool	Badplaas Laerskool	17	20,000,000	Nkomati Mine	New
Organisational development and transformation						
1	Spatial planning: Update spatial information database for the Municipality (Land Audit)	Land information	All	R1 million	PED	Unfunded
Upgrading informal settlements		Security of tenure	All	R5 million	PED	Unfunded
2.	Urban development framework	Development strategies	All	R1 million	PED	Unfunded
3.	Electronic building plan and town planning record keeping system			R500,000	PED	Unfunded
4.	Dairybrand (Pty) Ltd Agri-Industrial Park	Greater Carolina area	Ward 15, 21, 22	R15 million	PED	Unfunded
LED PROJECTS FUNDED BY DEDET						
5.	Upgrading and renovation of 9 staff quarters and office block, provision of bulk services and 5km buffalo-proof fence	Nooitgedacht Dam Carolina	Ward 15, 21, 22	R15 million	PED	Funded
6.	Development of nature reserve and development of conservation education resource and recreation facility (Songimvelo)	Ebuhleni Songimvelo	Ward 19, 12 (Mooiplaas)	R30 million	PED	Funded

2.8.4 Town Planning

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 Elukwatini.

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.

CHAPTER 3

Powers and Functions of the Municipality

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

Section 156 of the Constitution (1996) states the powers and functions of municipalities as follows:

- 3.1.1. 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.
- 3.1.2. A municipality may make and administer by-laws for the effective administration of the matters which it has the right to administer.
- 3.1.3. 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.
- 3.1.4. 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.
- 3.1.5. A municipality has the right to exercise any power concerning a matter reasonably necessary for, or incidental to, the effective performance of its functions.
- 3.1.6. 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.
- 3.1.7. 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.
- 3.1.8. Section 152 of the Constitution (1996) states that 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 a municipality must strive, within its financial and administrative capacity.
- 3.1.9. 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.
- 3.1.10. 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 when necessary.

3.2 Municipal council has the power to:

- 3.2.1 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 law
- 3.2.2 Approve budgets and development plans every year a municipal budget must be passed that sets down how money will be raised and spent. 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.
- 3.2.3 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.
- 3.2.4 Charge service fees - for use of municipal services like water, electricity, libraries, etc.
- 3.2.5 Impose fines - for anyone who breaks municipal by laws or regulations, for example traffic fines, littering or library fines.
- 3.2.6 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.

Figure 3.1: Municipalities are responsible for the following functions:



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 below:

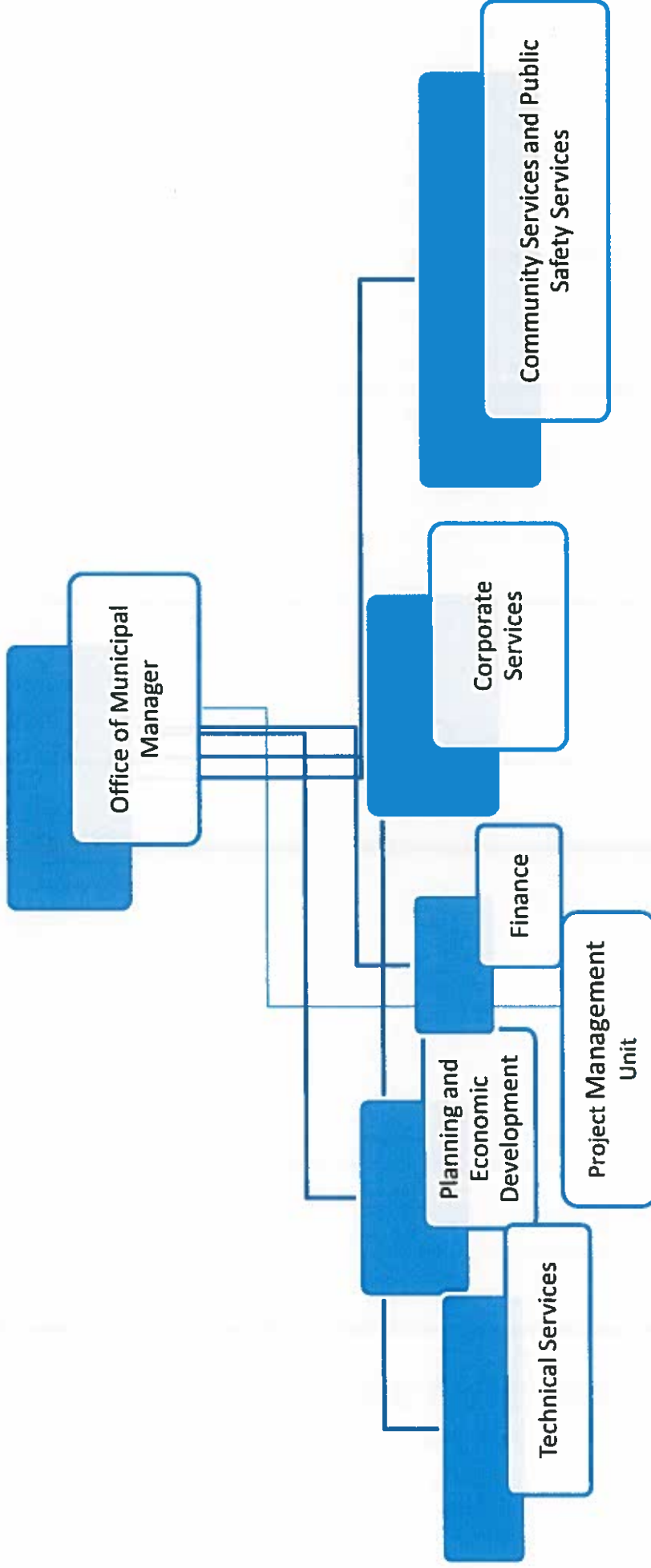
Table 3.1: Functions of the Municipality in terms of schedule 4&5 part B&P of the Constitution:

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
Firefighting 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
	Local sport facilities
	Markets
	Municipal abattoirs

S156(1)(a) Schedule 4 Part B	S156(1)(a) Schedule 5 Part P
Pontoons, ferries, jetties, piers and harbours, excluding the regulation of international and national shipping and matters related thereto	Municipal parks and recreation
	Pounds
Storm water management systems in built-up areas	Municipal roads
Trading regulations	Noise pollution
Water and sanitation services limited to potable water supply systems and domestic wastewater and sewage disposal systems	Public places
	Refuse removal, refuse dumps and solid waste disposal
	Street trading
	Street lighting
	Traffic and parking

In order to deliver on the responsibilities outlined above, the municipality has been structured into the following departments:

Figure 3.2: Municipal departmental structure:



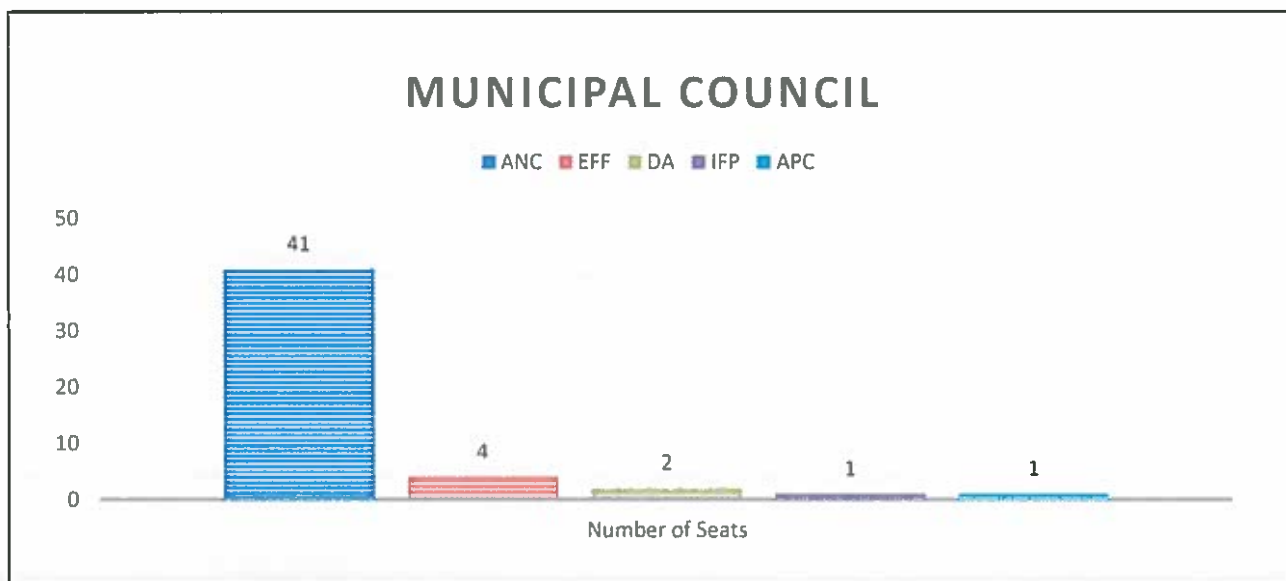
3.3 Governance Structures

3.3.1 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:

Figure 3.3: Municipal council number of seats:



3.3.2 Ward Committees

Ward Committees were established in all 25 wards and all of them are functional. The functions of Ward Councillors includes amongst others representing the community, dealing with community needs, IDP and the budget.

3.3.3 Council Committees

The council currently has 13 sub committees established and functional namely:

- 3.3.3.1 Policies and By-Laws Committee;
- 3.3.3.2 Geographic Naming, Rules, Ethics and Petitions Committee;
- 3.3.3.3 Infrastructure Committee;
- 3.3.3.4 Finance and Administration Committee;
- 3.3.3.5 Municipal Public Accounts Committee;
- 3.3.3.6 Community Services and Public Safety Committee;
- 3.3.3.7 Economic Development Committee, Mayoral Committee;
- 3.3.3.8 Finance Committee;
- 3.3.3.9 Technical Services Committee;
- 3.3.3.10 Corporate Services Committee;
- 3.3.3.11 Community Services and Public Safety Committee; and
- 3.3.3.12 Planning and Economic Development Committee.

3.3.4 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, namely: 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), Financial Services, Corporate Services, Technical Services and Project Management, Planning and Economic Development and 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.

Figure 3.4: Mayoral Committee and Office-bearers

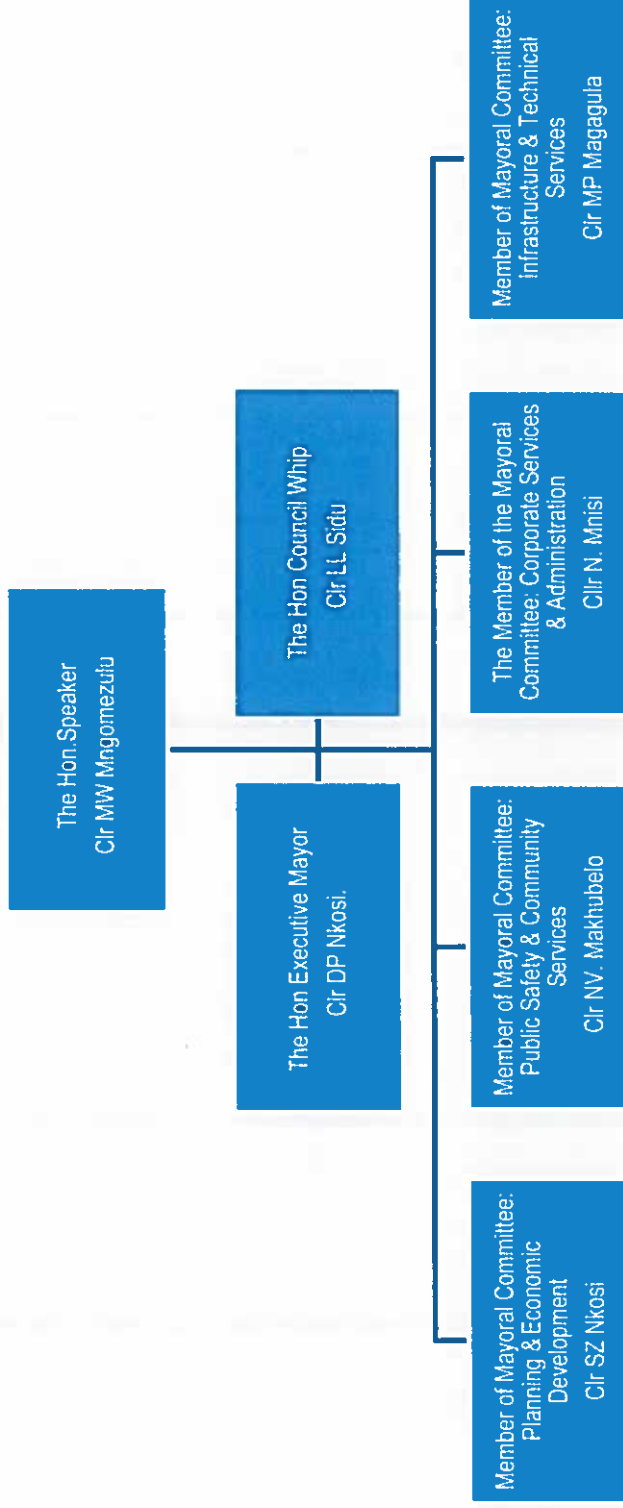


Figure 3.5: IDP Structural Arrangement:

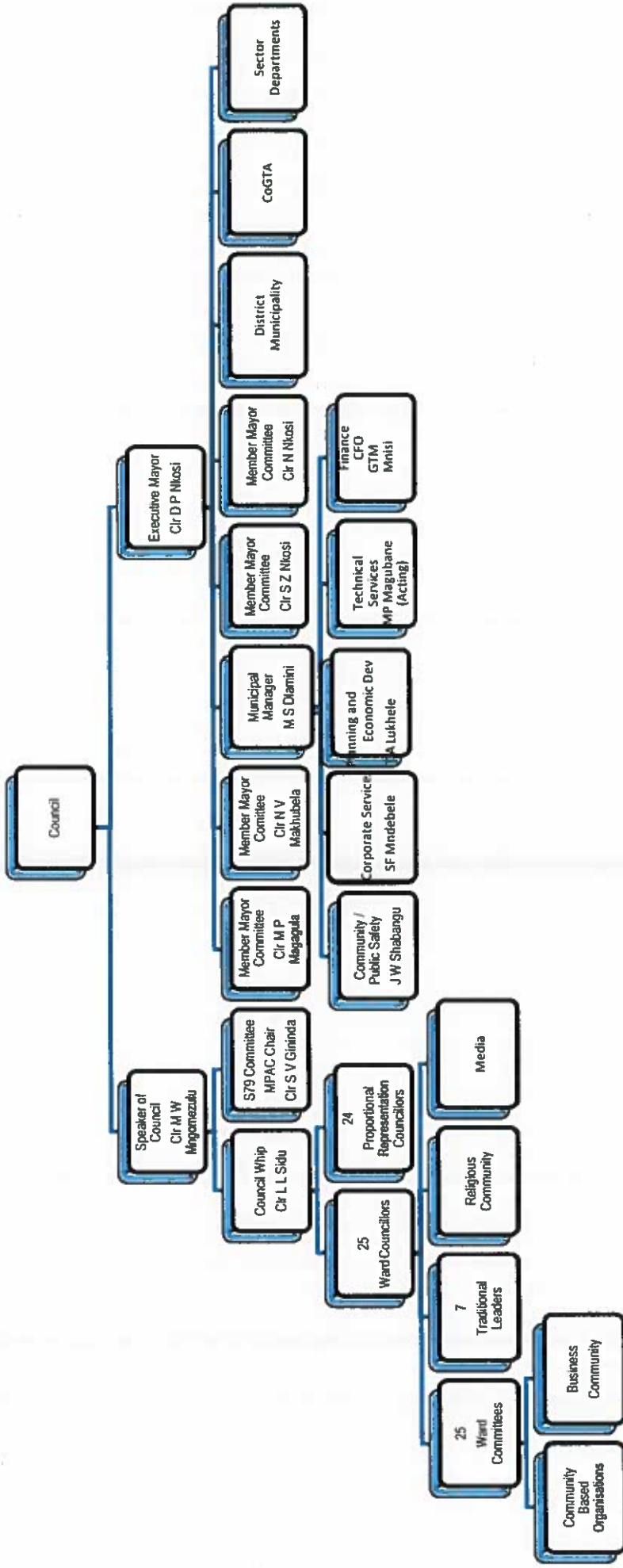
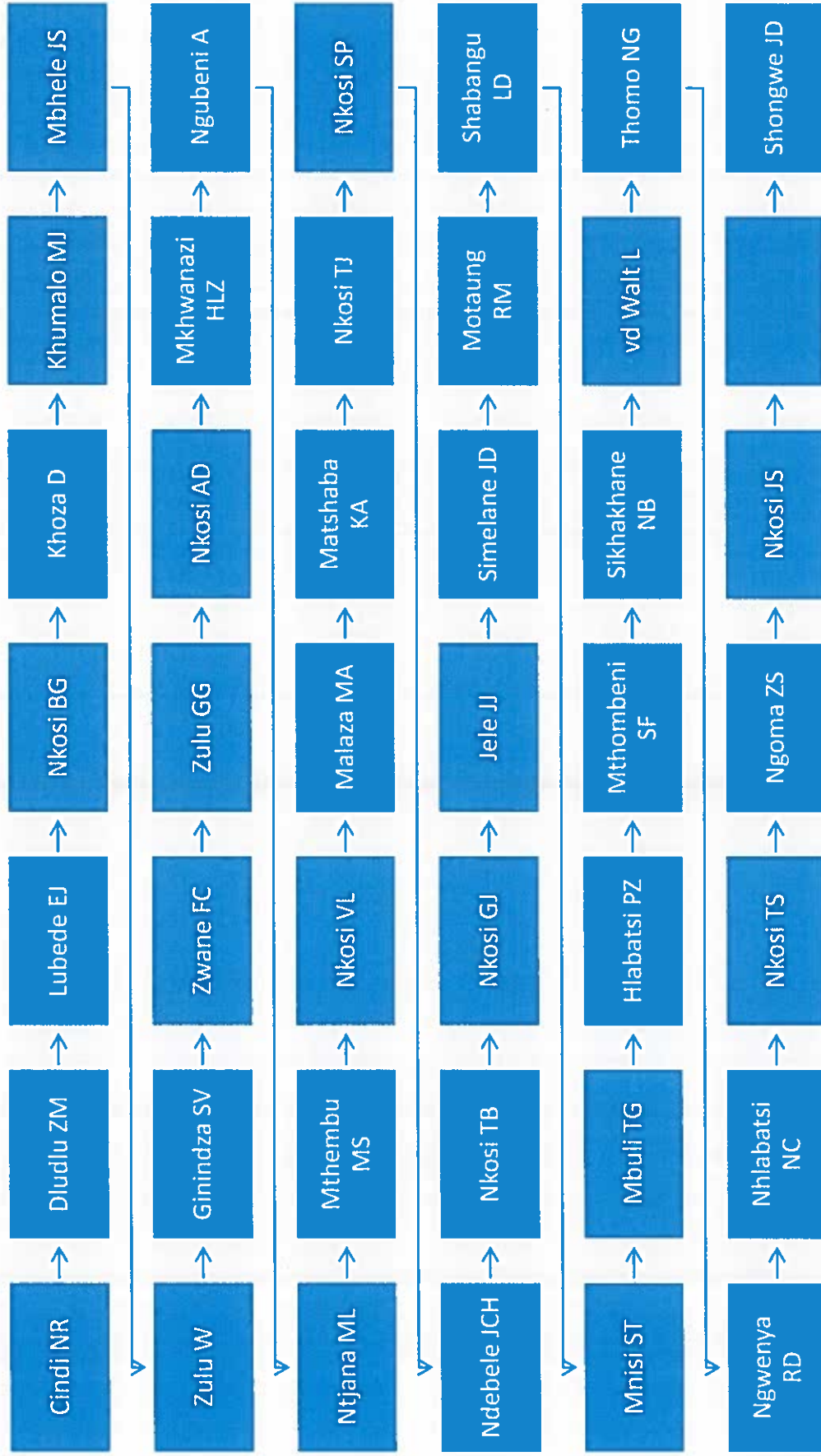


Figure 3.6: Additional Council Members:



CHAPTER 4

PROCESS FOLLOWED

4.1 Integrated Development Plan

4.1.1 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, operationalizes 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 quarterly reports, the Municipal Manager and Audit Committee advise Council on the compliance with the SDBIP.

4.1.2 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:

- 4.1.2.1 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 organization in matters of local government.
- 4.1.2.2 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.
- 4.1.2.3 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:

- 4.1.2.4 the municipal council's vision including the municipal critical development and transformation needs
- 4.1.2.5 an assessment of the existing level of development in the municipality;
- 4.1.2.6 the council's developmental priorities and objectives including its local economic development aims;
- 4.1.2.7 the council's development strategies which must be aligned to national and provincial sector plans;
- 4.1.2.8 a spatial development framework which must include the provisions of basic guidelines for a land use management system;
- 4.1.2.9 the council's operational strategies;
- 4.1.2.10 a financial plan which must include a budget projection for the next three years; and
- 4.1.2.11 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:

- 4.1.2.12 must preserve the peace, national unit and indivisibility of the Republic
- 4.1.2.13 secure the well-being of the people of the Republic;
- 4.1.2.14 provide effective, transparent, accountable and coherent government for the Republic as a whole
- 4.1.2.15 be loyal to the Constitution, the Republic and its people; and
- 4.1.2.16 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

4.1.3 National and Provincial Policy Frameworks

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:

- 4.1.3.1 The National Spatial Development Perspective (NSDP);
- 4.1.3.2 The National Growth Path
- 4.1.3.3 The National Development Plan (NDP)
- 4.1.3.4 The Government Outcomes
- 4.1.3.5 The Medium-Term Strategic Framework (MDSF)
- 4.1.3.6 The Mpumalanga Growth and Development Path
- 4.1.3.7 The Mpumalanga Rural Development Programme (MRDP)
- 4.1.3.8 The Vision 2030 Plan
- 4.1.3.9 The State of the Nation Address
- 4.1.3.10 The State of the Province Address on Local Government.

4.1.4 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 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 fulfillment of the Municipality's legal obligation in terms of Section 34 of the MSA (2000).

4.1.5 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 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.

4.1.6 The IDP Process Plan

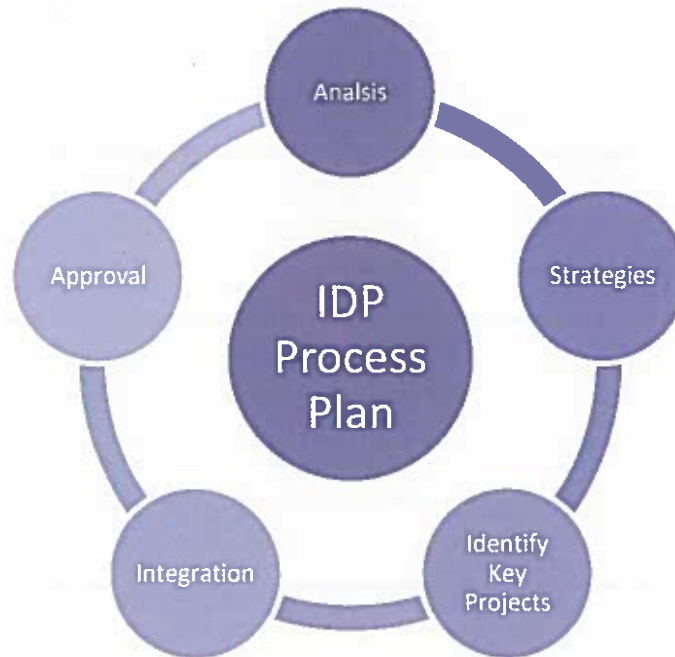
The purpose of the IDP Process Plan is to outline the operational plan (an integrated process plan) for the development of the IDP for the municipality. This Process Plan is based on the unique character and circumstances of the Municipality, taking due cognizance of the process plan requirements as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

4.1.7 The Implementation of the IDP Process Plan

Figure 4.1: The process undertaken to produce the IDP consists of 5 phases:



4.1.7.1 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 prioritized 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 and information on available resources.

4.1.7.2 Strategies

During this phase, the municipality works on finding strategic solutions to the problems assessed during the analysis phase. 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.

4.1.7.3 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 SA. Nkosi Secondary School in Fernie on 13 December 2016.

4.1.7.4 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 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 prioritization 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.

4.1.7.5 Identification of Key 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:

- 4.1.7.5.1 Who is going to benefit from the project?
- 4.1.7.5.2 How much is it going to cost?
- 4.1.7.5.3 How is this project going to be funded?
- 4.1.7.5.4 How long would it take to complete?
- 4.1.7.5.5 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.

4.1.7.6 Integration

Once all projects had been identified, the Municipality has to check again that it contributed 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.

4.1.7.7 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 4.1: IDP Process - Roles and Responsibilities:

Stakeholder		Roles and Responsibilities
INTERNAL ROLE PLAYERS		
1.	Municipal Council	<ul style="list-style-type: none"> • Adopt an IDP process plan • Take responsibility for the overall management and coordination of the planning process • Adopt and approve the final IDP; and • Ensure that annual business plans, budget and related development activities are based on the approved IDP
2.	Mayoral Committee	<ul style="list-style-type: none"> • Manage the IDP through the Municipal Manager • Recommend the IDP review process to Council • Recommend the IDP revisions to Council • Allocate resources for review of the IDP
3.	IDP Steering Committee, comprising - <ul style="list-style-type: none"> • Municipal Manager • Directors/Managers • IMATU and SAMWU representatives 	<ul style="list-style-type: none"> • Provide terms of reference for all review and planning activities • Commission IDP planning studies, programmes and projects • Process, summarize and document outputs from sub-committees, teams, etc. • Recommend amendments to the content of the IDP • Prepare, facilitate and document meetings and workshops • Ensure alignment and participation in the determination and prioritization of plans and programmes in the spirit of cooperative governance

Stakeholder	Roles and Responsibilities
INTERNAL ROLE PLAYERS	
<p>4. Municipal Manager Coordinating Committee (IDP Broad Planning Technical Committee), comprising –</p> <ul style="list-style-type: none"> • Municipal Manager • Managers/Officers: Office of Municipal Manager, Speaker, Executive Mayor, Budget Office, Supply Chain Management, Performance Management, Planning, Project Management and IDP • Administrative support 	<ul style="list-style-type: none"> • Prepare the IDP review process plan • Identify resources • Coordinate and manage the components of the review process, including: • Stakeholder meetings • Meeting deadlines • Horizontal and vertical alignment • Compliance with national and provincial requirements
<p>5. Ward Councillors 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</p>	<ul style="list-style-type: none"> • Organize public consultation and participation at ward level • Disseminate information from council to constituents and vice versa • Identify issues and projects at ward level • Participate in the approval and ongoing monitoring of the approved IDP • Identify and encourage unorganised groups to participate in the IDP process
<p>6. Municipal Manager and Manager: IDP 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)</p>	<ul style="list-style-type: none"> • Amongst other, the following responsibilities are allocated to the Manager: IDP for the IDP process: • Ensure that the Process Plan is finalized and adopted by Council • Adjust the IDP according to the proposals of the MEC • Identify additional role players to sit on the IDP Representative Forum • Ensure the continuous participation of role players • Monitor the participation of role players • Ensure appropriate procedures are followed • Ensure documentation is prepared properly • Carry out the day-to-day management of the IDP process • Respond to comments and enquiries • Ensure alignment of the IDP with other IDPs within the District Municipality • Co-ordinate the inclusion of sector plans in the IDP • Co-ordinate the inclusion of the PMS in the IDP • Submit the final IDP to relevant authorities
<p>7. Municipal Officials 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</p>	<ul style="list-style-type: none"> • Provide relevant technical and financial information • Develop strategies and project plans • Provide inputs regarding the financial and technical feasibility aspects of projects and strategies identified by committees
<p>8. Gert Sibande District Municipality 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:</p>	<ul style="list-style-type: none"> • Ensure the horizontal alignment of IDPs of the municipalities in the district area • Ensure the horizontal alignment between district and local planning • Facilitate vertical alignment of IDPs with the government sphere and sector departments • Prepare joint strategy workshops with local municipalities, provincial and national role players, and other specialists
<p>9. IDP Advisory Committee (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</p>	<ul style="list-style-type: none"> • Assist Council in rendering technical (i.e. investment opportunities) and financial support to ensure that Council meets its goal of playing a role in the global economy

4.1.8 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 organizational objectives as well as implementation, and also takes into cognizance 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.

4.2 Strategic Objectives

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 6 key strategic objectives.

Table 4.2: Key strategic objectives of the municipality:

Number	Strategic Objective	Key Performance Area
1.	To ensure good governance	Policies and procedures
		Governance structures
		Governance and leadership
		Marketing and communication
		Legal and Compliance
		Performance Reporting
		Risk Management
		Internal Audit
2.	To ensure efficient and effective Information Communication Technology (ICT)	Governance Strategy
		Data Integrity and Security
3.	To ensure transformed institution with competent and capable human capital	Learning and Development
		Management of Vacancies
		Affirmative Action
		Leave Management
4.	To ensure financial healthier and sustainable environment	Supply Chain Management (SCM)
		Revenue Management
		Expenditure Management
		Financial Management
		Unauthorized, Irregular Expenditure and Fruitless and Wasteful Expenditure (UIF)
		Asset Management
		Financial Reporting
		Budget Management
		Credit Management
Debt Management		

Number	Strategic Objective	Key Performance Area
5.	Provision of basic services (Electricity, Water and Sanitation)	Access to Electricity
		Access to Water and Sanitation
		Access to Roads and Transportation System
		Infrastructure Development and Maintenance
		Waste Management
6.	To ensure sustainable Local Economic Development	Crime Management
		Healthy and Safe environment
		Disaster Management
		Safer roads
		Job opportunities
		Employment equity
		Social Development
		Economic Development

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.

4.2.1 Strategic Objective 1: To ensure Good Governance

Good governance objective has been defined under the following key performance areas:

Figure 4.2: Good governance key performance areas:



4.2.1.1 Policies and procedures

Key policies and procedures have been developed and implemented. The municipality is not where it should be in terms of development and implementation of these key policies. Several initiatives are being taken in ensuring that the control environment is sound.

4.2.1.2 Governance structures and leadership

The municipality strives to always operate under the premise of good governance and leadership. The following structures are currently in place to ensure that achievement of this objective:

- 4.2.1.2.1 Ward Committee meetings;
- 4.2.1.2.2 Council meetings,
- 4.2.1.2.3 Mayoral Outreach Programmes;
- 4.2.1.2.4 IDP Representative Forum Meetings
- 4.2.1.2.5 Records management;
- 4.2.1.2.6 Secretarial services;
- 4.2.1.2.7 Monitoring and oversight Committee
- 4.2.1.2.8 Premier Coordinating Forum and the MunMec structures
- 4.2.1.2.9 Gert Sibande District Municipality Municipal Manager's Forum
- 4.2.1.2.10 Executive Mayor Forum Approved Fraud Prevention Policy;
- 4.2.1.2.11 Mayoral committee; and
- 4.2.1.2.12 Audit committee.

4.2.1.3 Marketing and communication

Marketing and communication function is in place to ensure that municipal services are well placed and communicated to its community. Structures such as Communications and Liaisons, several awareness campaigns, ward committee management and public participation engagements are in place.

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.

The communication channels listed above are used as tools to maintain regular stakeholder mobilization 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 mobilization and consultation mechanisms.

Integrated Development Plan Representative Forums are also another way in which the key stakeholders are consulted and reported to.

4.2.1.4 Legal and compliance

The municipality has an established legal and compliance section to deal with all legal matters. Several legal firms are contracted to ensure that this deliverable outcome is achieved. Legal division deals with the following matters amongst other:

- 4.2.1.4.1 The Legal Division intends to conduct legal audit on all legislation having an impact on the municipality in the next financial year;
- 4.2.1.4.2 To be able to strictly monitor compliance each relevant department and to be able to render the professional legal advice;
- 4.2.1.4.3 The Unit commits to ensure a more effective, accountable and clean local government that works together with national and provincial government;
- 4.2.1.4.4 Ensures that the Council Fraud Prevention policy will be continuously updated and diligently implemented; and
- 4.2.1.4.5 Service Standards for all municipal services will be compiled, published and applied as far possible.

4.2.1.5 Performance reporting

Performance reporting function is in place and it is supported by the functioning performance management system, developed IDP and SDBIP.

4.2.1.6 Risk management

Risk Management as one of the key pillars for good governance practices and it's a continuous process that enables improvement in strategy design and strategy implementation as well as an organization's systems and operations. The effective management of risk is prioritized to ensure that business risks across the organization are identified and managed on an on-going basis for the achievement of the municipality is vision to become the leading community driven municipality in the provision of sustainable services and developmental programmes.

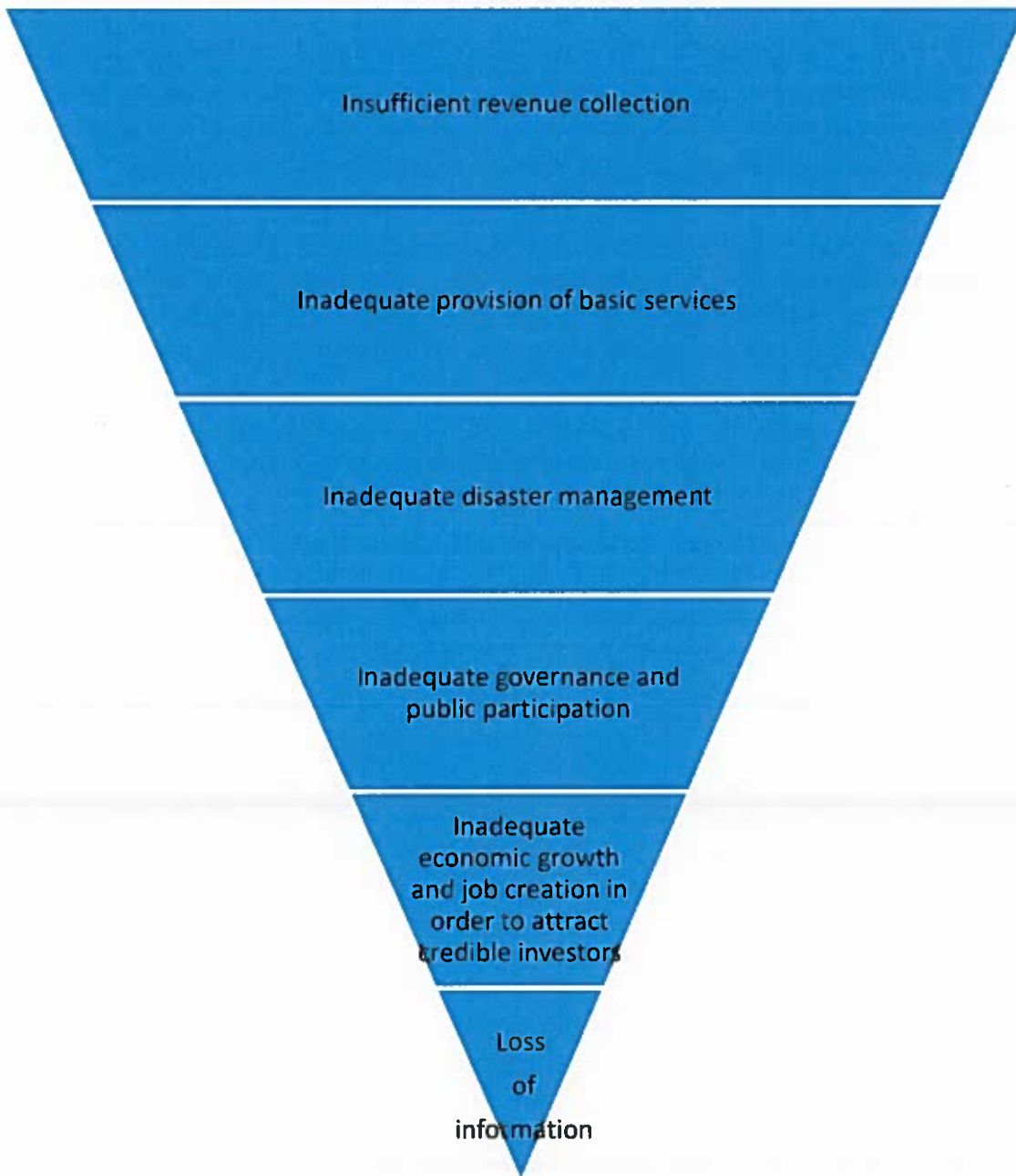
Council has an existing Risk Management Policy and Framework that enables management to proactively identify and respond appropriately to all significant risks that could impact on business objectives. In line with the approved Risk Management Policy and Framework a top down approach has been adopted in developing the risk profiles of the organization. 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:

Figure 4.3: Summary of the top 7 risks at the municipality:



CHAPTER 5

NATIONAL AND PROVINCIAL PLANNING FRAMEWORKS AFFECTING THE MUNICIPALITY

5.1 Background

Development in South Africa is broadly guided and directed by a wide range of legislations. Some legislations are sector specific e.g. 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 legislations, there are a range of national, provincial and local development policies and plans existing 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 and plans.

5.2 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. 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.

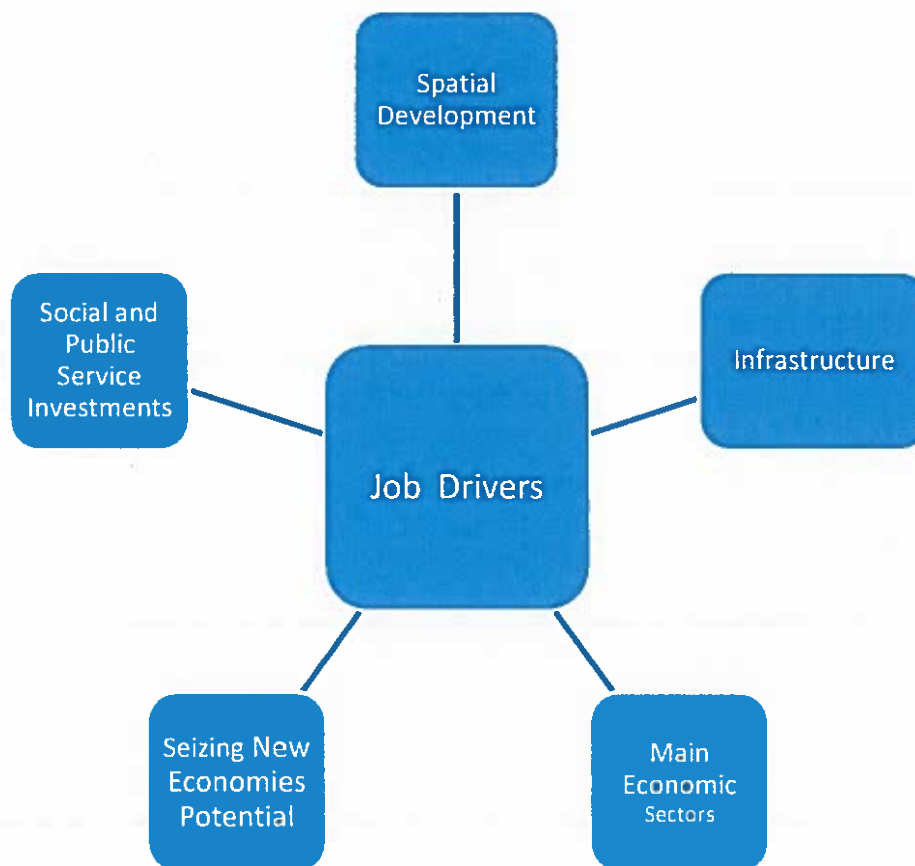
Crucially this kind of "development spending" is specifically aimed at enabling the South African population, particularly youth located in areas in which they have no hope of finding employment, to gradually gravitate to areas with high economic potential.

5.3 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 its achievement:

Figure 5.1: National Growth Path Targets:



5.4 The National Development Plan

The National Development Plan (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 NDP 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.

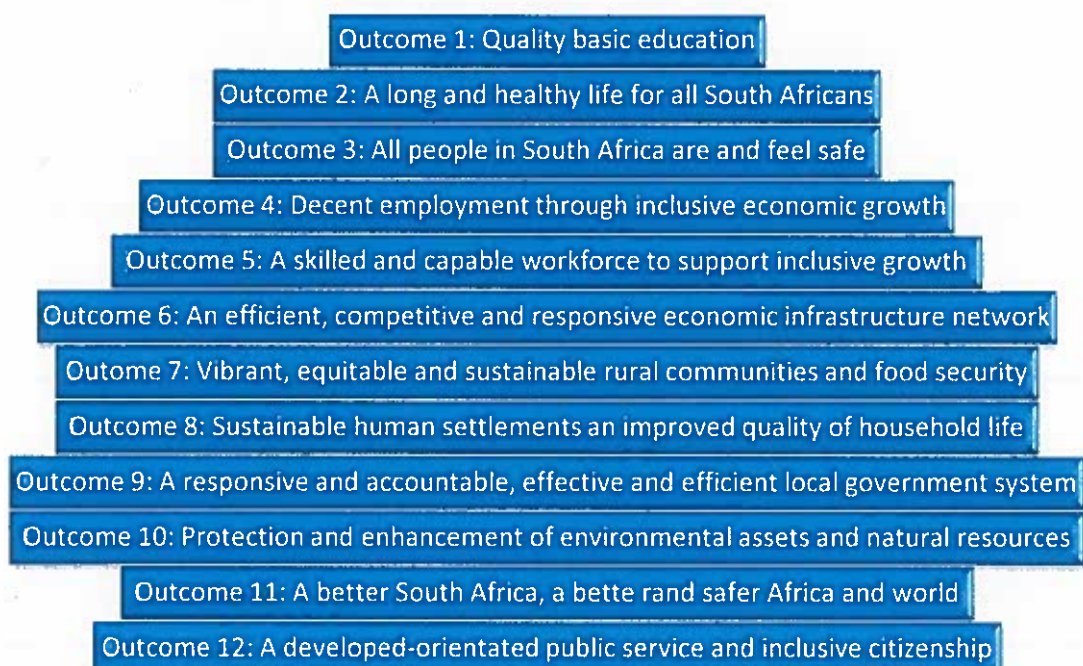
5.5 The Government Outcomes

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 realization of the outcomes or facilitate the work of national and provincial departments in realizing them.

Figure 5.2: The 12 National Outcomes:



5.6 The Medium-Term Strategic Framework

The Medium-term Strategic Framework (MTSF) seeks to identify the major strategic choices that needs 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:

- 5.6.1 Reduce poverty and unemployment in half;
- 5.6.2 Provide the skills required by the economy;
- 5.6.3 Ensure that all South Africans are able to fully exercise their constitutional rights and enjoy the full dignity of freedom;
- 5.6.4 Compassionate government service to the people;
- 5.6.5 Achieve a better national health profile and massively reduce preventable causes of death including violent crime and road accidents;
- 5.6.6 Significantly reduce the number of serious and priority crimes and cases awaiting trial; and
- 5.6.7 Position South Africa strategically as an effective force in global relations.

Table 5.1: The Medium-Term Strategic Framework Outputs:

OUTCOME 9 : MTSF 2009-2014 (OUTPUTS)	OUTCOME 9 : MTSF 2014-2019 (SUB-OUTCOMES)
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

5.7 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:

- 5.7.1 Agriculture and forestry;
- 5.7.2 Mining and energy;
- 5.7.3 Tourism and cultural industries;
- 5.7.4 The Green Economy and ICT; and
- 5.7.5 Manufacturing and beneficiation

5.8 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:

- 5.8.1 **Self-reliance/empowerment:** strengthen the self-help capabilities of the communities and emphasize development planning;
- 5.8.2 **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;
- 5.8.3 **Sustainability:** improve viable and sustainable natural resource utilization;
- 5.8.4 **Outreach:** upgrade and broaden the facilitation of government services to the impoverished;
- 5.8.5 **Capacity building:** strengthen, advise and train service providers;
- 5.8.6 **Innovation:** develop innovative concepts for public service delivery;
- 5.8.7 **Mainstream:** get innovations on track;
- 5.8.8 **Coping with HIV/AIDS:** plan, design and implement relevant strategies in order to cope with HIV/Aids; and
- 5.8.9 **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.

5.9 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 realize 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.

5.10 Processes in the implementation of the plan:

- 5.10.1 The NDP and its proposals will need to be implemented in the right order over the next 17 years. Three phases have been identified.
- 5.10.2 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.
- 5.10.3 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.
- 5.10.4 The Plan will shape budget allocation over the next 17 years.
- 5.10.5 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.
- 5.10.6 Planning and implementation should be informed by evidence-based monitoring and evaluation.
- 5.10.7 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:

5.11 The Mpumalanga Spatial Development Framework

- 5.11.1 Strategic Objective 1: Capitalize on the regional spatial development initiatives;
- 5.11.2 Strategic Objective 2: Focus development on development corridors and nodes;
- 5.11.3 Strategic Objective 3: Protect biodiversity and agricultural resources;
- 5.11.4 Strategic Objective 4: Economic development and job creation supporting and guiding the spatial development pattern of Mpumalanga;
- 5.11.5 Strategic Objective 5: Accommodating capitalize within the province;
- 5.11.6 Strategic Objective 6: The integration of the historically disadvantaged communities into a functional nodal and settlement pattern;
- 5.11.7 Strategic Objective 7: Tenure upgrading;
- 5.11.8 Strategic Objective 8: Promote the development of rural areas that can support sustainable economic, social and engineering infrastructure);
- 5.11.9 Strategic Objective 9: Infrastructure Investment; and
- 5.11.10 Strategic Objective 10: Development of Metropolitan Areas.

CHAPTER 6
FINANCIAL PLANNING

6.1. Background

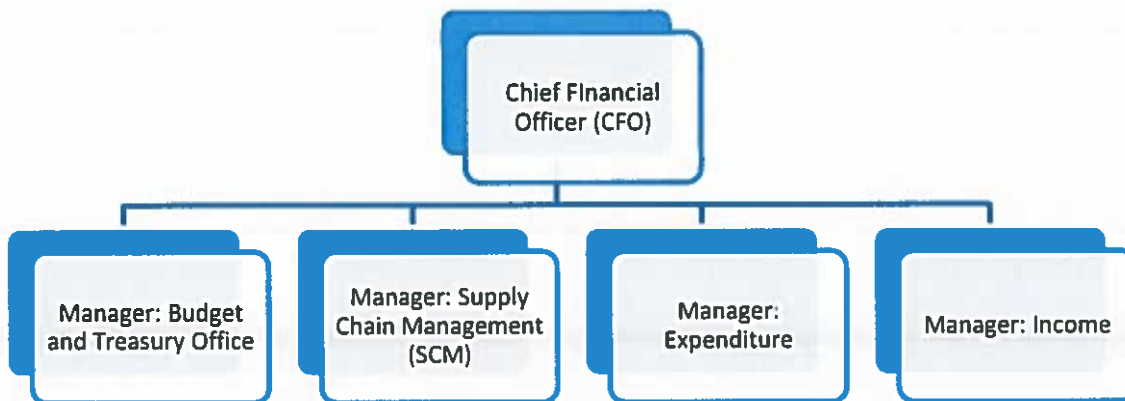
The Municipality aims to fully comply with prevailing municipal financial legislation to ensure sound financial management and governance to achieve a clean audit status. It is important that the financial affairs of the municipality are managed in an efficient and effective manner to sustain a sound financial position towards sustainable service delivery.

The directorate is responsible for the function of budgetary and accounting and expenditure and revenue management and maintenance of the financial system. 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.

6.2. Financial Management Structure

The diagram below shows the current management structure within the financial department:

Figure 6.1: Finance Management Structure:



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.

6.3. Financial Management Framework

The priority from a financial perspective is to ensure that the municipality's financial position remains sustainable and viable. To indicate to this effect, the following Framework has been put in place:

Figure 6.2: Financial Management Framework:



6.4. Overview of financial management 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:

6.4.1. 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.

6.4.2. Rates Policy

The 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.

6.4.3. 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.

6.4.4. Indigent Support Policy

To provide access to and regulate free basic services to all indigent households.

6.4.5. 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.

6.4.6. 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.

6.4.7. 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.

6.4.8. 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.

6.4.9. 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.

6.4.10. 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 year so that it forms part of public consultation in March 2013.

6.4.11. 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.

6.4.12. Accounting Policy

The policy prescribes the basis of presentation of the annual financial statements in accordance with the General Recognized Accounting Practices and Accounting Standards, the policy will be reviewed during the preparation of annual financial statement.

6.4.13 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.

6.4.14 Transport and Subsistence Policy

This policy regulates the reimbursement of travelling and subsistence cost to officials and councilors undertaking official visits.

6.5 Financial Management Status

The overall financial situation of the municipality is sustainable and the municipality needs to develop a radical revenue enhancement strategy.

The progress from qualified audit opinion to unqualified audit opinion in the 2016/17 financial year. The municipality had since then taken progressive steps in ensuring more effective, efficient and improved interpretation of financial information make informed decisions throughout the financial planning process, development and implementation of a long term financial plan to ensure long term financial sustainability and implementing the Municipal Standard Chart of Accounts (MSCOA).

6.6 Financial Projections

The section below covers five year operating income and expenditure as well as capital expenditure. The first two years consist of actual audited figures while the next three years covers projected figures.

Table 6.1: Revenue – Standard:

R thousands	Original Budget	Adjusted Budget	Budget 18/19	Budget 19/20	Budget 2021
REVENUE					
ASSESSMENT RATES	R 84 730 977.39	R 86 094 800.39	R 90 657 824.81	R 95 553 347.35	R 100 713 228.10
PROPERTY RATES	R 90 130 977.39	R 91 494 800.39	R 96 344 024.81	R 101 546 602.15	R 107 030 118.66
LESS: REVENUE FORGONE	R 5 400 000.00	R 5 400 000.00	R 5 686 200.00	R 5 983 254.80	R 6 316 890.56
SERVICE CHARGES	R 51 588 975.70	R 50 000 832.70	R 53 114 625.79	R 56 446 132.67	R 59 989 231.82
Service Charges: Electricity	R 28 108 886.35	R 30 114 956.35	R 32 174 798.00	R 34 375 554.18	R 36 726 842.09
Service Charges: Water	R 7 383 712.68	R 4 199 999.68	R 4 422 599.66	R 4 661 420.05	R 4 913 136.73
Service Charges: Sewerage	R 8 213 611.12	R 5 385 111.12	R 5 670 522.00	R 5 976 730.19	R 6 299 473.62
Service Charges: Refuse	R 7 882 765.55	R 10 300 765.55	R 10 846 705.12	R 11 432 426.26	R 12 049 779.38
RENTAL OF FACILITIES & EQUIPMENT	R 1 997 026.43	R 2 737 545.43	R 2 878 949.84	R 3 034 413.13	R 3 198 271.44
INTEREST EARNED: EXTERNAL INVESTMENTS	R 2 635 603.80	R 2 635 603.80	R 2 775 290.80	R 2 925 156.51	R 3 083 114.96
INTEREST EARNED: OUTSTANDING DEBTORS	R 15 299 038.36	R 26 299 038.36	R 27 692 887.40	R 29 188 303.32	R 30 764 471.70
FINES	R -	R 100 000.00	R 105 300.00	R 110 986.20	R 116 979.45
LICENCES AND PERMITS	R -	R -	R 2 106.00	R -	R 2 339.59
GOV GRANTS & SUBSIDIES: UNCONDITIONAL	R 249 995 579.23	R 260 490 579.23	R 274 088 226.93	R 301 697 069.18	R 327 694 754.92
GOV GRANTS & SUBSIDIES: CONDITIONAL	R 6 130 800.00	R 6 130 800.00	R 2 564 050.00	R 2 553 600.00	R 2 469 250.00
OTHER INCOME	R 5 621 663.24	R 10 552 463.24	R 11 440 614.79	R 12 058 407.99	R 12 709 562.02
PROFIT ON SALE OF INVESTMENT PROPERTY/LAND	R 140 798.44	R 491 098.44	R 517 126.66	R 545 051.50	R 574 484.28
CAPITAL PROJECTS	R 131 616 000.00	R 131 616 000.00	R 128 289 000.00	R 131 272 000.00	R 131 200 000.00
TOTAL REVENUE	R 549 736 482.98	R 577 150 781.59	R 594 126 002.87	R 633 485 637.57	R 672 513 632.28

Table 6.2: Expenditure - Standard:

R thousands	Original Budget	Adjusted Budget	Budget 18/19	Budget 19/20	Budget 20/21
EXPENDITURE					
EMPLOYEE RELATED COSTS	R 139 771 172 85	R 155 872 280 75	R 163 406 651 43	R 172 305 268 98	R 181 028 246 76
EMPLOYEE RELATED COSTS REMUNERATION	R 114 574 473 67	R 127 149 102 57	R 132 967 260 57	R 140 584 252 64	R 147 708 061 94
EMPLOYEE RELATED COSTS SOCIAL CONTRIBUTIONS	R 25 196 699 18	R 28 723 178 18	R 30 499 390 86	R 31 721 016 34	R 33 320 194 82
REMUNERATION OF COUNCILLORS	R 17 192 909 13	R 17 350 709 13	R 18 391 751 68	R 19 384 906 27	R 20 354 151 59
IMPAIRMENT LOSSES	R 49 706 676 22	R 51 816 684 22	R 51 538 601 07	R 57 348 811 91	R 60 445 647 75
DEPRECIATION	R 39 145 774 56	R 39 145 774 56	R 41 220 500 61	R 47 446 407 64	R 50 008 513 66
REPAIRS AND MAINTENANCE	R 7 994 638 82	R 12 365 914 82	R 13 367 152 30	R 14 088 978 53	R 14 849 672 38
BULK PURCHASES	R 61 570 000 00	R 61 570 000 00	R 66 075 510 00	R 70 910 822 10	R 76 100 002 62
CONTRACTED SERVICES	R 30 998 341 64	R 55 580 722 34	R 58 534 340 75	R 62 590 771 65	R 65 949 995 84
GRANTS AND SUBSIDIES PAID- OPERATIONAL	R 21 600 000	R 141 600 000	R 149 104 800	R 157 156 460	R 165 642 910
FREE BASIC SERVICES	R 9 212 460	R 19 212 460	R 829 280	R 874 060	R 921 260
GRANTS AND SUBSIDIES PAID- CONDITIONAL	R 1 300 742 40	R 900 742 40	R 868 481 75	R 995 379 76	R 1 049 130 27
GENERAL EXPENSES	R 34 844 313 15	R 61 381 623 15	R 39 950 016 62	R 43 877 317 52	R 46 246 692 66
CONTRIBUTIONS TO FUNDS & RESERVES	R 16 598 081 87	R 10 756 744 75	R 12 014 285 33	R 12 663 056 74	R 13 346 861 80
CAPITAL PROJECTS	R 131 616 000 00	R 131 616 000 00	R 128 289 000 00	R 131 272 000 00	R 131 200 000 00

Table 6.3: Expenditure by Department

R thousands	Original Budget	Adjusted Budget	Budget 18/19	Budget 19/20	Budget 20/21
Executive	R 33 146 381 06	R 35 531 981 06	R 34 697 239 00	R 38 920 890 00	R 40 912 131 00
Municipal Manager	R 9 642 392 84	R 12 401 528 00	R 13 219 647 00	R 13 933 508 00	R 14 653 800 00
Technical Services	R 154 283 967 00	R 167 817 360 00	R 172 846 328 00	R 186 006 752 00	R 197 177 826 00
Corporate Services	R 33 503 193 00	R 35 899 533 00	R 37 545 823 00	R 39 573 298 00	R 41 610 709 00
Financial Services	R 96 177 262 85	R 124 843 452 55	R 130 393 498 00	R 141 434 747 00	R 149 044 557 00
Planning, Economic and Devel	R 10 301 787 95	R 10 827 347 95	R 11 887 684 00	R 13 425 195 00	R 14 115 190 00
Community and Public Safety	R 62 098 478 20	R 62 799 983 20	R 64 923 348 07	R 68 473 613 51	R 72 029 424 98
PMU	R 131 616 000 00	R 131 616 000 00	R 128 289 000 00	R 131 272 000 00	R 131 200 000 00
Total	R 530 759 462 91	R 577 004 519 00	R 593 804 567 07	R 633 040 093 51	R 660 743 637 93

Table 6:4 Capital Expenditure – Standard:

Description Capital Expenditure - Standard R'000	Previous Financial Periods		Medium Term Revenue and Expenditure Framework	
	Audited 2014/15 Actual	Audited 2015/16 Actual	Budget Year 2016/176 Adjusted Budget	Budget Year 2017/18 Adjusted Budget
	R'000	R'000	R'000	R'000
Capital Expenditure - Standard				
Governance and administration			-	-
Executive and council			-	-
Budget and treasury office			-	-
Corporate services			-	-
Community and public safety	6 450	9 300	15 117	-
Community and social services			7 887	-
Sport and recreation	6 450	9 300	7 230	-
Public safety			-	-
Housing			-	-
Health			-	-
Economic and environmental services	21 258	-	15 000	-
Planning and development			-	-
Road transport	21 258		15 000	-
Environmental protection			-	-
Trading services	116 464	87 748	62 028	90 734
Electricity	11 000	16 290	1 758	6 000
Water	91 464	49 458	38 500	48 000
Waste water management	14 000	22 000	21 770	36 734
Waste management			-	-
Other	3 321	17 000	10 800	-
Total Capital Expenditure - Standard	147 493	114 048	102 945	90 734
				96 691

Table 6.5: Capital Programs and Projects:

IDP No	MUNICIPAL PRIORITY OR IDP PROGRAMME	PROJECT DESCRIPTION	2018/2019 DRAFT BUDGET FORECAST	2019/2020 BUDGET FORECAST	2020/2021 BUDGET FORECAST
2017/18_CALLM_TEC_0001_MIG	Water	Replacement of AC Pipelines on the Eerstehoek Water Scheme: Sabatha Section			
2017/18_CALLM_TEC_0002_MIG	Water	Upgrading of Emanzana water scheme			
2017/18_CALLM_TEC_0003_MIG	Water	Upgrading of Empuluzi Water Scheme.			
2017/18_CALLM_TEC_0004_MIG	Water	Replacement of AC Pipes in Carolina			
2017/18_CALLM_TEC_0005_MIG	Water	Replacement of AC Pipes at Ekulindeni Water Scheme	R 5 000 000	R 10 000 000	
2017/18_CALLM_TEC_0006_MIG	Water	Replacement of AC Pipes at Empuluzi Water Scheme			
2017/18_CALLM_TEC_0007_WSIG	Water	Refurbishment of Empuluzi Water Scheme			
2017/18_CALLM_TEC_0008_WSIG	Water	Rehabilitation of Water Reticulation of Lusushwane Water Scheme			
2017/18_CALLM_TEC_0009_WSIG	Water	Refurbishment of Methula Water Scheme			
2017/18_CALLM_TEC_0010_WSIG	Water	Refurbishment of Eerstehoek Water Scheme.	R 34 674 000	R 25 000 000	R 26 375 000
2017/18_CALLM_TEC_0011_MIG	Sanitation	Upgrading of Empuluzi Waste Water Treatment Works (WWTW)	R 10 000 000		
2017/18_CALLM_TEC_0012_MIG	Sanitation	Upgrading of Carolina Waste Water Treatment Works (WWTW)			
2017/18_CALLM_TEC_0013_MIG	Sanitation	Upgrading of Ekulindeni Waste Water Treatment Works (WWTW)			
2017/18_CALLM_TEC_0014_MIG	Sanitation	Upgrading of Elukwatini Waste Water Treatment Works (WWTW)	R 12 000 000	R 10 000 000	R 10 000 000
2017/18_CALLM_TEC_0015_MIG	Sanitation	Installation of Smartsan or Environsan Toilets	R 5 000 000	R 10 000 000	R 10 000 000
2017/18_CALLM_TEC_0016_MIG	Roads	Construction of Diepdale Ring Road	R 3 015 950		
2017/18_CALLM_TEC_0017_MIG	Roads	Construction of Ekulindeni Ring Road			
2017/18_CALLM_TEC_0018_MIG	Roads	Construction of Mayflower Ring Road			
2017/18_CALLM_TEC_0019_MIG	Roads	Construction of Mahoxo Ring Road	R 5 000 000	R 5 000 000	R 5 000 000
2017/18_CALLM_TEC_0020_MIG	Roads	Construction of Mooiplaas Ring Road	R 5 000 000	R 10 000 000	
2017/18_CALLM_TEC_0021_MIG	Roads	Construction of Paving Road - Tjakastad	R 5 000 000	R 5 000 000	
2017/18_CALLM_TEC_0022_MIG	Roads	Construction of Paving Road in Carolina Town	R 5 000 000		

IDP No	MUNICIPAL PRIORITY OR IDP PROGRAMME	PROJECT DESCRIPTION	2018/2019 DRAFT BUDGET FORECAST	2019/2020 BUDGET FORECAST	2020/2021 BUDGET FORECAST
2017/18_CALLM_TEC_0023_MIG	Roads	Construction of Paving Road in Emanzana	R 5 000 000	R 5 000 000	R 5 000 000
2017/18_CALLM_TEC_0024_MIG	Roads	Construction of Paving Road in Nhlazatshe 2			R 7 423 750
2017/18_CALLM_TEC_0025_MIG	Roads	Construction of Paving Road in Nhlazatshe 4			
2017/18_CALLM_TEC_0026_MIG	Electricity	Construction of High mast lights		R 5 000 000	R 10 000 000
2017/18_CALLM_TEC_0027_INEP	Electricity	Upgrading of Silobela Substation	R 8 354 000	R 19 200 000	R 6 400 000
2017/18_CALLM_TEC_0028_INEP	Electricity	Upgrading of Emanzana Substation			R 6 400 000
2017/18_CALLM_TEC_0029_INEP	Electricity	Construction of Piet Debruin Park: Switching Station			R 6 400 000
2017/18_CALLM_TEC_0030_MIG	Community Asset	Construction of Silobela Sport Fields	R 5 000 000		
2017/18_CALLM_TEC_0031_MIG	Community Asset	Construction of Elukwatini Fire Station	R 8 000 000		
2017/18_CALLM_TEC_0032_MIG	Community Asset	Construction of Elukwatini Management Centre	R 8 000 000		
2017/18_CALLM_TEC_0033_MIG	Community Asset	Construction of Dundonald Taxi rank		R 2 718 400	R 5 000 000
2017/18_CALLM_TEC_0034_MIG	Community Asset	Construction of Emanzana Transfer Station		R 5 000 000	R 5 000 000
2017/18_CALLM_TEC_0035_MIG	Community Asset	Construction of Ekulindeni Transfer Station		R 5 000 000	R 5 000 000
2017/18_CALLM_TEC_0036_MIG	Community Asset	Construction of Empuluzi Transfer Station		R 5 000 000	R 5 000 000
2017/18_CALLM_TEC_0037_MIG	Community Asset	Construction of Sleyndorp Community Hall		R 5 000 000	R 5 000 000
2017/18_CALLM_TEC_0038_MIG	Community Asset	Construction of Femie Community Hall			R 5 000 000
2017/18_CALLM_TEC_0039_MIG	Community Asset	Construction of Tjakastad Community Hall			R 5 000 000
2017/18_CALLM_TEC_0040_OTHER	Community Asset	Construction of Council Chamber			
2017/18_CALLM_TEC_0041_MIG	Community Asset	Construction of Silobela Community Hall			R 5 000 000
2017/18_CALLM_TEC_0042_MIG	Community Asset	Construction of Carolina Taxi rank			
Total Budget			R 124 024 950	R 126 918 400	R 126 598 750

CHAPTER 7
SECTOR PLANS

7.1. Background

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. However, in partnership with other stakeholders and role players, 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.

Table 7.1: A summary of the sector plans includes the following:

No.	Sector Plan
2.	Skills Development Plan (SDP)
3.	LED Strategy
4.	Integrated Waste Management Plan (IWMP)
5.	Integrated Transport Plan (ITP)
6.	HIV/AIDS Plan
7.	Communication Plan
8.	Environmental Management Framework Plan (EMFP)
9.	Housing Chapter

7.2 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 organizational objectives contained in the IDP and the strategic priorities of the Sector Skills Plan of the Local Government SETA. Through interaction with Organized 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.

7.3 LED Strategy

The LED Strategy is a key sector plan required by a municipality to guide all economic 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 draft LED Strategy for public participation on 26 March 2013, to source inputs from the community and stakeholders. Council approved the final LED Strategy in 2012/13. The reviewed LED Strategy will assist to direct all issues relating to local economic development. The current LED Strategy created (5) five LED Working Groups, and of those, (3) three are effective and (2) two are not effective.

Annual target is to convene four LED forums, which means one forum per quarter coordinated.

The purpose of the LED Strategy is to assist the Municipality as follows:

- 7.3.1 It will guide all local economic development initiatives;
- 7.3.2 It will provide a formal framework within which SMME's in CALM would function;
- 7.3.3 It will assist with the revival of the LED Forum and other sub-forums such as the Mining Forum; Agriculture Forum, etc.

7.4 Waste Management

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 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 contain e.g. 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 utilizes the tailor made compactor, grader and skip bin trucks to assist with the transportation and removal of various waste and rubbish.

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.

The municipality has developed and implemented an integrated waste management plan.

The key strategic approach to improve the waste management Service is to engage the community and mobilize stakeholders in the following key interventions programs:

Figure 7.1: Waste treatment initiatives:



The municipality currently has the following functioning landfill sites:

Figure 7.2: Landfill sites and transfer stations:



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.

Reduction, re-use and recycling

The municipality has limited control over the waste pickers in various disposal centers which are responsible to sorting and recycling waste for business opportunities. The department need to formalize the recycling by assisting waste pickers to register co operatives which would assist them in access the markerts.

Access to the waste removal service

The municipality consists of 53 480 households in which 12 909 (24 %)households receives kerb site refuse removal with the backlog of 40 571 (76 %). The refuse removal service is conducted to the following areas Carolina, Silobela, Emanzana, Elukwatini, Ekulindeni and Empuluzi. The refuse removal services for households and areas without access is augmented with the provision of communal skip bins which are placed on strategic points at various wards of the municipality. The department has recently dispatched additional seven communal skip bins to expand the service in areas of Elukwatini and Empuluzi

The department also provides refuse removal to businesses and public centres at Carolina and surroundings and Elukwatini business centers as per the approved tariff rate. The refuse removal services is available on weekly basis and on monthly basis

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.

Table 7.2: Waste Management Challenges

No	Challenges
	Inadequate tools and equipment
	Difficulty to fully comply with the stringent waste management regulations
	The mushrooming of illegal dumps in the municipal areas.
	Financial constraints due to low revenue collection
	Shortage of additional household refuse bins

Table 7.3: Refuse Removal:

Share of households with weekly refuse removal		Percentage
2011	2016	
10 360	12 909	76%

The refuse removal services is rendered to 12,909 households (24,1% of the total number of households). The department provides the service on weekly basis as the approved weekly plan and schedules.

Table 7.4: Households with Access to Refuse Removal Facilities (Community Survey 2016)

Households	Serviced Household	Backlog
53 480	12 909	40 571

Table 7.5: 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%
Percentage of Total households receiving basic water services daily	74%

Table 7.6: 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%

7.4. Cemeteries

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 vandalized 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 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

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.

7.5. Safety

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 of Community and Public Safety. The service has been outsourced to the service provider which remains accountable to the municipality through a service level agreement.

7.6. Traffic Management

The main function of this section is to ensure safety for all road users through traffic control, visibility and law enforcement. The Traffic Law Administration Sub-section rendered administrative support to traffic control by collecting traffic summons, and administering of court registers.

The traffic section also deals with the maintenance of the road markings, erect road traffic signs and pedestrian crossings.

Table 7.7: The objectives of the traffic and law enforcement function are:

No	Objectives
	To improve the quality of services by providing tools and equipment's
	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 specialized 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, Maintenance of road signs, street names and road markings.

Table 7.8: Traffic Management Challenges

No	Challenges
	Failure to the render the service throughout the municipality.
	Insufficient vehicles for the traffic technical
	Unavailability pool cars for traffic officers

7.7 Firefighting, Emergency, Rescue Service and Disaster Management

The objectives of the firefighting, emergency and rescue function is aimed at the effective and economic utilization 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 firefighting 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.

Every year fires result in irrecoverable loss of lives and property. Firefighting is a vital service for the realization 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.

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 to the unit to extend cover to these areas especially in Empuluzi.

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 minimize the effects of disasters. Communities are educated and trained to recognize the importance of disaster management and formal emergency services are also extended to residents.

A Disaster Management Plan was reviewed; public consultation concluded only awaits council approval. .

Table 7.9: Key issues relating to Fire and Rescue

No	Challenges
	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
	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 Mondozi Valley.

7.7.1 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.

7.7.2 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 arterial 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.

7.8 Social Development

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. 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:

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:

Table 7.10: Priorities and programmes

No.	Priorities
	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.

7.8.1 Culture, Sport and Recreation Pillars:

As part of promoting social development, the following pillars from department of Arts and Culture have been adopted.

Table 7.11: Pillars

No	
	Indigenous knowledge system (IKS);
	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; and
	Festival Rituals and Events.

Table 7.12: Key Issues pertaining to youth development includes the following:

No.	Key Issues
	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
	Ineffective of Youth developmental organizations [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 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

7.8.2 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 the 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 municipality needs to resuscitate and revive the Disability Forums at unit office level. The Forum's objective was to promote coordination of services. Organizations 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 organized for the deaf community by hosting workshops.

Table 7.12: Key Issues pertaining to people with disabilities include among others the following:

No.	Key Issues
	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

7.8.3 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 organizations access money for life skills targeting the unemployed youth within the District. To date 7 youth organizations from the local municipalities have been receiving funding from the Department and they are as follows:

Table 7.13: Youth Organs receiving Funding from Department of Social Development:

No	Youth Organizations
	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:

Figure 7.14: DSD Programmes:



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 30th and 31st 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:

Figure 7.15: Key Educational and Skills Development Issues:



The following are the key challenges faced by youth within CALM:

Table 7.16: Youth's Key Challenges:

No	Challenges
	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

7.8.5 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.

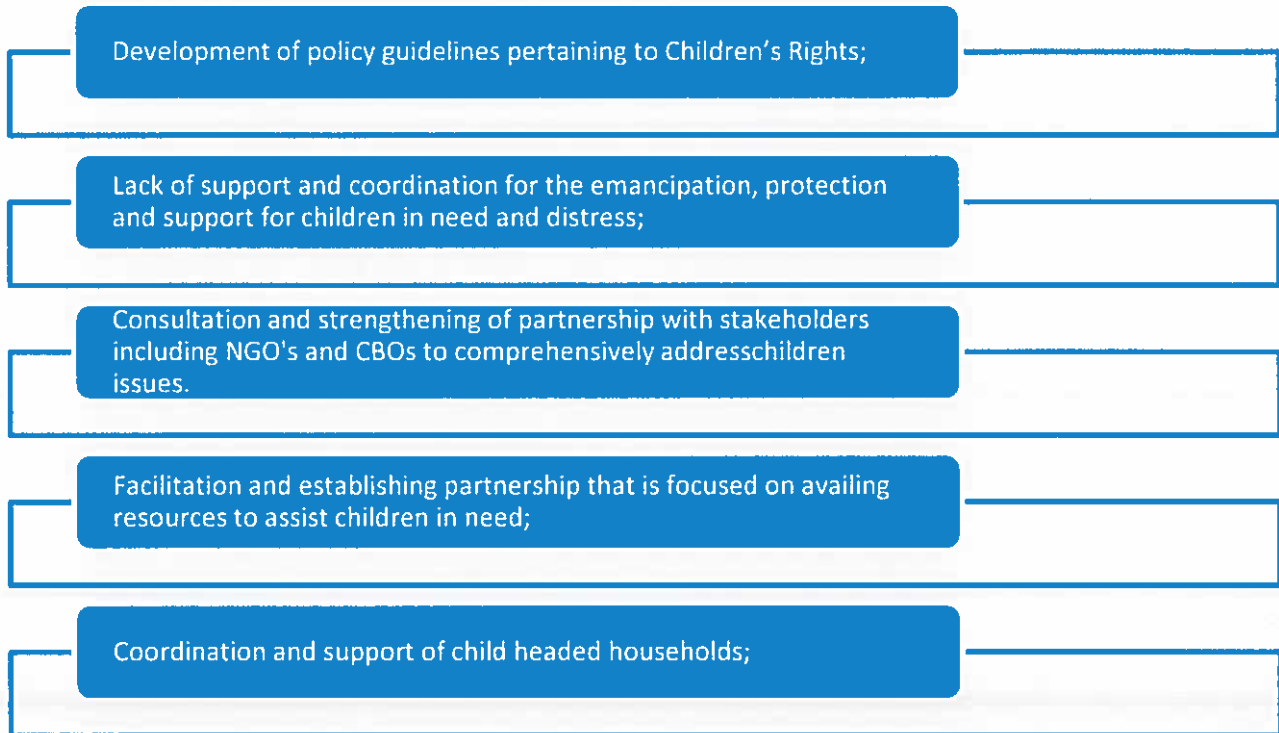
Access to water and sanitation, or lack of access, impacts heavily on women since they fetch water if it is not available at their homes. This often requires long erratic hours of hard labour. They also need to ensure the well-being of their families. Poor quality water and lack of sanitation can cause 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.

7.8.6 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.

Figure 7.17: Key Issues pertaining to Rights of Children include, among others, the following:



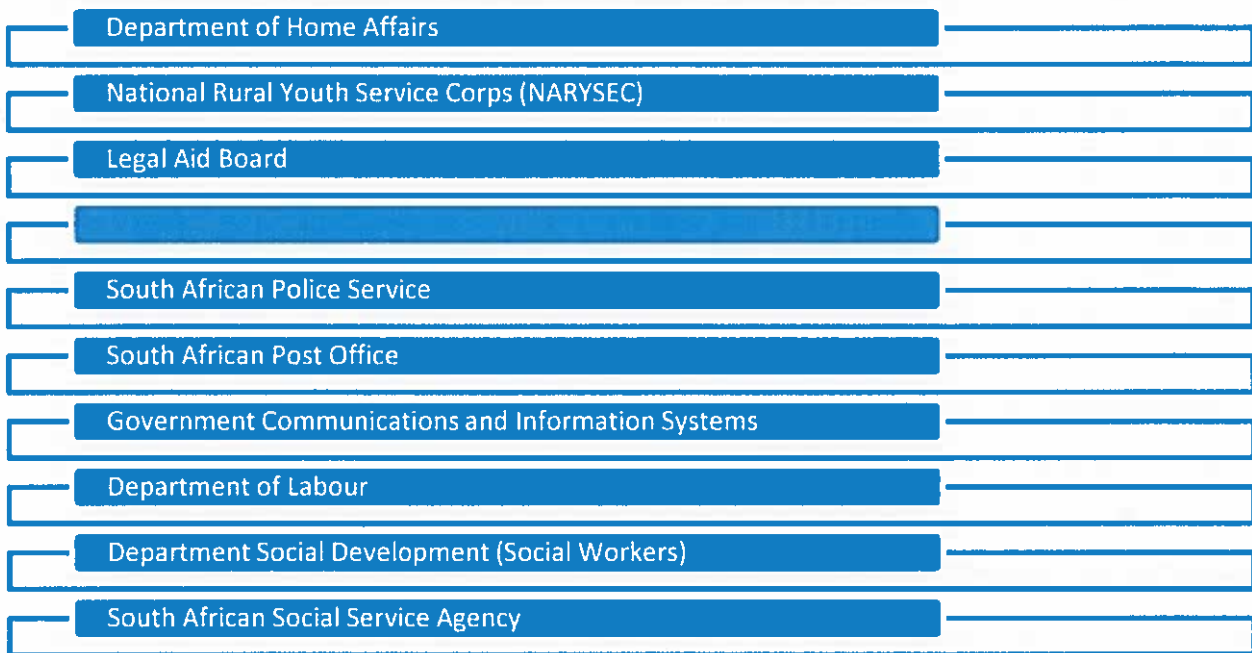
7.8.7 Thusong Services Centre

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:

Figure 7.18: Thusong Main Tenants:



The major challenge with the centre is the maintenance of the buildings.

7.8.8 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 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 in availability of internet service. In most cases, the libraries are stocked with old books.

Table 7.19: Key challenges relating to health service provision in the municipality are:

No	Key Challenges
	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 traum
	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

7.8.9 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 if 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; and
- 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.

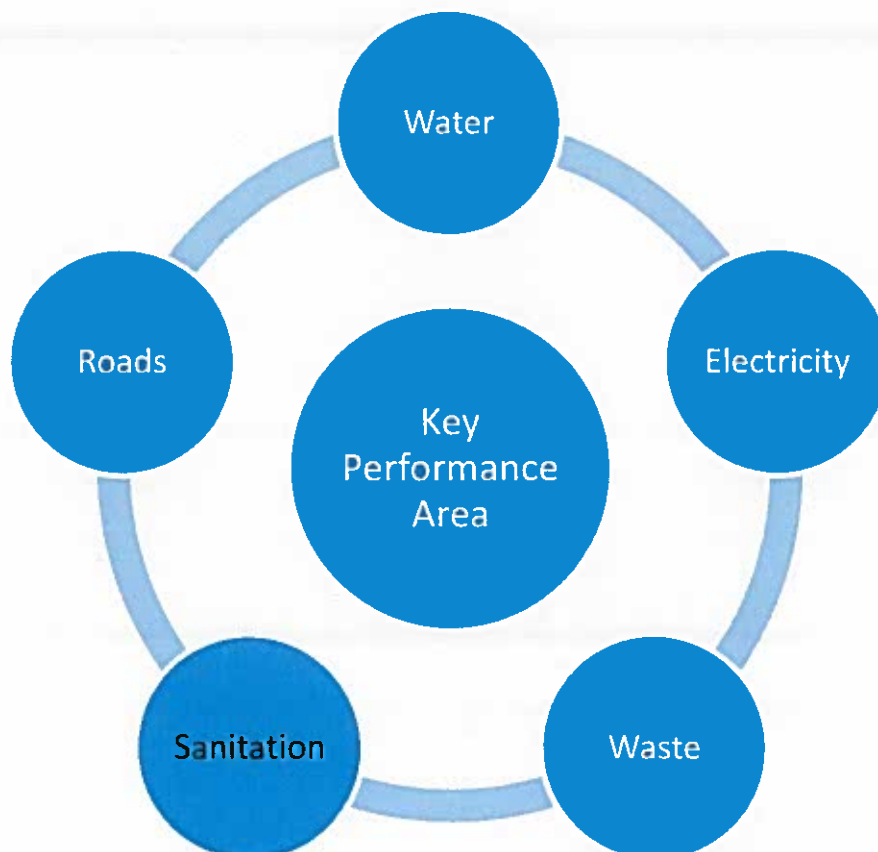
It is necessary that the political and administrative leadership should be empowered on HIV & AIDS in order to ensure that the oversight role and monitoring and evaluation are respectively implemented. In addition, it should also ensure that LAC activities are strengthened.

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.

7.9 Strategic Objective 5: To ensure Provision of Basic Services (Electricity, Water and Sanitation)

Key performance areas for the provision of basic services indicators are as follows:

Figure 7.20: Basic Services Key Performance Areas



7.9.1 Access to Electricity

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 license 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.

7.9.1.1 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.

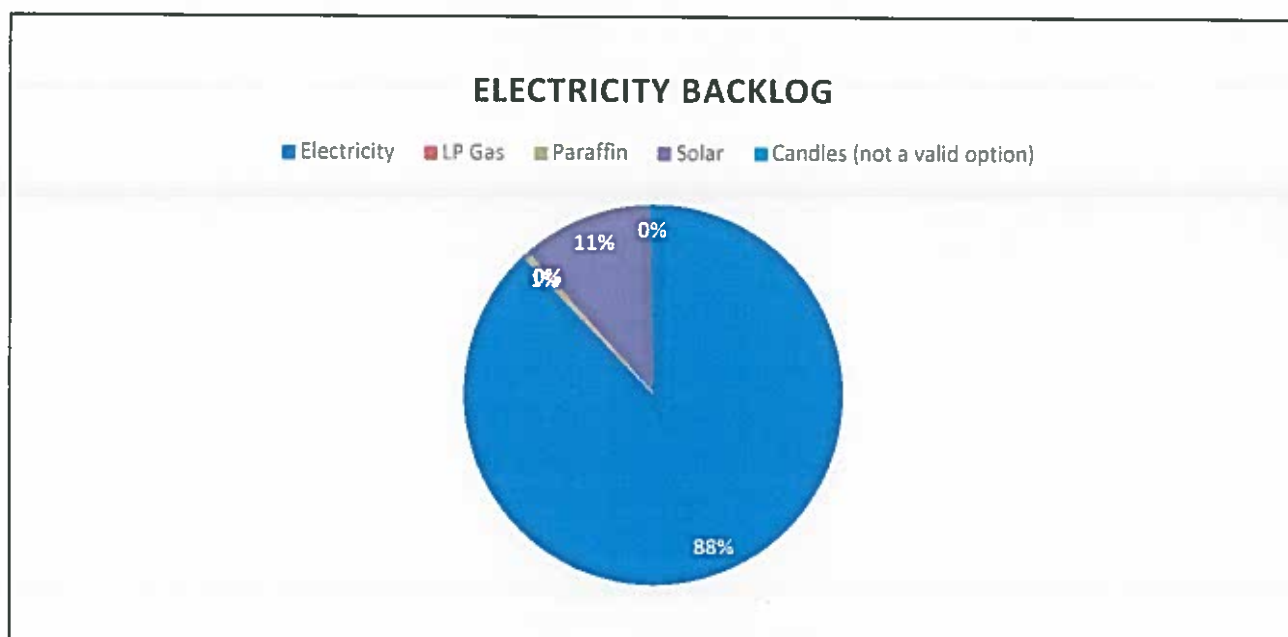
Table 7.21: Electricity challenges:

No	Key Challenges
	In Gert Sibande District, only Chief Albert Luthuli did not record a favorable 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

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.

Figure 7.22: Electricity Backlog / Fuel used for Lighting



7.9.2 Access to Water

The Municipality has been allocated the functions of a Water Services Authority. 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 characterized 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 realize 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 normalize 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, firefighting, 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.

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

Figure 7.23: Water sources

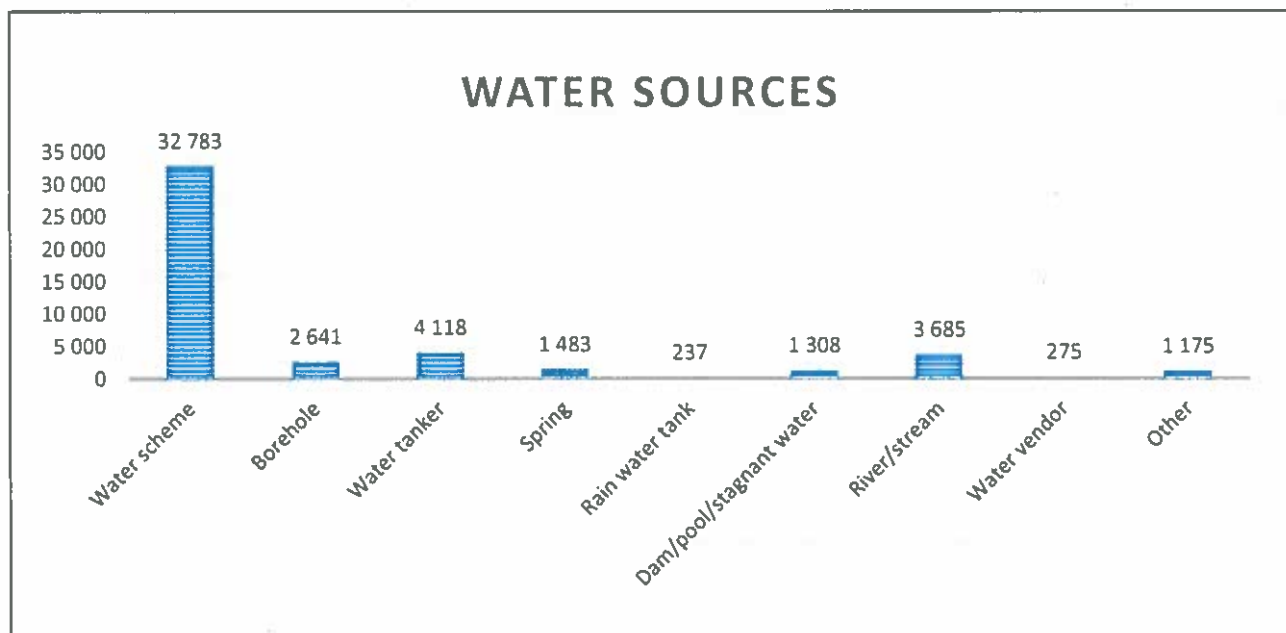


Table 7.24: Comparison of Access to Water with neighboring municipalities

Municipality (ranked from best to worst)	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 7.25: Blue Drop Performance previous status:

Performance Area	Standard	Emanzana	Bettysgoed	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%

Table 7.26: Key access to water challenges:

No	Water Challenges
	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.
	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.
	No cost recovery for water supplied from boreholes
	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
	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 prioritization by Province on water supply
	The Carolina Wastewater Treatment Works requires urgent refurbishment in order to comply with legislative requirements

7.9.3 Provision of Sanitation

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.

7.9.3.1 Status of Sanitation Services

The backlog in the provision of basic sanitation is 1 801 households (StatsSA 2016). 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 7.27: 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%

7.9.3.2 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 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.

7.9.3.3 Access to Sanitation

According to Statistics SA 2016, there was a backlog of 1 801 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.

7.9.3.4 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.

7.9.3.5 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.

Table 7.28: Sanitation Challenges:

No	Sewer Challenges
	VIP Toilets are filling up and need maintenance. The Municipality launched SmartSan 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.
	Recurring sewer spillages due to aged infrastructure also pump stations.
	Aging infrastructure
	Rationing water supply due to the demand exceeding supply in the Elukwatini (Eerstehoek) Water Scheme area
	Inadequate water treatment plant in Elukwatini (Eerstehoek) area
	The Carolina Waste Water Treatment Works requires urgent refurbishment in order to comply with legislative requirements.

Figure 7.29: Toilet Facilities (StatsSA 2016):

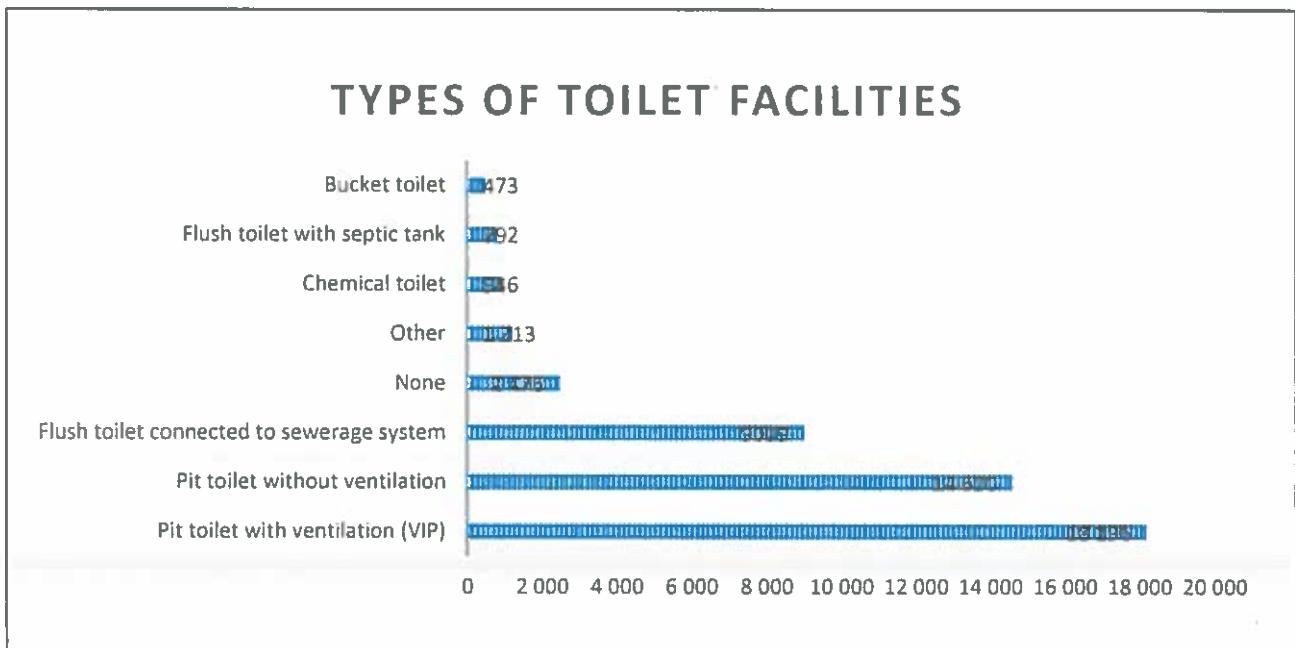


Figure 7.30: Sanitation Backlog (Department of Finance Mpumalanga Provincial Government):

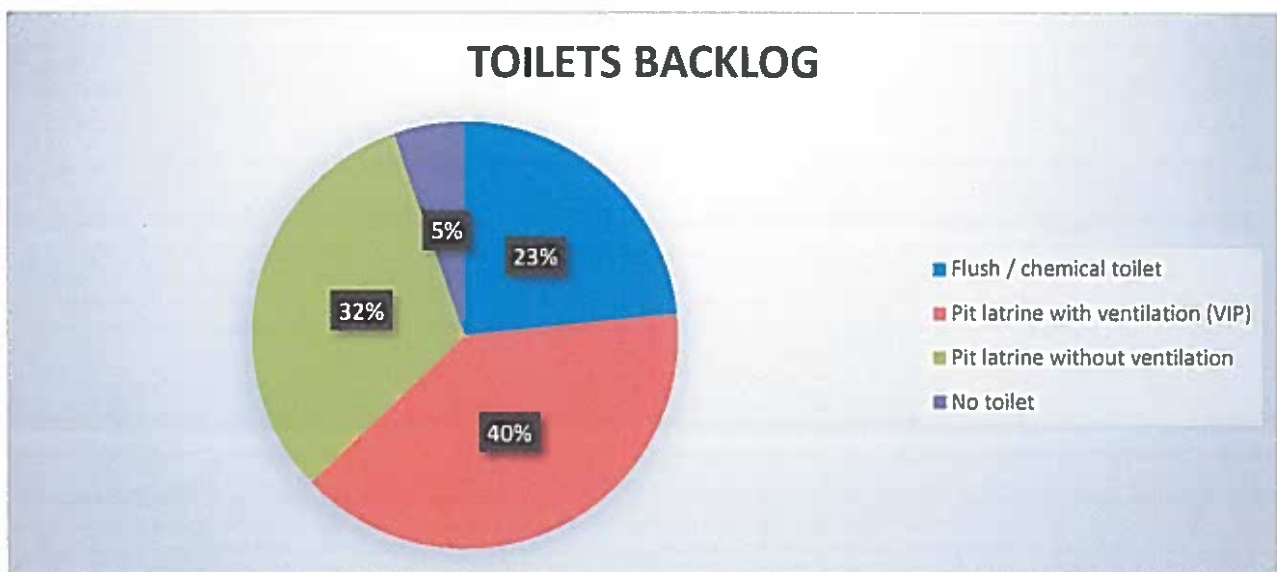
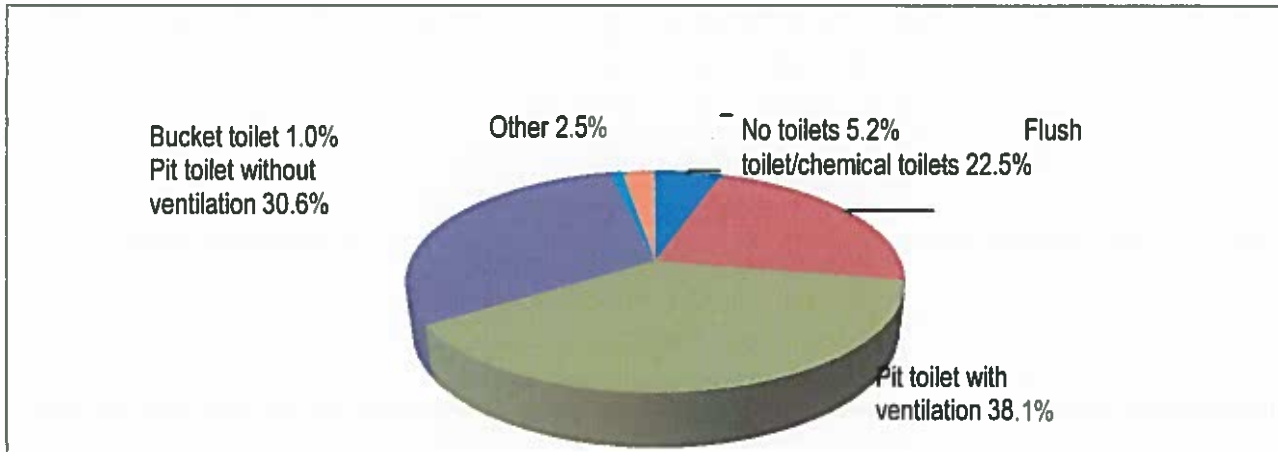


Figure 7.31: Availability of Toilet Facilities



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

Table 7.29: Green Drop Performance by Wastewater Treatment Works

Year	% CCR / CCR Max				
	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 7.30: Waste Water Services (Green Drop):

Green drop risk rating 2013	Green drop risk rating 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.

Table 7.31: Comparison of Households with No Access to Toilets:

Number of households without toilet 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 7.33: 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
Steve Tshwete	62.8%	61.9%
Nkomazi	87.1%	78.8%
Chief Albert Luthuli	90.6%	83.5%

Table 7.34: Comparison of Blue Drop and Green Drop Status:

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

7.9.4 Access to Roads and Transportation Systems

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 Nootgedacht 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 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.

7.9.4.1 Roads and Storm Water

The Municipality has a total road network of 643km of which 132km is categorized as paved network, 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. Regraveling is the next possible option, but shortage of yellow fleet makes it almost impossible for re- graveling 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 Steynsdorp).

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.

7.9.4.2 Status of Arterial Roads or Internal Roads

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.

7.9.4.3 Integrated Roads and Storm-water Master Plan

The Municipality's Roads and Storm-water Master Plan was adopted by Council in 2014. The objective of the Master Plan is to address and eradicate backlogs.

7.9.4.4 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.

Table 7.35: Roads and Storm Water Challenges:

No	Roads and Storm water Challenges
	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
	Damaged street edges due to failure of the pavement structure in Carolina
	Damage of tarred and paved streets by heavy vehicles in Carolina

7.9.5 Infrastructure Development and Maintenance

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.

The Municipality is responsible for the planning of municipal infrastructure, and for utilizing 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 utilized to build the necessary internal capacity in project management as well as to deliver the infrastructure.

Table 7.36: The overall roles and responsibilities of the PMU may be detailed as follows:

No	Roles and Responsibilities of PMU
	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; and
	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.

7.9.5.1 Infrastructure Grants

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:

Table 7.37: Infrastructure Grants:

No	Source of Funding
	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.

Table 7.38: Key Infrastructure Development Challenges:

No	Key Challenges
	Limited access to basic household and community services especially in informal settlements
	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.

CHAPTER 8

PROGRAMMES AND PROJECTS OF OTHER SPHERES OF GOVERNMENT

8.1. 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. National and Provincial departments are required to do integrated planning with the municipalities, as guided by inter-governmental relations (IGR).

8.2. Department of Public Works, Roads and Transport

The DPWRT is responsible for the maintenance and expansion of the road networks in Mpumalanga province which stretch for 13 874km. 72% of the road network are in poor condition; 30% of the network is responsible for coal haulage.

In Gert Sibande District, 1, 970km are paved, 5,006km are unpaved.

8.3 Project List

Project description	Budget	Financial Year
Design: Upgrade Road D481 Embhuleni to Maanhaar between Mooiplaas and Ekulindeni (6 km)	R3 767 000	2018/19

8.3. Department of Human Settlements

The municipality plays a coordinating role in regard to human settlements, where the implementing department remains the department of human settlements, under the following legislations:

- Constitution of the Republic of 1996
- National Housing Act 107 of 1997
- Division of Revenue
- National Development Plan
- Intergovernmental Relations Framework 13 of 2005
- The Housing Code
- Municipal Structures 117 Act of 1998
- Municipal System Act 32 of 2000
- Master Plan on Human Settlements

Project description	Budget	Financial Year	Total Allocation
Chief Albert Luthuli	R18 823 950	2018/19	500

8.4. Department of Health

Project description	Budget	Financial Year
Chief Albert Luthuli: Nhlazatshe 6 Clinic Construction of new clinic and accommodation units including associated external works	R38 980	2018/19

8.5. Social Development

The department derives its MTST mandate from chapter 11 of the National Development Plan which gives the department a central role to lead and coordinate social protection through Outcome 13

"An inclusive and responsive social protection system to address the critical challenges of eradicating poverty, unemployment and reducing inequality"

The department supports ECDs, old-age homes and orphanages.

8.6. Chief Albert Luthuli Municipality Strategic Planning Session Business Plans

This annexure "ANNEXURE B" contains the Business Plans of Chief Albert Luthuli Municipality as a product of the Strategic Planning Session held in eManzana on 22nd to 23rd March 2018.

8.7. Gert Sibande District Municipality

GSDM is responsible for supporting local municipalities with bulk services such as bulk water supply, drilling and equipping of boreholes, integrated rural mobility, spatial planning; amongst others.

Business Plans 2018/19 are attached as ANNEXURE C.

CHAPTER 9

PERFORMANCE MANAGEMENT SYSTEM (PMS)

9.1. 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, organized 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 that enables delivery of 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 realize the different developmental goals, i.e. 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.

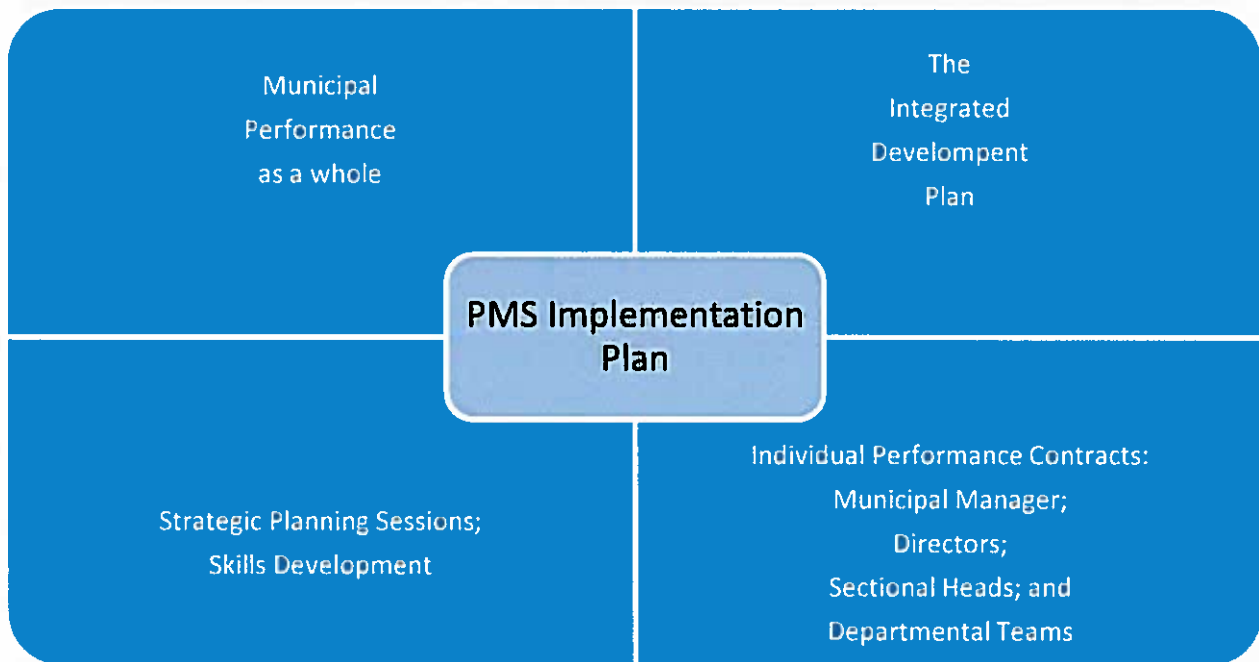
The Policy Framework of the Municipality emphasizes the importance of monitoring and evaluation in realizing a more effective local government. It identifies three data terrains that together comprise the sources of information on the Municipality's performance: evaluations; (ii) programme PI, and (iii) social, economic and demographic statistics. It assigns to the accounting officer the accountability of the systems responsible for the production and utilization of the information; and it requires prompt managerial action in relation to monitoring and evaluation (M&E) findings.

9.2 The Legal Premise of the PMS Framework

- 9.2.1 The Constitution of the Republic of South Africa, 1996;
- 9.2.2 The Local Government: Municipal Systems Act, 2000 (Act No 32 of 2000) as amended by the
- 9.2.3 Local Government: Municipal Systems Amendment Act, 2011 (Act No 7 of 2011);
- 9.2.4 The Local Government: Municipal Planning and Performance Management Regulations, R.796 of 24 August 2001;
- 9.2.5 The Local Government: Municipal Finance Management Act, 2003 (Act No 56 of 2003);
- 9.2.6 The Batho Pele White Paper (1995);
- 9.2.7 The White Paper on Local Government (1998);
- 9.2.8 The Municipal Budget and Reporting Regulations, R.32141 of 17 April 2009;
- 9.2.9 Regulations for Municipal Managers and Managers reporting directly to Municipal Managers, 1 August 2006;
- 9.2.10 The Local Government: Municipal Structures Act, 1998 (Act 117 of 1998); and
- 9.2.11 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.

Levels of Implementation

Figure 9.1: The system will be implemented for the review of the performance of:



9.3 PMS Key Role Players

No.	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, and 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	S79 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 organizations, NGOs, members of organized labour, churches in the performance management increases the credibility and legitimacy of the performance reports and the audit process.

9.4 Status of Performance Management System in The Municipality

9.4.1 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 on a quarterly basis. Councillors should report back to their communities after every council sitting on matters related to actual performance against set targets.

9.4.2 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.

9.4.3 Cascading of PMS to lower levels

The PMS will be performed on Senior Management (Section 57) level, as indicated above. Furthermore, the Municipality envisages cascading the Performance Management System down to all the level during the next five years.

9.4.4 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.

9.4.5 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 and the Annual Performance Report (APR).

ANNEXURE A

This annexure enlists all 6 Strategic Objectives of the Municipality with its Key Performance Indicators and Targets.

Strategic objective 1: To ensure good leadership and governance

No.	Key Performance Indicator	Vote Number	Original Budget Allocation 2017/18	Adjusted Budget Allocation 2017/18	Budget Variance	Department	Baseline	Targets 2017-2018				Annual Target
								Quarter 1	Quarter 2	Quarter 3	Quarter 4	
Key Performance Area (KPA): Policies and Procedures												
1.	Number of policies approved	Operational				All Departments	Draft policies	1	1	1	2	5
2.	Number of departmental strategies and department plans approved	07/014459/0000	100 000	500 000	400 000	All Departments	Draft Strategy	0	1	0	1	2
KPA: Governance Structures												
3.	Review of the organisational structure	Operational				Human Resource Management	Approved structure	n/a	n/a	n/a	Annual review of the structure	Annual review of the structure
KPA: Good Governance and Leadership												
4.	Number of management reports submitted to relevant governance structure	Operational				All departments	New	15	15	15	15	60
5.	Number of meetings attended	Operational				All departments	New	97	97	97	98	389
6.	% of forum meetings attended as per invitation	Operational				All departments	New	100%	100%	100%	100%	100%
7.	% of internal audit findings resolved within 90 days after internal audit report has been issued	Operational				MM's Office	40%	100%	100%	100%	100%	100%
8.	% of external audit findings resolved within legislated 60 days (31 January)	Operational				MM's Office	40%	100%	100%	100%	100%	100%
9.	Approval of annual report within legislated timeframe	Operational				MM's Office	31 January	n/a	n/a	31 January	n/a	31 January 2018
10.	Submission of record management reports to MM's office within 5 days after month-end	Operational				Records Management	5 th of the month	5 th of the month	5 th of the month	5 th of the month	5 th of the month	5 th of the month
11.	Improved audit opinion					MM's office	Unqualified audit opinion	n/a	n/a	n/a	n/a	Unqualified audit opinion
KPA: Legal and Compliance												
12.	% legal matters resolved	0301/4215/0000	1 200 000	2 000 000	800 000	Corporate Services	90%	90%	90%	90%	90%	90%
13.	% of disciplinary matters attended within 90 days	Operational				Corporate Services	80%	90%	90%	90%	90%	90%
14.	% of grievances attended within 5 days	Operational				Corporate Services	80%	90%	90%	90%	90%	90%

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No.	Key Performance Indicator	Vote Number	Original Budget Allocation 2017/18	Adjusted Budget Allocation 2017/18	Budget Variance	Department	Baseline	Targets 2017-2018					
								Quarter 1	Quarter 2	Quarter 3	Quarter 4	Annual Target	
15.	% of disputes attended within 90 days	Operational				Corporate Services	80%	90%	90%	90%	90%	90%	90%
KPA: Marketing and Communication													
16.	Number of internal monthly newsletters produced.	Operational				Corporate Services	12	4	4	4	4	4	12
17.	Number of external quarterly newsletters produced.	Operational				Corporate Services	4	1	1	1	1	1	4
18.	Number of quarterly IDP and budget consultations conducted	0701/4453/0000	300 000	200 000	-100 000	Planning and Economic Development Corporate Services	4	1	1	1	1	1	4
19.	Number of quarterly staff satisfaction surveys conducted	Operational				Corporate Services	4	1	1	1	1	1	4
KPA: Performance Reporting													
20.	Date of approval of next year's IDP first draft	Operational				Planning and Economic Development	30 January	n/a	n/a	31 March 2018	n/a	31 May 2018	31 March 2018
21.	Date of approval of next year's IDP final draft	Operational				Planning and Economic Development	30 March	n/a	n/a	n/a	n/a	31 May 2018	31 May 2018
22.	Approval of the next year's SDBIP	Operational				Performance Management Unit	Approved SDBIP	n/a	n/a	n/a	n/a	Approved SDBIP	Approved SDBIP
22.	SDBIP approved before start of the reporting period.	Operational				Performance Management Unit	1 July	n/a	n/a	n/a	n/a	1 July 2018	1 July 2018
23.	Date of approval of PMS Framework.	Operational				Performance Management Unit	30 September	n/a	30 September	n/a	n/a	n/a	30 September
24.	% of senior management's performance agreements approved by 31 July	Operational				Performance Management Unit	100%	100%	100%	100%	100%	100%	100%
25.	% of senior management's performance agreements submitted to relevant stakeholders by 14 July	Operational				Performance Management Unit	100%	100%	100%	100%	100%	100%	100%
26.	% of annual performance evaluations of senior management	0005/4203/0000	150 000	150 000	0	Performance Management Unit	100%	100%	100%	100%	100%	100%	100%
27.	% of mid-year performance evaluations of senior management	0005/4203/0000	150 000	150 000	0	Performance Management Unit	100%	100%	100%	100%	100%	100%	100%
28.	% of middle management employees with signed performance plans	Operational				Performance Management Unit	25%	100%	100%	100%	100%	100%	100%
KPA: Risk Management													
29.	Number of risk assessment workshops conducted	Operational				Risk Management Unit	2	1	0	1	0	0	2
30.	Number of quarterly risk registers approved	Operational				Risk Management Unit	4	1	1	1	1	1	4
31.	Number of quarterly Risk Management Committee (RMC)	0007/4203/0000	120 000	120 000	0	Risk Management Unit	4	1	1	1	1	1	4

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No	Key Performance Indicator	Vote number	Original Budget 2017/18	Adjusted Budget Allocation	Budget Variance	Department	Baseline	Targets 2017-2018				Annual Target
								Quarter 1	Quarter 2	Quarter 3	Quarter 4	
61.	% reduction in billing accuracy complains.	Operational				Finance Department	100%	80%	80%	80%	80%	80%
62.	% of billing complains resolved	Operational				Finance Department	100%	100%	100%	100%	100%	100%
63.	Revenue collected from investment properties	Operational				Corporate Services	50 000	13 892	13 892	13 892	13 892	55 568
64.	% own revenue collected	Operational				Finance Department	54%	65%	65%	65%	65%	65%
KPA: Expenditure Management												
65.	% of operational expenditure spent	Operational				Finance Department	80%	90%	90%	90%	90%	90%
66.	% of capital expenditure spent	Operational				Finance Department	80%	90%	90%	90%	90%	90%
67.	Maintenance % of employee costs over revenue	Operational				Corporate Services	42%	35%	35%	35%	35%	35%
KPA: Financial Management												
68.	Number of monthly bank reconciliations prepared	Operational				Finance Department	12	4	4	4	4	12
69.	Number of monthly creditors reconciliations prepared	Operational				Finance Department	12	4	4	4	4	12
70.	Number of monthly debtors reconciliations prepared	Operational				Finance Department	12	4	4	4	4	12
71.	Number of monthly VAT reconciliation reports prepared	Operational				Finance Department	12	4	4	4	4	12
72.	Number of monthly payroll reconciliation reports prepared	Operational				Corporate Services	12	4	4	4	4	12
73.	Number of monthly investment reconciliation reports prepared	Operational				Finance Department	12	4	4	4	4	12
74.	Improved current ratio to be within accepted industry norm	Operational				Finance Department	0.8:1	1:1	1:1	1:1	1:1	1:1

No	Key Performance Indicator	Vote number	Original Budget 2017/18	Adjusted Budget Allocation	Budget Variance	Department	Baseline	Targets 2017-2018				
								Quarter 1	Quarter 2	Quarter 3	Quarter 4	Annual Target
KPA: Unauthorised, Irregular, Fruitless and Wasteful Expenditure (UIF)												
75.	Reduction of unauthorised expenditure	Operational				Finance Department	57 000 000	12 500 000	12 500 000	12 500 000	12 500 000	50 000 000
76.	Reduction of irregular expenditure incurred during the financial year	Operational				Finance Department	92m	92 000 000	89 000 000	86 000 000	80 000 000	80 000 000
77.	Reduction of fruitless and wasteful expenditure	Operational				Finance Department	16m	15 000 000	14 000 000	13 000 000	12 500 000	12 000 000
KPA: Asset Management												
78.	Quarterly physical asset verification conducted of movable assets.	Operational				Finance Department	4	1	1	1	1	4
79.	Re-assessment of useful lives, residual values and impairment test conducted	0201/4223/0000	1 080 000	2 600 000	1 520 000	Finance Department	1	0	0	0	1	1
80.	Number of monthly fixed asset reconciliations prepared	Operational				Finance Department	12	4	4	4	4	12
KPA: Debt Management												
81.	Reduction in average collection period	Operational				Finance Department	1 959 days	1 492 days	1 025 days	558 days	250 days	90 days
KPA: Creditors Management												
82.	Reduction in average payment period	Operational				Finance Department	462 days	354 days	246 days	138 days	60 days	30 days
KPA: Financial Reporting												
83.	Submission of annual financial statements and annual performance report to relevant stakeholders before legislative deadline	0201/4223/0000	0	3 000 000	3 000 000	Finance Department	30 August	30 August 2018	n/a	n/a	n/a	30 August 2018
84.	Interim financial statements and interim performance report submitted to Audit Committee before set timeliness	Operational				Finance Department	31 March	n/a	n/a	31 March 2018	n/a	31 March 2018

No	Key Performance Indicator	Vote number	Original Budget 2017/18	Adjusted Budget Allocation	Budget Variance	Department	Baseline	Targets 2017/2018				
								Quarter 1	Quarter 2	Quarter 3	Quarter 4	Annual Target
85.	Number of monthly financial statements of the state of the budget prepared in line legislation requirements	Operational				Finance Department	12	4	4	4	4	12
86.	Number of quarterly reports on the implementation of the budget and financial state of affairs in line legislation requirements	Operational				Finance Department	4	1	1	1	1	4
87.	Approved mid-year budget and performance assessment in line with legislation requirements	Operational				Finance Department	Approved Mid-year assessment report	n/a	n/a	Approved Mid-year assessment report	n/a	Approved Mid-year assessment report
88.	Mid-year assessment report submitted to the relevant stakeholders before deadline in line legislation requirements	Operational				Finance Department	31 January	n/a	n/a	31 January 2018	n/a	31 January 2018
KPA: Budget Management												
89.	Approval of the following year draft operating & capital budget by date	Operational				Finance Department	31 March	n/a	n/a	31 January 2018	n/a	31 January 2018
90.	IDP, Budget process plan and framework plan approved before deadline	Operational				Planning Economic development & Finance Department	25 August	25 August 2017	n/a	n/a	n/a	25 August 2017
91.	Final operating & capital budget approved before set timeframe	Operational				Finance Department	31 May	n/a	n/a	n/a	31 May 2018	31 May 2018

Strategic Objective 5: To ensure provision of basic services (Electricity, Water and Sanitation):

No	Key Performance Indicator	Vote Number	Original Budget Allocation 2017/18	Adjusted Budget Allocation	Budget Variance	Department	Baseline	Targets 2017-2018				Annual Target
								Quarter 1	Quarter 2	Quarter 3	Quarter 4	
92.	Number of electricity smart meters installed	0630/0000/0000	3 000 000	500 000	2 500 000	Technical Services	1 100	500	500	500	500	2 000
93.	Number of registered indigent households receiving free basic electricity services	0630/4333/0000	0	10 000	10 000	Technical Services	1 238	325	325	325	325	1 300
94.	Number of kms of electricity network maintained	0630/3805/0000	1 000 000	6 000 000	5 000 000	Technical Services	15kms	5kms	5kms	5kms	10kms	25kms
95.	Number of electricity meter kiosks maintained					Technical Services	New	25	25	25	25	100
96.	Number of electricity substations upgraded					Technical Services	New	0	0	0	1	1
97.	Number of electricity substations maintained					Technical Services	New	n/a	n/a	n/a	n/a	0
98.	Number of electricity transformers maintained					Technical Services	New	80	55	25	30	105
99.	Reduction of electricity distribution losses %	Operational				Technical Services	19%	n/a	n/a	n/a	n/a	18%

No	Key Performance Indicator	Vote Number	Original Budget Allocation 2017/18	Adjusted Budget Allocation	Budget Variance	Department	Baseline	Targets 2017-2018				
								Quarter 1	Quarter 2	Quarter 3	Quarter 4	Annual Target
KPA: Access to Water and Sanitation												
100.	Number of boreholes maintained					Technical Services	15	2	2	2	4	10
101.	Number of water meters installed					Technical Services	330	500	500	500	500	2 000
102.	Number of sport facilities upgraded	9805/5118/000 0		4 185 200		Project Management Unit	1	0	0	0	1	1
103.	Kms of water pipelines replaced	9805/5430/000 0 9805/5125/000 0 9805/5034/000 0		10 000 000		Project Management Unit	New	1	1	1	2	5
104.	Kms of distribution network maintained					Technical Services	4kms	3kms	3kms	3kms	3kms	12kms
105.	Number of boreholes drilled			n/a		Technical Services	12	0	0	0	0	0
106.	Number of water tanker acquired			n/a		Finance Department	1	0	0	0	0	0
107.	Number of smartsan installed	9805/5436/000 0		8 000 000		Project Management Unit	New	75	75	75	75	300
108.	Number of waterborne sanitation installed					Project Management Unit	575	100	100	100	100	400
109.	Number of cemeteries maintained	0411/3807/000 0	33 708	10 000	-23 708	Community and Public safety services	6	1	1	1	3	6
110.	Number of new cemeteries established			n/a		Project Management Unit	1	0	0	0	0	0
111.	Reduction of water distribution losses %						16.25%	n/a	n/a	n/a	n/a	16%
112.	Kms of gravel road paved	9805/5013/000 0		40 686 448		Project Management	1.9	0.5kms	0.5kms	0.5kms	2kms	3.5kms

No	Key Performance Indicator	Vote Number	Original Budget Allocation 2017/18	Adjusted Budget Allocation	Budget Variance	Department	Baseline	Targets 2017-2018					Annual Target
								Quarter 1	Quarter 2	Quarter 3	Quarter 4		
113.	Kms of gravel roads maintained	0620/3625/000 0	800 000	652 000	148 000	Unit Technical Services	400	75	75	75	75	300	
114.	Number of road maintenance trucks acquired	n/a				Project Management Unit	0	0	0	0	0	0	
115.	Number of foot bridges constructed	Operational				Project Management Unit	5	1	1	1	2	5	
116.	Number of bridges maintained	Operational				Project Management Unit	4	0	0	0	1	1	
117.	Kames of storm water systems constructed	n/a				Project Management Unit	New	0	0	0	0	0	
118.	Number of honey sucker truck acquired	n/a				Project Management Unit	New	0	0	0	0	0	
119.	Number of speed humps constructed	n/a				Technical Services	New	0	0	0	0	4	
120.	Square meters of road repaired	Operational				Project Management Unit	200m ²	200m ²	200m ²	200m ²	200m ²	800m ²	
121.	Number of areas receiving refuse removal service	Operational				Community and Public safety services	5 areas	1	1	1	3	6	
122.	Number of refuse bins supplied to billable households	0450/6009/000 0	850 000	500 000	-350 000	Community and Public safety services	10 000	250	250	250	250	1 000	
123.	Number of landfill sites maintained	0450/4229/000 0	157 900	1 000 000	842 100	Community and Public safety services	5	1	1	1	2	5	
124.	Number of taxi tanks constructed	9805/5177/000 0		500 000		Corporate Service	New	0	1	0	1	2	
125.	Number of council	Vote		4 000 000		Project	New	0	0	0	0	0	

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No	Key Performance Indicator	Vote Number	Original Budget Allocation 2017/18	Adjusted Budget Allocation	Budget Variance	Department	Baseline	Targets 2017-2018						
								Quarter 1	Quarter 2	Quarter 3	Quarter 4	Annual Target		
	chambers constructed					Management Unit								
126.	Number of title deeds delivered	Operational				Planning and Economic Development	100	35	40	35	40	150		
127.	Number of informal settlement upgraded	0701/A371/000 0	1 200 000	800 000	-400 000	Planning and Economic Development	New	0	1	0	1	2		
128.	Number of township establishment	0701/A223/000 0	1 500 000	1 500 000	0	Planning and Economic Development	1	0	0	0	1	1		
129.	Number of community halls maintained	0313/3823/000 0	0	550 000	550 000	Corporate Services	1	1	0	1	1	3		
130.	Number of community halls refurbished	9805/5471/000 0		4 067 221		Project Management Unit	New	0	0	0	1	1		
131.	Number of sports fields constructed	n/a				Project Management Unit	New	0	0	0	1	1		

Strategic Objective 6: To ensure sustainable local economic development

No	Key Performance Indicator	Vote Number	Original Budget Allocation 2017/18	Adjusted Budget Allocation	Variance	Department	Baseline	Targets 2017-2018				
								Quarter 1	Quarter 2	Quarter 3	Quarter 4	Annual Target
KPA: Social Development												
132.	Number of employee wellness programmes conducted.	Operational				Corporate Services	3	1	1	1	0	4
KPA: Economic Development												
133.	Number of SMMEs offered support	Operational				Planning and Economic Development	4	1	1	1	1	4
134.	Number of Co-ops offered support	Operational				Planning and Economic	4	1	1	1	1	4

No	Key Performance Indicator	Vote Number	Original Budget Allocation 2017/18	Adjusted Budget Allocation	Variance	Department	Baseline	Targets 2017-2018					Annual Target
								Quarter 1	Quarter 2	Quarter 3	Quarter 4		
135.	Number of LED projects promoted	Operational				Development	1	0	1	0	1	2	
136.	Number of quarterly reports on LED projects promoted	Operational				Planning and Economic Development	4	1	1	1	1	4	
137.	% of Local Economic Development forums attended	Operational				Planning and Economic Development	100%	100%	100%	100%	100%	100%	
138.	Number of semi-monthly RDP houses inspection conducted	Operational				Planning and Economic Development	New	6	6	6	6	24	
139.	% approval of building plans	Operational				Planning and Economic Development	80%	80%	80%	80%	80%	80%	
140.	% submitted plans approved within 30 days	Operational				Planning and Economic Development	80%	80%	80%	80%	80%	80%	
KPA: Job Opportunities													
141.	Number of jobs created through SMMEs supported	Operational				Planning and Economic Development	10	3	3	3	2	11	
142.	Number of jobs created through Co-ops supported	Operational				Planning and Economic Development	10	3	3	3	2	11	
143.	Number of jobs created through EPWP programme	Operational				Planning and Economic Development	150	50	50	50	50	200	
KPA: Employment Equity													
144.	Submission of EEP and EER to Department of Labour (Dol)	Operational				Corporate Services	Submitted EEP and EER	n/a	n/a	n/a	n/a	Submitted EEP and EER	
145.	Submission of EEP and EER before set timeframe	Operational				Corporate Services	31 January	n/a	n/a	31 January	n/a	31 January	
KPA: Disaster Management													

No	Key Performance Indicator	Vote Number	Original Budget Allocation 2017/18	Adjusted Budget Allocation	Variance	Department	Baseline	Targets 2017-2018					Annual Target
								Quarter 1	Quarter 2	Quarter 3	Quarter 4		
146.	% of disaster incidents reported and attended within 24 hours	0503/6037/0000	500 000	500 000	0	Community and Public Safety Services	80%	82%	82%	82%	82%	82%	82%
147.	Number of disaster management awareness campaigns conducted	Operational				Community and Public Safety Services	4	1	1	1	1	1	4
KPA: Healthy and Safer Environment													
148.	Number of monthly Occupational Health and Safety (OHS) reports submitted to MMs office	Operational				Corporate Services	12	3	3	3	3	3	12
149.	Number of HIV and AIDS campaigns conducted	0103/4503/0000	127 200	127 200	0	Corporate Services	New	1	1	1	1	1	4
150.	Number of male condoms distributed	n/a				Corporate Services	New	17 875	17 875	17 875	17 875	17 875	71 500
151.	% responses on water quality directives received	Operational				Technical Services	New	90%	90%	90%	90%	90%	90%
KPA: Crime Management													
152.	Number of community safety forums supported	Operational				Community and Public Safety Services	New	2	2	2	2	2	8
KPA: Safer Roads													
153.	Number of traffic law enforcement programmes implemented	Operational				Community and Public Safety Services	New	1	1	1	1	2	5
154.	% increase in traffic fines issued	Operational				Community and Public Safety Services	3 000	5%	5%	5%	5%	5%	5%

ANNEXURE B: CALM BUSINESS PLANS

This Annexure contains the CALM Business Plans from the Strategic Planning Session held in Emanzana on 22 and 23 March 2018.

PLANNING AND ECONOMIC DEVELOPMENT

Priority Area	Strategic Objective	KPI Indicator		Annual Budget	Annual Baseline	Annual Target
		Outcome	Impact			
KPA 1: BASIC SERVICE DELIVERY /						
KPA 6 SPATIAL PLANNING						
Town Planning	To develop new Siobela Cemetery	One cemetery developed	To have a fully developed cemetery for the community of Siobela to utilise for burial		Siobela cemetery full of its capacity	
	To develop new Elukwaini Cemetery	One cemetery developed	To have a fully developed cemetery for the community of Elukwaini to utilise for burial		Elukwaini cemetery full of its capacity	
	To develop new Tjakastad	One cemetery developed	To have a fully developed cemetery for the community of Elukwaini to utilise for burial		Elukwaini cemetery full of its capacity	
	To formalize Empuluzi Ext C2 To formalise Empuluzi C2 Phase 2	Approved surveyor- general plan	Formalized settlement and security of tenure		Informal settlement with basic amenities	
Town Planning	To establish township for Caropark Ext 2 To formalise township for Caropark Ex 2 Phase 2	1 proclaimed township	Address the unavailability of residential sites and creating liveable settlements		Caropark Extension 1	
	Township establishment Carolina Ext 1 (Padkamp)	1 Proclaimed township	Formalise settlement of Padkamp to provide security of land tenure		Informal residential area	

Priority Area	Strategic Objective	KPI Indicator		Annual Budget	Annual Baseline	Annual Target
		Outcome	Impact			
KPA 3: LOCAL ECONOMIC DEVELOPMENT						
Number of women and people with disability appointed	Promotion of the EEA and implementation of affirmative action measures	Five(5) Employment Equity Plan submitted to DoL	1 Female Senior Manager	R0	LED Strategy 2014/15	Implementation of the Approved LED Strategy 2018/2023
		Functional LED Forum	Creating a platform for all economic sectors to support SMME's and Cooperatives to reduce poverty, unemployment and inequality.	Reduced poverty, unemployment and inequality	Functional Forum	4 LED forum meetings
		To provide support to SMMEs and Cooperatives	Outcome 7: vibrant, equitable, sustainable rural communities contributing towards food security for all	Sustainable SMMEs and Cooperatives	60% and 40% cooperatives	60% SMMEs and 40% Cooperatives supported
KPA 3: LOCAL ECONOMIC DEVELOPMENT						
Local Economic Development	Marketing tourism attraction in the municipal area	Tourism promotion events, Cultural events (umemo) and Arts and Craft promotion	To market tourism attractions within and beyond CALM	Marketing tourism in the municipal areas		
		Improved local economic development through agriculture sector.	Reduced poverty, unemployment and inequality	Agri-Park projects approved and implemented		
		Facilitate the implementation of Agri-Park Projects (Dundonald)				
KPA 4: GOOD GOVERNANCE AND PUBLIC PARTICIPATION						
Integrated Development Plan		To implement the IDP 2018/19 for basic services	Better basic services delivered and improve quality of life of communities	Project funded for basic services projects.	Approved and implementation of the IDP 18/19	
		To review the IDP 18/19 fiscal year	Better basic services delivered and improve quality of life of communities through public participations	Project funded for basic services	Approved and implementation of the IDP 18/19	
KPA 5: FINANCIAL VIABILITY AND MANAGEMENT						
Building Plans Inspectorate revenue		To enhancement revenue through approval of all	100% payment of all building plan fees.	Revenue enhancement Building comply with	100% of all submitted building plans approved.	

Priority Area	Strategic Objective	KPI Indicator		Annual Budget	Annual Baseline	Annual Target
		Outcome	Impact			
Spatial/Town planning revenue To enhancement		building plans submitted	Create income through approval of residential and business plans	building regulations	s	
		Approval of Town Planning applications: rezoning, subdivision and consolidation	Ensure 100% payment of Town Planning fees	Revenue enhancement	Improved town planning	100% of all applications submitted

COMMUNITY SERVICES & PUBLIC SAFETY

Priority Area	Strategic Objective	KPI Indicator		Annual Budget	Annual Baseline	Annual Target
		Outcome	Impact			
KPA 1: BASIC SERVICE DELIVERY (Waste Management)						
Provide refuse removal services	Number of areas receiving refuse removal services	Refuse removal service provided	Clean Environment		5 unit areas	
Extension of services to all other municipal areas	Number of refuse bins supplied to billable households.	Refuse removal services expanded	Clean environment		10 000 HH bins	
To maintain disposal sites	Number of disposal sites maintained	Compliant landfill sites	Clean environment		5 disposal sites	
To provide library services on week days	Library services available on week days from Monday to Friday	Available library service.	Literate community			
Conduct disaster campaigns and awareness	Number of disaster management awareness campaigns conducted	Ensuring public awareness on dealing with disasters	To provide appropriate prevention and mitigation strategies		Service available from 8:00 to 16:00	
KPA 1: BASIC SERVICE DELIVERY : FIRE AND RESCUE / DISASTER MANAGEMENT						
Provide disaster relief services	% of disaster incidents reported and attended within 24 hours	1	Disaster reported is attended		03	04
TRAFFIC and LAW ENFORCEMENT MANAGEMENT						
Provide visible policing and traffic law enforcement.	Number of traffic law enforcement programmes implemented	Visible policing	Safe environment for road users			
	Number of traffic infringements summons issued	Visible policing	Safe environment for road users	new	82%	

COMMUNITY SERVICES & PUBLIC SAFETY

Priority Area Strategic	Objective	KPI Indicator		Annual Budget	Annual Baseline	Annual Target
		Outcome	Impact			
KPA 2: MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT : CEMETERY AND PARKS						
Maintenance of municipal cemeteries	Number of cemeteries maintained	Cleared municipal cemeteries	Clean and safe environment		6	6 cemeteries
KPA 4: GOOD GOVERNANCE AND PUBLIC PARTICIPATION : Culture, Sport and Recreation						
To promote sports and culture development in the community	Number of sports and cultural events organised for the community	Sport and culture events organised	Healthy and fit community. Fitness and health community		new	2000
MORAL REGENERATION MOVEMENT						
To provide support to the Moral Regeneration Movement	Number of Moral Regeneration Movement structures supported	Proper functioning MRM structures	Improved behaviour in the community		new	4

CORPORATE SERVICES

Priority Area	Strategic Objective	KPI Indicator		Annual Budget	Annual Baseline	Annual Target
		Outcome	Impact			
KPA 3: GOOD GOVERNANCE AND PUBLIC PARTICIPATION						
Section 79, 80 Mayoral Committee and Council meetings	To ensure regular Portfolio and Mayoral Committee engagements	Number of meetings held with Portfolio and Mayoral Committees	Promotion of good governance and intensity oversight.		34 meetings of Structures of Council	
Functionality and support to Ward Committee members	To comply with regulations on Ward Committees establishment and functionality	Number of ward Committees holding meetings	Promotion of participatory democracy		4	8
Proper records management	To ensure that all records are kept in safe custody	Number of Records Management report issued	Safe keeping of records and well structured classification of systems		Incoming mails – 516 Outgoing mails - 2273	
Batho Pele	To institutionalize Batho Pele in the operation of Council	Number of Batho Pele report issued	Promotion of Batho Pele principles		300 meetings	25 Ward Committee
KPA 4: MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT						
Legal guidance and opinions	To provide high quality legal services and guidance to Council, MM and departments	Number of Legal guidance provided	Legal assistance and guidance provided			
Workplace Skills Plan/ Learnership and Bursaries	To compile a compliant WSP and ATR and implement a programme of Learnership and issue out bursaries to staff members	Number of training interventions for both councillors and officials, Learnership and bursaries offered	Training and development		Customer survey	12 Reports
KPA 4: MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT						
Formulation and review of policies	To review and develop new HR policies, Delegation Register, Council Standard Standing Orders	Number of reviewed developed policies	Reviewed and developed policies		14 Legal cases against Council	12 reports
					MFMP, CPMD Waste Water Process Controllers Civil construction and	41 Councillors 25 employees

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Priority Area	Strategic Objective	KPI Indicator		Annual Budget	Annual Baseline	Annual Target
		Outcome	Impact			
KPA 4: MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT						
Employment Equity	To advance the numerical goals as per the Employment Equity Plan	Number of women and people with disability appointed	Promotion of the EEA and implementation of affirmative action measures	R0	Five (5) Employment Equity Plan submitted to DoL	1 Female Senior Manager
Organisational Structure	To review the organization structure and align it with the IDP Imperatives of Council	Number of times in which the organisational structure was reviewed	Reviewed and approved organizational structure	R0	2017/2018 Organisational Structure was reviewed and approved for implementation	1 Organisational Structure
Labour Relations/Conditions of Service	To promote labour peace in the workplace	Number of LLF's meeting held	Sound labour relation between labour and management	R0	Eight (8) LLF meetings held	11 LLF meetings
KPA 4: MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT						
By-Laws	To review and draft new By-Laws	Number of by-laws reviewed and drafted	Enforcement of by-laws	R0	The following by-laws were promulgated: <ul style="list-style-type: none"> • Tariff • Noise Control • Municipal Health • Air Quality Management • Property Rates • Credit Control and Debt Management, SPLUM 	3 By-laws
Contract and Contract Management	To oversee the processes of drafting of contracts and agreements	Number of SLAs drafted and signed	Improved performance of Service Providers	R0	36 SLA concluded	15 SLA's
KPA 4: MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT						
Information and	To ensure a safe and	Number of ICT related	Effective and efficient ICT	R0	Firewall, UPS and	30 June 2019

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Priority Area	Strategic Objective	KPI Indicator		Annual Budget	Annual Baseline	Annual Target
		Outcome	Impact			
Communication Technology Security	secure ICT environment	devices maintained and secured	environment		Anti-virus Standby-generator	
Information and Communication Technology	To implement the Governance Framework	Number of ICT Steering Committee meetings held	Improved service delivery	R0	1	30 June 2019

TECHNICAL SERVICES

Priority Area	Strategic Objective	KPI Indicator		Annual Budget	Annual Baseline	Annual Target
		Outcome	Impact			
KPA 1: BASIC SERVICE DELIVERY / KPA 6 SPATIAL PLANNING						
PUBLIC WORKS	To maintain all gravel roads	Number of KM maintained	Improve the structure of gravel roads and safety of road users		400km	400km
	To repair and resal paved roads surfaces.	Square meters of surface road patched	Safe road infrastructure		600m²	800m²
	To construct Footbridges	Number of Footbridges constructed	Improved road infrastructure		04	10
	To construct vehicle bridges	Number of vehicle bridge constructed	Safe road Infrastructure		02	02
	Maintenance and repair of ablution facilities	Number of buildings attended	Safe and conducive safe environment		40	30 Buildings
	Renovation of municipal buildings	Number of offices renovated	Safe and Conducive workplace		New Baseline	8 offices
	To construct car ports	Number of car ports constructed	Safe Parking of Municipal Vehicles		4	49 24
	To maintain and repair Boreholes	Number of boreholes repairs	Improve water supply		20	60
	To maintain pumps and motors	Number of Pumps and Motors maintained	Improve water supply		80	80
	To repair yellow fleet	Number of Yellow fleet repairs	Improve road infrastructure		08	8
To repair panel on WWTTW and WTTW	Number of Treatment Works attended	Improve water supply		New Baseline	10	
To repair service delivery vehicle	Number of vehicles repaired	Expedite service delivery		Number of vehicles		
KPA 1: BASIC SERVICE DELIVERY / KPA 6 SPATIAL PLANNING						
WATER AND SANITATION	Supply potable water	Volume of water supplied	Improve water supply		11 000MI	11 700MI
	Supply potable water to deep rural areas	Volume of water supplied	Improve water supply		80MI	80ml
	Maintain water distribution	Number of meters	Uninterrupted operation		800m	12000m

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Priority Area	Strategic Objective	KPI Indicator		Annual Budget	Annual Baseline	Annual Target
		Outcome	Impact			
ELECTRICITY	network	maintained				
	Maintain sewer distribution network	Number of meters maintained	Uninterrupted operation		8000m	8000m
	Dredging (Disludge) of raw water sources	Number of raw water sources disludged	Increased storage		New Indicator	02
	Cleaning of reservoir once every six months	Number of reservoir attended	Improved water quality		New Indicator	80 reservoirs
	Inspect , repair and maintain transformers	Number of transformers repairs	Reliable and safe supply to prolong life equipment according to NERSA license		105	106
	Inspect , repair and maintain street and high mast lights	Number of Public lights repairs	Burning lights at night, reduced crime caused by dark streets		1865 86	1220 116
	Inspect , repair and maintain electricity network	Km of electricity network repairs	Well maintained electricity infrastructure in compliance with NERSA license		15km	20km
	Inspect and maintain electrical panels at substation	Number of substation repairs	Well maintained electricity infrastructure in compliance with NERSA license		14	14
	Maintenance of lights in WTTW and WWTTW	Number of Treatment Works maintained	Safe Workplace		New Indicator	20 buildings
	Inspect and maintain Ring Main Units (RMU)	Number of RMU maintained	Reduced number of electricity supply interruptions		40	40
KPA 1 : Basic Service Delivery	Installation of smart meters	Number of Smart meters installed	Reduce electricity losses		1000	300
	PMU Infrastructure development and service delivery					
	Eradication of backlogs	Nr. Of households benefiting from better access to water	Better access to water	Draft budget for 2018/19	400	800
		Nr. Of households benefiting from new access	Access to sanitation		300	1000

Priority Area	Strategic Objective	KPI Indicator		Annual Budget	Annual Baseline	Annual Target
		Outcome	Impact			
	Provision of public facilities	to sanitation	Access to basic electricity			
		Nr. Of households benefiting from constant access to basic electricity (NMD)			0	0
		Kilometers of road to be constructed	Smooth riding surface		5	5
	Provision of public facilities	Nr. Of households benefiting from new/improved public facilities	Access to new/improved public facilities		15,000	30,000
KPA 2: Local Economic Development						
Creation of job opportunities	Implementation of EPWP	Nr. of jobs to be created for semi-skilled individuals	Alleviate poverty and EPWP incentives		800	800
KPA 3 : Good Governance and Public Participation						
Public Participation	Ensure Community participation and support for all projects	Formulation of the PSC	Common understanding and ownership of the projects		15	15
		Nr. of Site Technical meeting to be held	Satisfactory quality of work		25	25
Good Governance	Reports on projects implemented	Nr. Of meetings to be held	For efficiency on the department		12	12
		Quarterly progress report to be submitted to Council			4	4
		To enable the Council to oversee the department			12	12
KPA 4: MUNICIPAL AND INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION						
Development	Empowerment of the personnel	Skills development	Better performance		7	7
Risk Management	To manage the risk identified Risks	Number of Risks identified and mitigating strategies developed	Quality and Quantity of water provided		2	2
KPA 5: MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT						
Financial Management	Proper management of the departmental finance	100% expenditure and avoiding irregular expenditure	Improved Audit Outcome	R128,289,000 (Vote: 9805 Municipal Infrastructure)	Expenditure Report compliance	Expenditure Report compliance

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FINANCE

Priority Area	Strategic Objective	KPI Indicator		Draft Budget 2018/19	Annual Baseline	Annual Target
		Outcome	Impact			
KPA 5: FINANCIAL VIABILITY AND MANAGEMENT Municipal Financial Viability and Management	Revenue Enhancement Reduce the debtors book	<ul style="list-style-type: none"> • Increase revenue collection • Enforce credit control and debt collection in areas where municipality supplies electricity • Implement 7:0-3:0 on electricity restriction to collect arrears amount on municipal services • Implement debts collection through issuing of proof of residence in all wards • Increase foot print on purchase of electricity • Increase municipal pay points on all wards • Install water and electricity meters to improve accuracy billing and curb losses • Perform data cleansing in wards • Utilisation of service provider to curb illegal connection/electricity by-passes • Installation of meters to all large power users(L.P.U.s) • Analyse and monitor all our top debtors on monthly basis 	75%		40%– 50% R494 Million	105% R470 Million

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Priority Area	Strategic Objective	KPI Indicator		Draft Budget 2018/19	Annual Baseline	Annual Target
		Outcome	Impact			
KPA 5: FINANCIAL VIABILITY AND MANAGEMENT						
Municipal Financial Viability and Management	Revenue Enhancement	<p>Metering Function:</p> <ul style="list-style-type: none"> • Ensure all household and businesses receiving water and lights are fully metered • Etukwolini • Carolina • Emanzana • Empuluzi • Ensure cost reflective and market related tariffs are set for all services rendered: • Residential • Businesses • Industrial • Commercial <p>Commence with data cleansing with a focus on the following areas:</p> <ul style="list-style-type: none"> • Duplicate accounts • Deceased accounts • Close tenant accounts <p>Establishment of a customer care centre</p> <p>Appointment of key</p>	75%		40 %– 50% R494 Million	105% R470 Million

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Priority Area	Strategic Objective	KPI Indicator		Draft Budget 2018/19	Annual Baseline	Annual Target
		Outcome	Impact			
		accounts managers for Top 50 clients Activate sms Module on Sebata as a method of communication Activate communication with consumers through statements of accounts Ensure accounts are sent to consumers by the 15 th of each month				
KPA 5: FINANCIAL VIABILITY AND MANAGEMENT						
Municipal Financial Viability and Management	Revenue Enhancement	<p>Informal Businesses must be licensed</p> <p>Develop a plan for formalization of informal settlements</p> <p>Develop an implementation plan for correct allocation of stands to correct individuals</p> <p>Develop a plan to eliminate sharing of stand numbers</p> <p>Embark on an initiative to add pay points in various areas</p> <p>All businesses and households must have accounts (PED to provide all properties transferred)</p> <p>Obtain all areas with title deeds but without accounts:</p> <ul style="list-style-type: none"> • Dundonald • Glenmore • Takastad • Nhazatshe <p>Develop a compliance checklist for easy</p>	75%		40 %– 50% R494 Million	105% R470 Million

Priority Area	Strategic Objective	KPI Indicator		Draft Budget 2018/19	Annual Baseline	Annual Target
		Outcome	Impact			
KPA 5: FINANCIAL VIABILITY AND MANAGEMENT						
Municipal Financial Viability and Management	Reduction of the Eskom Account	<ul style="list-style-type: none"> • Ensure correct tariff setting • Ensure C & I Clients are charged based on KVA and CT's • Ensure correct calibration of C & I meters • Ensure installation of Smart tamper-free meters • Installation of Alternative energy supply for SPU's which are a burden to the institution • DWS to subsidize the operation water schemes • Intense enforcement of credit control and debt collection in areas where municipality supplies electricity • Increase foot print on purchase of electricity • Develop internal controls for own consumption: <ul style="list-style-type: none"> • Own Buildings • Water schemes • Eskom points of supply • Ensure all of the above are correctly metered 	48% Losses		48% Losses R29 Million	15% - 20% Current account

ANNEXURE C: GERT SIBANDE DISTRICT MUNICIPALITY

This Annexure contains GSDM Business Plans for 2018/19 Financial Year

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Priorities: Roads assessment, District airport

Strategic Goal: stimulate integrated, sustainable and shared regional development through aligned spatial planning

Strategic Objectives	Linkages	Program /Projects	Baseline	5 Year target	Annual target	Outer years Target		Budget	
			2017/18		2018/19	2019/20	2020/21	2018/19	
Maintain credible transport infrastructure condition database to inform roads maintenance planning	KPA	Road Condition Assessment	3 716 KM	Update road condition database for 3716 KM per annum	3 716 KM	3 716 KM	3 716 KM	3 716 KM	
	Vote								
	SDBIP								
	KPA	Public transport regulation	Engage DPWT and / or DoT to clarify roles & responsibilities.	Ensure efficient regulation of public transport services	Finalise options and commence with implementation.				
	Vote								
	SDBIP								
	KPA	Municipal Airports	Finalize transfer of airfield from Msukaigwa LM	Operate district airport anchored around aviation training services.	Identify and engage investors in the aviation training industry	Explore opportunities while engaging investors	Explore opportunities while engaging investors		
	Vote								
	SDBIP								

Priorities: SPLUMA Compliance; Integrated Land Use Management System; GIS

Strategic Goal: stimulate integrated, sustainable and shared regional development through aligned spatial planning

Strategic Objectives	Linkages	Program /Projects	Baseline 2017/18	5 Year target	Annual Target 2018/19	Outer Years Target		Budget 2018/19
						2019/20	2020/21	
Spatial transformation	KPA	Assist municipalities to comply with and implement SPLUMA	4	8 SPLUMA Compliant SDFs	1	2	1	
	Vote		3	7 SPLUMA Compliant LUS	2	1		
	SDBIP	Joint Municipal Planning Tribunal Established		Coordinate Gert Sibande District Joint Municipal Planning Tribunal	<ul style="list-style-type: none"> • 4 meetings • Review SPLUM By-Law and support municipalities to ensure compliance 	4 meetings	4 meetings	
		2 Municipalities have GIS functionality		Provide Integrated GIS functionality in all 7 local municipalities and departments in the GSDM	2	2	2	

Priorities: Economic growth and employment

Strategic Goal: economic growth and job creation

Strategic Objectives	Linkages	Programme /Projects	Baseline 2017/18	5 Year target	Annual Target					Budget 2018/19
					2018/19	2019/20	2020/21	2021/22		
Investment attraction and promotion	KPA	Identify, package and lobby funding for Anchor Projects (IDZ, (Regional Airport, Bio-Diesel)		4	1	1	1	0		
	Vote									
	SDBIP									
	KPA		Promotion of trade and investment through establishment of Regional Development Agency	100%	20%	20%	20%	30%		
Establish Partnerships with private sector with economic and service delivery value	SDBIP	Promote Tourism Development (Structures ,Sites, Route & Tour Operators)		100%	20%	20%	30%	20%		
	KPA									
	Vote									
	SDBIP		Establish PPP managed Tourism Information Office / SMME Hub	100%	10%	30%	30%	10%		
	KPA	Report on the MoU/SLA for the operation of the Agri-Hub		18+	4	4	4	4		
	Vote									
	KPA									
	SDBIP									

Priorities: Municipal Planning Alignment

Strategic Goal: improve integration, alignment and co-ordination of plans and programmes

Strategic Objectives	Linkages	Baseline	5 Year Target	Outer Years Target					Budget 2018/19
				Annual Target 2018/19	2019/20	2020/21	2021/22		
Stimulate integrated and sustainable and shared regional development through align spatial planning	KPA	100% IDP approved by 31 May	100%	100% IDP approved by 31 May	100% IDP approved by 31 May	100% IDP approved by 31 May	100% IDP approved by 31 May	100% IDP approved by 31 May	
				Vote					
				SDBIP					

Priorities: Good Governance, Public Participation and Community Involvement

Strategic Goal: Create a single window of co-ordination for the support, monitoring and intervention in municipalities within the District

Strategic Objectives	Linkages	Baseline	5 Year Target	Annual Target	Outer Years Target				Budget
		2017/18		2018/19	2019/20	2020/21	2021/22	2018/19	
Deepen democracy through effective, efficient functional structures, mechanism and processes	KPA	IDP Rep Forum meetings	20	4	4	4	4		
	Vote								
	SDBIP								
	KPA	Number of IDP meetings /budget consultations scheduled and held		35	7	7	7		
	Vote								
	SDBIP								

Priorities:

Strategic Goal:

Strategic Objectives	Linkages	Baseline	5 Year Target	Annual Target	Outer Years Target				Budget
		2017/18		2018/19	2019/20	2020/21	2021/22	2018/19	
Deepen democracy through effective, efficient functional structures, mechanism and processes	KPA	Joint developed audit action plan (All managers from all departments.		Operational budget	Operational budget	Operational budget	Operational budget		
	Vote								
	SDBIP								
	KPA	Finance to monitor the implementation of action plan and report monthly to top management and provincial treasury		Operational budget	Operational budget	Operational budget	Operational budget		
	Vote								
	SDBIP								

Priorities:									
Strategic Goal:									
Strategic Objectives	Linkages	Programme and/or Project	Baseline	5 Year Target	Annual Target	Outer Years Target			Budget
			2017/18		2018/19	2019/20	2020/21	2021/22	
			Please see procurement strategy						
	KPA Vote SDBIP								

Priorities:									
Strategic Goal:									
Strategic Objectives	Linkages	Programme and/or Project	Baseline	5 Year Target	Annual Target	Outer Years Target			Budget
			2017/18		2018/19	2019/20	2020/21	2021/22	
			Support to local municipalities		Operational budget	Operational budget	Operational budget	Operational budget	
	KPA Vote SDBIP				2 000 000	1500 000	1500 000		

Priorities: Basic Services										
Strategic Goal: Improve the quantity and quality of municipal basic services to the people										
Strategic Objectives	Linkages	Programme and/or Project	Baseline	5 Year Target	Annual Target	Outer Years Target			Budget	
			2017/18		2018/19	2019/20	2020/21	2021/22	2018/19	
Improving the quality of life and sustainable development for Communities RBIG (DWS Funded)	KPA	LM Allocations (GSDM Funded & Development of communities To Provide a sustainable and holistic value chain of water supply and sanitation infrastructure		100%	100%					
	Vote									
	SDBIP									
	KPA			100%	100%					
	Vote									
	SDBIP									

Priorities: Basic Services										
Strategic Goal: Improve the quantity and quality of municipal basic services to the people and Advance community well being										
Strategic Objectives	Linkages	Programme and/or Project	Baseline	5 Year Target	Annual Target	Outer Years Target			Budget	
			2017/18		2018/19	2019/20	2020/21	2021/22	2018/19	
LM Allocations (GSDM Funded)	KPA	LM Allocations (GSDM Funded & Development of communities To Provide a sustainable and holistic value chain of water supply and sanitation infrastructure		5	1					
	Vote									
	SDBIP									
	KPA			5	N/A					
	Vote									
	SDBIP									

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Priorities: Basic Services

Strategic Goal: Advance Community Well being

Strategic Objectives	Linkages	Programme and/or Project	Baseline	5 Year Target	Annual Target	Outer Years Target			Budget	
			2017/18		2018/19	2019/20	2020/21	2021/22	2018/19	
Pollhole Repairs (Departmental Allocations)	KPA	Improved road transport System to the benefit of all citizens		100%	100%	100% - Increase schedule of accreditation	100% - Increase schedule of accreditation	100% - Increase schedule of accreditation	100%	
	Vote									
	SDBIP									
Laboratory Services	KPA	To provide an equitable and sustainable municipal health services within the district		100%	100% - Increase schedule of accreditation	100% - Increase schedule of accreditation	100% - Increase schedule of accreditation	100% - Increase schedule of accreditation		
	Vote									
	SDBIP									

Priorities: Basic Services

Strategic Goal: Advance Community Well being

Strategic Objectives	Linkages	Programme and/or Project	Baseline	5 Year Target	Annual Target	Outer Years Target			Budget	
			2017/18		2018/19	2019/20	2020/21	2021/22	2018/19	
Budget and Expenditure Management Services	KPA	Ensure that the budget is adequately prepared and reported on operational strategy to minimize financial impact		100%	100%	100% - Increase schedule of accreditation	100% - Increase schedule of accreditation	100% - Increase schedule of accreditation	100%	
	Vote									
	SDBIP									

**ANNEXURE D: ANNUAL PERFORMANCE PLANS/ SECTOR DEPARTMENTS
MPUMALANGA DEPARTMENT OF HUMAN SETTLEMENTS**

**LEGISLATIVE FRAMEWORK
OUTCOME 8 (NDP) AND SUB-OUTCOMES)**

Sustainable human settlements and improved quality of household lives.

OUTCOME 8 SUB-OUT PUTS

Adequate housing and improved quality living environments;

A functional equitable residential property market;

Enhanced institutional capabilities for effective coordination of spatial investments decisions.

ALLOCATION FOR CHIEF ALBERT LUTHULI MUNICIPALITY

MUNICIPALITY	ALLOCATED UNITS	BUDGET	SITES
Chief Albert Luthuli	183	18 328 950	0

DEPARTMENT OF PUBLIC WORKS ROADS AND TRANSPORT

1. INTRODUCTION

The Mpumalanga provincial road network is 13 874km.

The bulk of the provincial road network is in a poor condition – 72% of the surfaced network.

With over 70% of the country's electricity generated from Mpumalanga, at least 30% of the surfaced road network responsible for coal haulage is in disrepair and requires heavy rehabilitation.

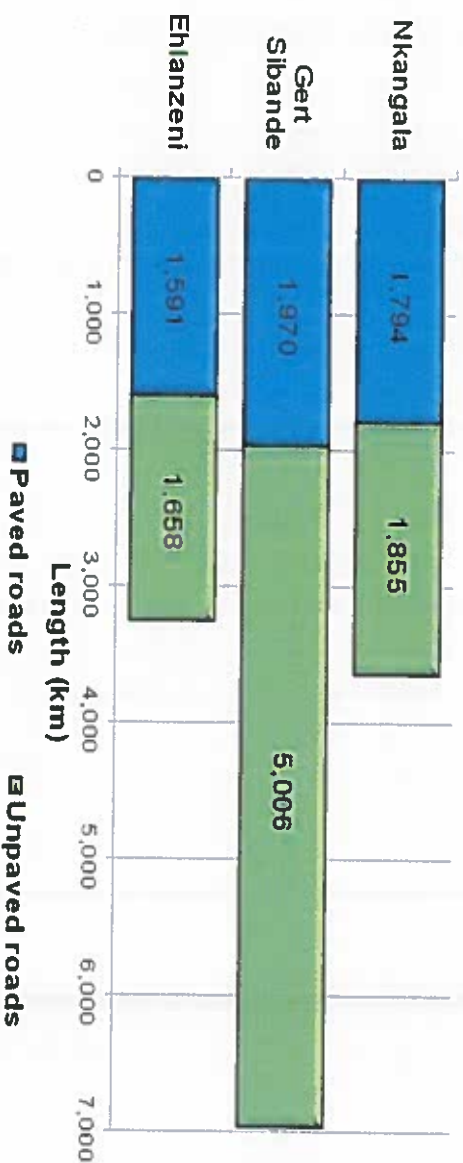
63% (8 525km) of the provincial network (predominantly rural access roads) is gravel, hampering the much needed economic participation by rural communities.

The Department implements projects as follows based on its allocated budget received from Treasury:

- Ongoing projects from the previous financial year must be funded.
- Roads classified as very poor by the Road Asset Management System (RAMS) get prioritised.
- Requests: cabinet outreach programmes , IDPs, community etc.

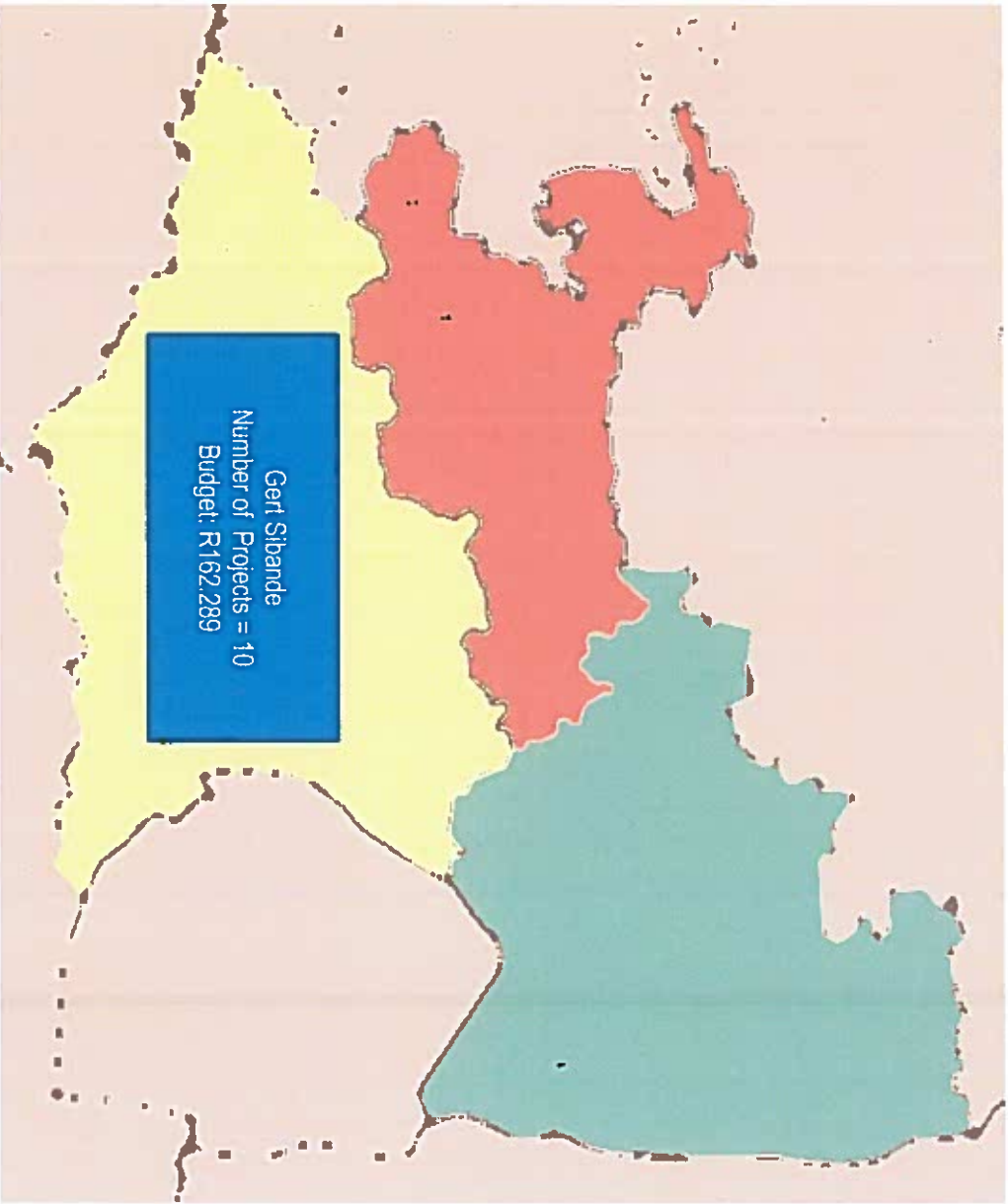
2. BACKGROUND

- The Mpumalanga provincial road network is 13 874
- Total road network per region.



3. CONSTRUCTION PLANS FOR 2017/18:

The transparent, innovative and developmental municipality that improves the quality of life of its people



PROJECT DESCRIPTION	2018/19 Budget
Design: Upgrade Road D481 Ebhuleni to Maanaar between Mooiplaas and Ekulindeni (6 km)	3 767
Rehabilitation: Coal Haul road P109/1 between P30/2 (R38) and the R35 (4 km)	2 322
Rehabilitation: Coal Haul Road P53/2 (R50) Leandra to Standerton (40 km) (Phase 2)	53 162
Construction of Bus shelters Mayflower and Nhlazatshe	1 000
Design of footbridge in Glenmore	2500

DEPARTMENT OF HEALTH

SUMMARY OF DOH PROJETS

Classifications	No of Projects	Main Appropriation R'000
Capital Maintenance and repair	28	123,597
Upgrades and additions	28	710,992
Refurbishment and rehabilitation	12	20,479
New infrastructure assets	13	494,345
Capital Projects		
Capital Projects	53	1,225,816
Capital Maintenance		
Capital Maintenance	28	123,597
Total Infrastructure (including non infrastructure items)	81	1,353,133

Project/Programme Name/Description	Project Beneficiary/Ward/Location	2018/19 Target	2018/19 Budget Allocation (Annual) R`000	2019/20 Target	2020/21 Target	Total Project Cost R`000
Nhlazatshhe 6 Clinic: (Construction of new Clinic and accommodation units including associated external works) Phase 2	Albert Luthuli	50% construction	209	100% constr.	-	38 980

DEPARTMENT OF COMMUNITY SAFETY, SECURITY AND LIAISON

MTSF OUTCOME 3: All people in South Africa are and feel safe

Gert Sibande Region

Municipality: Chief Albert Luthuli

Project/Programme Name/Description	Project Beneficiary/ Ward/Location	2018/19 Target	2018/19 Budget Allocation (Annual) R'000	Total project cost R'000
Civilian Oversight				
Monitoring of Police Stations	Badplaas Ferneie Elukwatini Mayflower Ekulindeni	05 Police Stations monitored on policy compliance	Operational	Operational

Gert Sibande Region

Municipality: Chief Albert Luthuli

Project/Programme Name/Description	Project Beneficiary/ Ward/Location	2018/19 Target	2018/19 Budget Allocation (Annual) R'000	Total project cost R'000
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Civilian Oversight

Audits on the implementation of Domestic Violence Act (DVA)	Badplaas Ferne Elukwatini Mayflower Ekulindeni	05 Police Stations audited on the implementation of Domestic Violence Act (DVA)	Operational	Operational
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Gert Sibande Region

Municipality: Chief Albert Luthuli

Project/Programme Name/Description	Project Beneficiary/ Ward/Location	2018/19 Target	2018/19 Budget Allocation (Annual) R'000	Total project cost R'000
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Civilian Oversight

Educational Awareness campaigns

(01) Human trafficking campaign	Oshoek	06 Educational Awareness campaigns conducted	R208 000	R208 000
(01) awareness campaign against Trio crimes	Badplaas			
(01) Border security campaign	Oshoek			
(01) Anti-stock theft campaign	Mayflower			

Gert Sibande Region

Municipality: Chief Albert Luthuli

Project/Programme Name/Description	Project Beneficiary/ Ward/Location	2018/19 Target	2018/19 Budget Allocation (Annual) R'000	Total project cost R'000
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Civilian Oversight

Educational Awareness campaigns(Cont)

(01) Anti-stolen goods campaign	Carolina		R208 000	R208 000
(01) awareness campaign against Trio crimes	Badplaas			

Gert Sibande Region

Municipality: Chief Albert Luthuli

Project/Programme Name/Description	Project Beneficiary/ Ward/Location	2018/19 Target	2018/19 Budget Allocation (Annual) R'000	Total project cost R'000
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Community Police Relations

Assess Community Safety Forum	Carolina	01 Community Safety Forum assessed	R50 000	R50 000
Assess Community Police Forum	Ekulindeni Mahamba Mayflower Carolina Elukwatini Baddplaas Haartebeeskop Ferreie	08 Community Police Forums assessed	R250 000	R250 000

DEPARTMENT OF CULTURE, SPORTS AND RECREATION

MUNICIPAL LIBRARIES MAINTAINED

Municipality	Project/Programme Name/Description	Project Beneficiaries/ Ward/ Location	Target 2018/19	Budget 2018/19 R'000	Total project cost R'000
1 MUNICIPAL LIBRARIES MAINTAINED					
Chief Albert Luthuli	Ezenzeleni	Learners, educators and the community	100% completion	R745	R745

DEPARTMENT OF AGRICULTURE, RURAL DEVELOPMENT, LAND AND ENVIRONMENTAL AFFAIRS

2018/19 DEPARTMENTAL PROJECTS/PROGRAMMES

Municipality	Project/Programme Name	Project/Programme Description	Project Beneficiary/Ward/ Location	Project/Programme Objective	2018/19 Budget Allocation (Annual) R '000
Chief Albert Luthuli	Ikusasalabasha Fortune 40	Maintenance of 1km, 4 x Vegetable Tunnels and Fencing of 19km camps	Chief Albert Luthuli	Maintenance and Refurbishment of the Offices	2 302