

MKHONDO LOCAL MUNICIPALITY FIRST
REVIEW INTEGRATED DEVELOPMENT
PLAN
2018-2019



MKHONDO LOCAL MUNICIPALITY 33 corner Mark & de Wet Street, eMkhondo 2380

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LIST OF ACRONYMS

ABET	ADULT BASIC EDUCATION AND TRAINING
AIDS	ACQUIRED IMMUNE DEFICIENCY SYNDROME
ASGISA	ACCELERATED SHARED GROWTH INITIATIVE SOUTH AFRICA
BBBEE	BROAD BASED BLACK ECONOMIC EMPOWERMENT
BEE	BLACK ECONOMIC EMPOWERMENT
BPU	BUSINESS PLANNING UNIT
BRIC	BRAZIL,RUSSIA,INDIA, CHINA
CASP	COMPREHENSIVE AGRICULTURAL SUPPORT PROGRAMME
CBD	CENTRAL BUSINESS DISTRICT
CBOS	COMMUNITY BASED ORGANISATIONS
CDWS	COMMUNITY DEVELOPMENT WORKERS
CETA	CONSTRUCTION EDUCATION AND TRAINING AUTHORITY
CFO	CHIEF FINANCIAL OFFICER
CHBC	COMMUNITY HOME BASED CARE
CIP	COMPREHENSIVE INFRASTRUCTURE PLAN
CMIP	CONSOLIDATED MUNICIPAL INFRASTRUCTURE PROGRAMME
COGTA	DEPARTMENT OF CO-OPERATIVE GOVERNANCE AND TRADITIONAL AFFAIRS
CPTR	CURRENT PUBLIC TRANSPORT RECORDS
CSS	COMMUNITY SOCIAL SERVICES
CWP	COMMUNITY WORKERS PROGRAMME
DAC	DISTRICT AIDS COUNCIL
DBSA	DEVELOPMENT BANK OF SOUTHERN AFRICA
DEAT	DEPARTMENT OF ENVIRONMENTAL AFFAIRS AND TOURISM
DEDET	DEPARTMENT OF ECONOMIC DEVELOPMENT, ENVIRONMENT AND TOURISM
DHS	DEPARTMENT OF HUMAN SETTLEMENTS
DM	DISTRICT MUNICIPALITY
DMA	DISTRICT MANAGEMENT AREA
DOE	DEPARTMENT OF ENERGY
DPW	DEPARTMENT OF PUBLIC WORKS
DRDALA	DEPARTMENT OF RURAL DEVELOPMENT, AGRICULTURE AND LAND ADMINISTRATION
DRDLR	DEPARTMENT OF RURAL DEVELOPMENT AND LAND REFORM
DTI	DEPARTMENT OF TRADE AND INDUSTRY
DWA	DEPARTMENT OF WATER AFFAIRS
ECA	ENVIRONMENTAL CONSERVATION ACT NO. 73 OF 1989

EHS	ENVIRONMENTAL HEALTH SERVICES
EIA	ENVIRONMENTAL IMPACT ASSESSMENT
EIP	ENVIRONMENTAL IMPLEMENTATION PLAN
EMP	ENVIRONMENTAL MANAGEMENT PLAN
EMS	ENVIRONMENTAL MANAGEMENT SYSTEM
EPWP	EXPANDED PUBLIC WORKS PROGRAMME
FBE	FREE BASIC ELECTRICITY
FBS	FREE BASIC SERVICES
FPA	FIRE PROTECTION ASSOCIATION
GIS	GEOGRAPHIC INFORMATION SYSTEM
GSDM	GERT SIBANDE DISTRICT MUNICIPALITY
GVA	GROSS VALUE ADDED
HDI	HUMAN DEVELOPMENT INDEX
HOD	HEAD OF DEPARTMENT
IDP	INTEGRATED DEVELOPMENT PLAN
IEM	INTEGRATED ENVIRONMENTAL MANAGEMENT
IGR	INTERGOVERNMENTAL RELATIONS FRAMEWORK ACT, NO. 13 OF 2005
IMEP	INTEGRATED MUNICIPAL ENVIRONMENTAL PROGRAMME
INEP	INTEGRATED NATIONAL ELECTRIFICATION PROGRAMME
IS	INFORMATION SYSTEM
IT	INFORMATION TECHNOLOGY
ITP	INTEGRATED TRANSPORT PLAN
KPA	KEY PERFORMANCE AREA
KPAs	KEY PERFORMANCE AREAS
KPI	KEY PERFORMANCE INDICATOR
KPIs	KEY PERFORMANCE INDICATORS
LDOs	LAND DEVELOPMENT OBJECTIVES
LED	LOCAL ECONOMIC DEVELOPMENT
LM	LOCAL MUNICIPALITY
LRAD	LAND REDISTRIBUTION FOR AGRICULTURAL DEVELOPMENT
LUM	LANDUSE MANAGEMENT
LUMS	LAND USE MANAGEMENT SYSTEM
LUS	LAND USE SCHEME
MAM	MULTI AGENCY MECHANISM
MDGs	MILLENNIUM DEVELOPMENT GOALS
MEC	MEMBER OF EXECUTIVE COUNCIL
MFMA	MUNICIPAL FINANCE MANAGEMENT ACT
MHS	MUNICIPAL HEALTH SERVICES

MIG	MUNICIPAL INFRASTRUCTURE GRANT
MLM	MKHONDO LOCAL MUNICIPALITY
MPCC	MULTI-PURPOSE COMMUNITY CENTRES
MPPMR	MUNICIPAL PLANNING AND PERFORMANCE MANAGEMENT REGULATIONS, 2001
MPRA	MUNICIPAL PROPERTY RATES ACT, NO. 6 OF 2004
MRTT	MPUMALANGA REGIONAL TRAINING TRUST
MSA	MUNICIPAL SYSTEMS ACT NO. 32 OF 2000
MSIG	MUNICIPAL SYSTEMS IMPROVEMENT GRANT
MTSF	MEDIUM TERM STRATEGIC FRAMEWORK
NDP	NATIONAL DEVELOPMENT PLAN 2030
NEMA	NATIONAL ENVIRONMENTAL MANAGEMENT ACT NO. 107 OF 1998
NEPAD	NEW PARTNERSHIP FOR AFRICA'S DEVELOPMENT
NER	NATIONAL ELECTRICITY REGULATOR
NGO	NON-GOVERNMENTAL ORGANISATION
NGP	NEW GROWTH PATH
NSDP	NATIONAL SPATIAL DEVELOPMENT PERSPECTIVE
NWMS	NATIONAL WASTE MANAGEMENT STRATEGY
OLS	OPERATING LICENCE STRATEGY
PGDS	PROVINCIAL GROWTH AND DEVELOPMENT STRATEGY
PHC	PRIMARY HEALTH CARE
PMS	PERFORMANCE MANAGEMENT SYSTEM
PPP	PUBLIC PRIVATE PARTNERSHIP
REDS	REGIONAL ELECTRICITY DISTRIBUTION SYSTEM
RSC	REGIONAL SERVICES COUNCIL
SABS	SOUTH AFRICA BUREAU OF STANDARDS
SACOB	SOUTH AFRICA CHAMBER OF BUSINESS
SALGA	SOUTH AFRICA LOCAL GOVERNMENT ASSOCIATION
SANAC	SOUTH AFRICAN NATIONAL AIDS COUNCIL
SANCO	SOUTH AFRICAN NATIONAL CIVIC ORGANISATION
SAPF	SOUTH AFRICAN POLICE FORCE
SDF	SPATIAL DEVELOPMENT FRAMEWORK
SDGs	SUSTAINABLE DEVELOPMENT GOALS
SETA	SECTOR EDUCATION TRAINING AUTHORITY
SLA	SERVICE LEVEL AGREEMENT
SOER	STATE OF THE ENVIRONMENT REPORT
SP	SPATIAL PLANNING
SPLUMA	SPATIAL PLANNING AND LAND USE MANAGEMENT ACT, ACT NO. 16 OF 2013

TLGA	TRADITIONAL LEADERSHIP AND GOVERNANCE FRAMEWORK ACT, NO. 41 OF 2003
TWK	TRANSSVAAL WATTLE GROWERS CO-OPERATIVE LIMITED
UN	UNITED NATIONS
WSA	WATER SERVICES AUTHORITIES
WSDP	WATER SERVICES DEVELOPMENT PLAN

FOREWORD OF THE EXECUTIVE MAYOR



The President of the Republic of South Africa, Mr Cyril Ramaphosa when he addressed the nation, he stated that the country will use this whole year of 2018 to honour the late Dr Nelson Mandela. The main purpose of this initiative is to ensure that “reconnection with people and go back to its roots” is not lost. As municipality with a clear mandate to promote the legacy of Nelson Mandela, the Council therefore carries a special responsibility as we have already entered the year marking the centenary of the late Mandela’s birth. The year 2018 cannot be a time of focusing only on his life, this 2018/19 IDP is full of significant projects and programmes that will bring about change and better life to the people of Mkhondo at large.

Already the year under review has seen the Municipality uplifting the standard of living of the people of Mkhondo and enhancing infrastructure development. It is also worth reporting that the communities of Mkhondo, Councillors and employees of the Municipality strove for excellence and made their mark in contributing to the realisation of the achievements made in 2017/18 despite the challenges we encountered. The 2018/19 has to be primarily about continuing the work we started since the inception of this current political and administrative term.

Guided by the Local Government: Municipal Finance Management Act, Act No 56 of 2003 read in conjunction with Section 127(2) of the Local Government: Municipal Systems Act, Act No. 32 of 2000, it is indeed my pleasure to present to you this report that contains information depicting the performance of the Municipality during the period 2017/18. The purpose of the report is to provide an opportunity for constructive engagement between Municipality and key stakeholders on interventions that were required to be made to grow and sustain the Municipality on various aspects. The report shows that the Municipality has continued to implement its primary mandate of proving basic services in a manner that builds confidence of its residents.

In terms of the above Acts, the Municipality continues to make substantial infrastructure investments to build an environment conducive to get about its daily operations and to plan for the future. This therefore signals that the Municipality is on track and is **“Committed to deliver quality and sustainable services that will enhance economically viable and better life for our community”**. Tremendous progress has been made during the year under review. The implemented plans and programmes that were rolled out seek to achieve our five-year Strategic Objectives of Service Basic Service Delivery, Financial Viability Management, Good Governance and Public Participation, Municipal Development Transformation and Local Economic Development.

Narrowing and Broadening the Gab Between the Municipality and Community

In its preamble, the Freedom Charter (1955) cautions us that “no government can justly claim authority unless it is based on the will of the people.” The Charter being the blueprint upon which our democratic future is established, our Municipality ensures that communication and public

participation remains the hallmark of the entire work of Council and this report will therefore shows that the Municipality has joined others in this sphere of government in strengthening Ward

Committees been and still continues to reimburse them for costs related to work they do in communities whilst assisting Ward Councillors. The report also shows that the Municipality has not lost the connection with communities in relation to projects and programmes it implements in their name. The Municipality also created new Social Media and Ward War Rooms platforms to enhance communication and public participation in a move to advance good governance.

We are pleased to also mention that there is constant communication with our communities. The Mayoral Outreach programmes that we conducted during the year under review assisted us to scan the mood of the public on various issues of common interest. Working with the Ward Councillors and Community Development Workers (CDWs), we managed to give feedback on projects and programmes implemented by the Municipality. In essence, such engagements presented opportunities that enabled members of the community to voice their views in shaping development in their respective wards. Participants included business and industry leaders, relevant experts, government officials and other stakeholders from the community.

Special Executive Mayoral Programmes and/or Projects (Campaigns)

The Mayoral Committee comprises three (03) Committees that were established in terms of the applicable legislations wherein both Councillors and Management participate to take decisions. There has been a number of support and campaigns that were implemented within existing destitute families, schools and school community structures. The campaigns were conducted to capacitate parents, Educators and learners to work towards common goals of an inspired environment where young people have the courage and motivation to work towards their dreams. Not so long in my capacity as the Executive Mayor accompanied by the leadership and business companies within the Mkhondo Local Municipality to a small ancient town Amsterdam - in Ward 19 – we successfully coordinated and hosted the first ever Gala Dinner to celebrate the 2017 Best Schools Academic Awards. The event recognised schools that performed better in the school calendar year of 2017. The event was held at the new Amsterdam Multipurpose Centre that was officially opened by the Executive Mayor about eight (08) months ago. We have also worked tirelessly to ensure that Eskom continues with the programme of electrifying rural villages such as Potgietershoek in Ward 8 and Emalayinini, to mention, but a few.

Also of remarkable, is that the Municipality achieved partnership with various stakeholders. Numerous campaigns have been initiated and conducted in the past few months of the year under review. As part of our responsibility to ensure clean and safe environment, the Municipality conducted a series of Clean-up Campaigns in identified wards. The Municipality went a step further to win an award on the “Cleanest Town Competition” to prove that we are on course. We have also declared “*War against potholes*” and this campaign has helped us to patch a number of dilapidated tarred roads in peri-urban and urban areas. Arrangements have been made in collaboration with the Gert Sibande District Municipality (GSDM) to ensure that the programme continues in all identified wards. One of the campaigns we rolled out was that of providing social relief to needy school learners. We have also seen new projects like the construction of market stalls at eMkhondo and Amsterdam. New paved roads have also been constructed at Saul Mkhize, Winnie Mandela Park (Amsterdam).

Working with local emerging businesses, we managed to donate school uniforms to needy learners in a various school. Apart from these campaigns, we coordinated a historic event where the Municipality in collaboration with the Department of Education in the Mpumalanga Province hosted the Academic Awards for the 2017 Best

Performed Grade 12 School. On the same breath, we pride ourselves that we managed to give out at least full bursaries to ten (10) students in the year under review. For the first time in its history, Mkhondo Local Municipality successfully participated in the 2017 South African Municipal Sports Association (SAMSRA) Games at Rustenburg, in the North West Province. 35 – 40 Municipalities participated in this game and the Municipality demonstrated sterling talent with both the boys and girls reaching the semi-finals in a very close contested tournaments. Mkhondo was treated as underdogs given the fact that it was our first time to partake in such games. However, we managed to prove that Mkhondo Local Municipality can and will in the next future make a significant mark. I would like to single out the Speaker, Cllr G T Nkosi, and two MMCs, Cllr T E Khumalo and Cllr S D Thwala who led the Teams with success in consultation with the designated officials.

Radical Economic Transformation

It is must also be noted that the work of the Local Economic Development (LED) Forum has been resuscitated. Despite battling with the Eskom's debt, we inherited from the past administration, this report shows that we have managed to mitigate risks, make improvements in specific infrastructure that bettered Municipal financial management which all hope that it will culminate in us receiving a successful year and better audit outcome. We want to assure the people of Mkhondo Local Municipality that the Municipality will remain accountable to them for the cautious use of public funds. It is imperative for us to safeguard public assets as well and to also ensure the effective, efficient and economical use of public resources.

Focus into the future

Equally, constructive discussions with all key stakeholders have to be on top of the agenda of the Municipality in 2018/19 in order to ensure that decisions pertaining radical transformation are considered. The face of such transformation will be none other than the creation of employment for the youth, empowerment of local businesses and inclusive growth.

Through the next financial year, the focus of the Municipality's endeavour will be in three main areas; viz fighting poverty and inequality, striving to eradicate the scourge of HIV and AIDS. The scourge of social ills such as HIV and AIDS, teenage pregnancy and substance abuse, affects all the aspects of education in our Municipality which compromises the quality of life as well as teaching and learning.

In brief, Mkhondo Local Municipality intends to work with National, Provincial Government, Private Sector and all other stakeholders in supporting land reform and "returning the land to our people", along with investment in farming equipment and technical skills transfer to beneficiaries. It will remain our priority policy intervention for the remaining years in our term of office and beyond. With the expertise of our Management and the political will of the ruling government, this Council that comprises thirty-eight (38) honourable Councillors from different political parties, anticipates to intensify the identification of rural and township economies as vehicles for achieving radical economic transformation, trade and industry.

Conclusion

I want to also reiterate the lyrics that President Ramaphosa stole from the late Hugh Masekela when he delivered his speech in Parliament. He said; **“THUMA MINA!!**, Hugh said ***“I wanna be there when the people start to turn it around. When they triumph over poverty. I wanna be there when the people win the battle against AIDS. I wanna lend a hand.”*** In short, ngizothi ***Asilali!***

Masiye Ezitimeleni, Emataxini, Emapartini, Emabhasini, Emashibhini, noma kuse busuku nasemini. Members of community need us there; 24/7.

I thank you!!

**Executive Mayor
CLLR Vusi Motha**

OVERVIEW BY THE MUNICIPAL MANAGER



Local government is a key role-player in the development process of our societies. The role for local government in the current scenario includes provision of basic services, creation of jobs, promoting democracy and accountability and eradication of poverty. The Integrated Development Plan (IDP) is one of the key tools for the Municipality to cope with its swatted developmental role. This IDP is meant to arrive at decisions on issues such as Municipal budgets, land management, promotion of local economic development and institutional transformation in a consultative, systematic and strategic manner.

The IDP is a legislative requirement that has a legal status and it supersedes all other plans that guide development at local municipalities' level. In a nutshell, IDP is about the Municipality identifying its priority issues/challenges, which determine its vision, objectives and strategies followed by the identification of projects to address the issues in line with the Constitution of the Republic of South Africa and other applicable local government legislations; Local Government: Municipal Systems Act, Act No. 32 of 2000 and Local Government: Municipal Finance Management Act, Act No 56 of 2003, to list but three.

We, in consultation with our Political Principals at all different spheres of government tried our level best to keep our Management and communities on toes. We did that to revive each and everybody's conscious that the Municipality has to do some preparation before it could commence with the planning process. I am optimistic that a number of stakeholders do regard the IDP as an employment and economic driver that delivers key social, environmental and economic services to communities across.

Nevertheless, all who have been involved in the previous IDP process have gone through a highly valuable learning process. From evidence to date, it is clear that much of our financial affairs were indeed in distress, and the Municipality's state of affairs has become so saturated due to unpaid major accounts of our debtors. It is with regret to report that at the moment we are being owed about R 300M. However, the Management has developed the Revenue Enhancement Strategy that was adopted by our council. As a result, we are all determined to build a society defined by decency and integrity that does not tolerate the plunder of public resources, nor the theft by corporate criminals. We will also be extending our revenue collection to areas that we are not collecting but providing services to. We wish to request residents of our Municipality to support this initiative.

We have directed our energies in "*Going Back to Basics*". Over this financial year, we will be developing our communities to hold us accountable. We are citing these challenges so that whoever comes across this document should be aware that the Municipality with its demographic changes confronting the fundamental challenges that require the population of Mkhondo to address. In order for us to be effective and efficient, this Municipality requires a dedicated skilled workforce who view things in a different way – not as ancient. As we continue to transform our employees through the Workplace Skills Programme (WSP) that we develop annually, we have hope that such programmes will bring about growth of our workforce dramatically in order to change the way work is performed. Skilled human resources contribute to effective service delivery. We are on course in terms of filling the positions of critical vacant positions.

Understandably, we need to also focus on the state of Municipality's assets, with particular emphasis to the asset management plan and repairs and maintenance requirements. As the Accounting Officer that this Municipality

indebted to support. Since the start of the current administration, our public employment programmes have created numerous work opportunities. We, however, set ourselves a goal to promote economic growth by 5% & in order for us to reduce unemployment by 5% using the existing programmes we currently rollout.

As we present this 2018/19 IDP, we acknowledge that this Council resolved to approve to align the allocation of land with the newly introduced Spatial Development Framework (SDF), we then began to prioritise the allocation of serviced land to the community and that process is receiving special attention. We intend to treat this matter with the sensitivity and pace it deserves to ensure that our ultimate goal is reached without delay in this five-year period. In pursue to increase revenue collection, regular land inspections are conducted by our relevant department and we endeavour to finalise new applications timeously and within the applicable legislation.

We will continue to monitor the performance of our administration in the Municipality and intervene decisively when there is underperformance. It my view that we are expected to confront the reality that the challenges in this Municipality need us to be united in order to conquer them. This is the year going forward in which we will turn the tide to ultimately ensure that we meet our Service Delivery and Budget Implementation Plan (SDBIP).

.....
Mr. M KUNENE
MUNICIPAL MANAGER

CHAPTER 1: HISTORICAL MUNICIPAL BACKGROUND

1.1 VISION, MISSION AND CORE VALUES

1.1.1 VISION

A model municipality of excellence

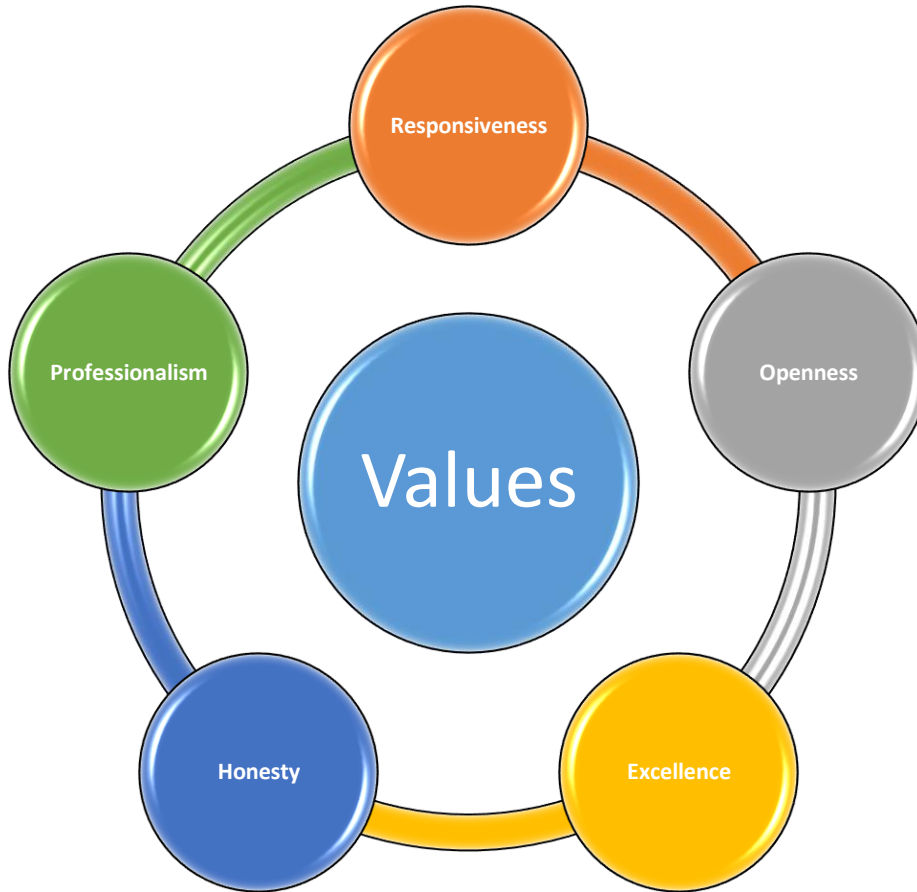
1.1.2 MISSION

Committed to deliver quality and sustainable services that will enhance economically viable and better life for our community

1.1.3 MUNICIPAL CORE VALUES

- Excellence
 - Honesty
 - Openness
- Responsiveness
- Professionalism

Figure 1: Mkhondo Local Municipality’s activities are underpinned by the following core values:



1.2 BACKGROUND AND HISTORY OF MKHONDO LOCAL MUNICIPALITY

Mkhondo Local Municipality is Located in the south-eastern corner of Mpumalanga and the Municipality is bordered by Chief Albert Luthuli Municipality towards the North, Msukaligwa Municipality towards the North western, and The Kingdom of Swaziland towards the east, uPongola Local Municipality and eDumbe Municipality towards the South (KwaZulu Natal Province) and Dr Pixely Ka Isaka Seme Municipality towards the South Western. The municipality is located on the N2 (National Road) where the R543 (Volksrust-Swaziland) and R33 (Vryheid-Amsterdam) intersect. N2 bisects the municipality, which links with the N17 from Ermelo. The N2/N17 is a prominent link between Gauteng Province, Swaziland and Kwazulu Natal (Richard’s Bay and further to Durban). The N2/N17 are recognized as strategic roads and freight corridors.

The Municipality is made up of nineteen (19) wards covering 4 868 square kilometers central from Maputo, Swaziland, Durban, Nelspruit, Johannesburg and Pretoria (within ±300km radius).

The Municipality amalgamated two former Transitional Local Councils and two Transitional Rural Councils The historic towns of Piet Retief and Amsterdam. Mkhondo Local Municipality is one of the pilot sites for Comprehensive Rural Development Programme (CRDP) launched by the former President J G Zuma of the Republic of South Africa in 2009.

The municipality is demarcated as MP303 in terms of the Municipal Demarcation Board. It falls within Gert Sibande District Municipality which is one of the three District Municipalities in Mpumalanga Province, the other District Municipalities are namely Nkangala District Municipality and Ehlanzeni District Municipality. Ehlanzeni District Municipality has the most population in Mpumalanga Province (1 754 931 people) followed by Nkangala District Municipality by 1 445 624 people and Gert Sibande District Municipality by 1 135 409 people (*Statssa, 2016*).

The Mkhondo Local Municipality falls within the 25 km radius identified for the KZN/MP transboundary development initiative, which includes amongst others Mpumalanga Province local municipalities (Mkhondo Local Municipality and Pixley Ka Isaka Seme Local Municipality) and Kwa Zulu Natal Province Local Municipalities (eDumbe Local Municipality, Uphongolo Local Municipality, Emadlangeni Local Municipality and Newcastle Local Municipality).

Figure 2: Mkhondo Local Municipality includes the following urban nodes:

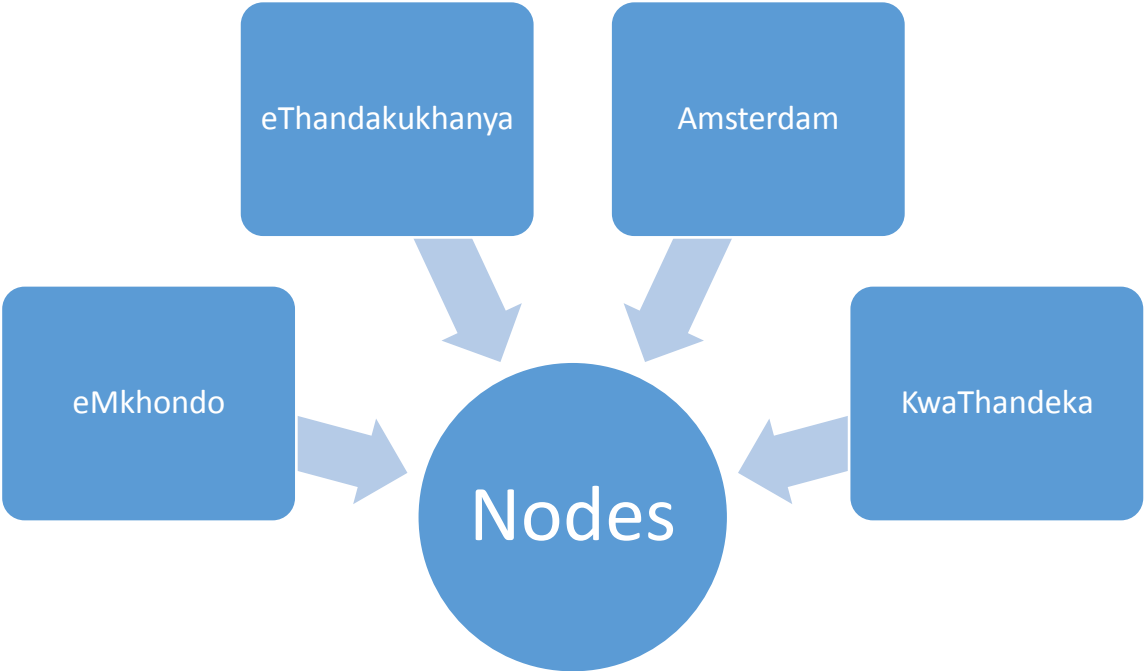
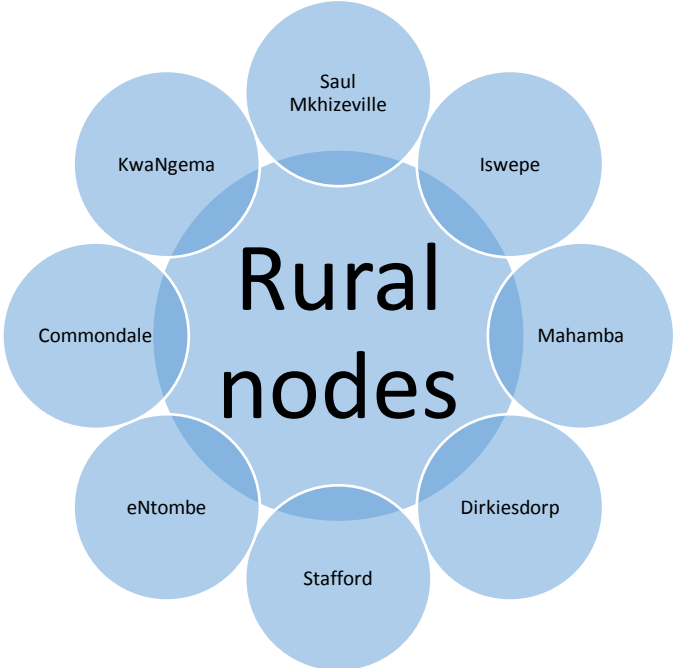


Figure 3: The Municipality includes the following rural nodes/settlements:



The Municipality comprises of forestry plantations and much of its economy originates from this source. Mondi, Sappi, TWK and Komati Land Forests are the major companies that lead the forestry industry in the municipality. Mkhondo Local Municipality is known for wood processing, furniture, manufacturing, and coal briquettes manufacturing. A number of timber producing companies are located within the municipality, including Mpac, Tafibra and PG Bison and Normandien which are national businesses. Large-scale agriculture is limited in the municipality due to the extensive use of land for forestry.

Forestry, mining and subsistence farming are the main economic factors within the municipality. There are two major mining companies within Mkhondo Local Municipality (Jindal and Kangra Coal Pty (Ltd)). Mkhondo Local Municipality ranks low in terms of tourism statistics compared to other local municipalities in Mpumalanga. However there is a lot of tourism potential within the municipality, with the South African Heritage sites which lie within the municipality namely the Entombe Battlefield, Rooikraal, Confidence, Kalkoenvlakte and the Heyshope Dam. The Heyshope Dam is located east of the municipality (Saul Mkhizeville/KwaNgema Area). It is the only other main tourist fascination in the municipality despite the numerous guest houses and 'bed & break- fasts' within the municipality. The Jabulani Agrivillage has great tourism potential with proposal of a Resort near the Jabulani Agri-village dam.

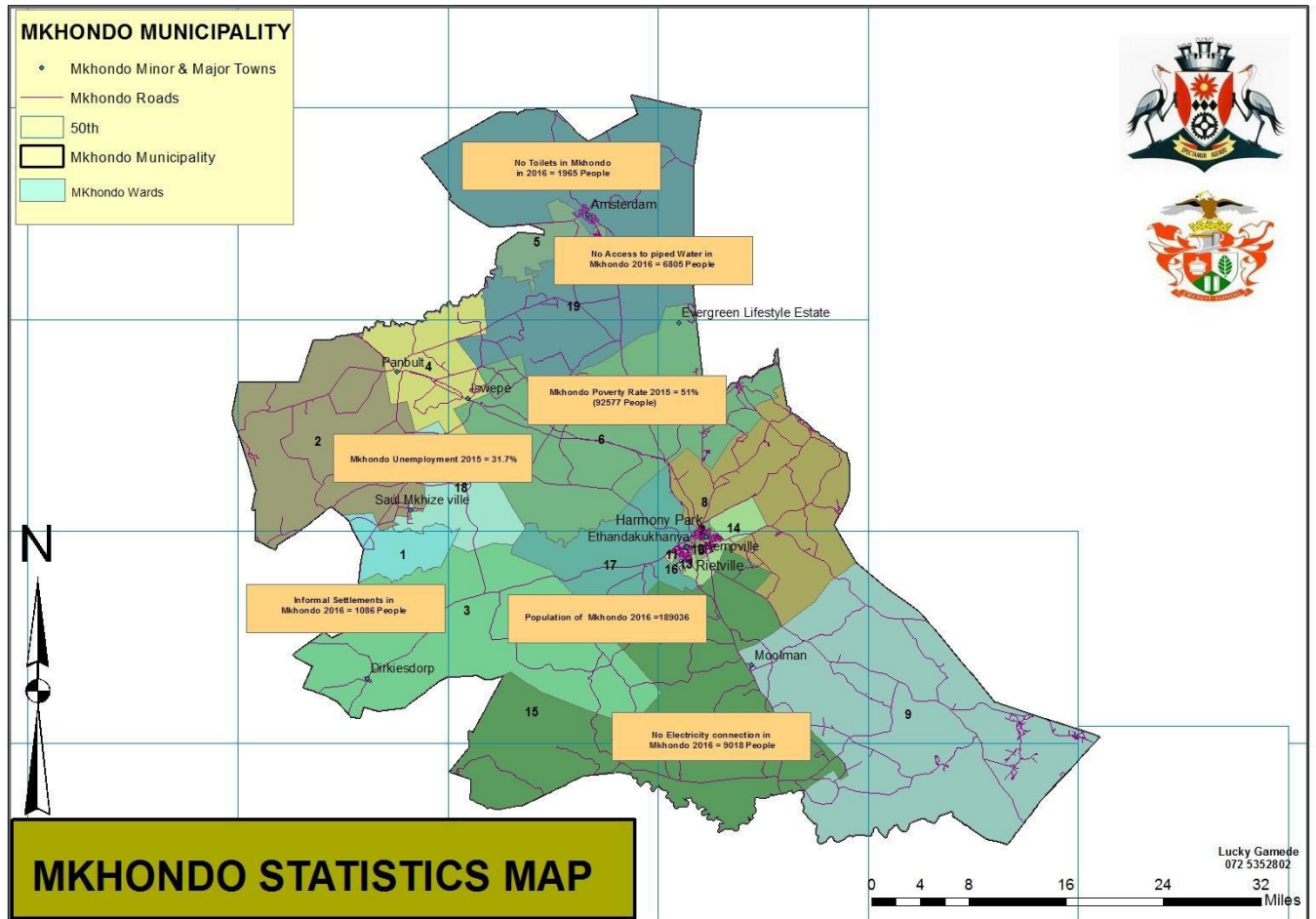
1.3 DEMOGRAPHICS ANALYSIS

Mkhondo Local Municipality's population has increased from 171 982 in 2011 to 189 036 in 2016. The population growth rate between 2011 and 2016 is 2.0%. The number of people residing in 'urban' Mkhondo and 'rural' Mkhondo has remained the same between 2011 and 2016, with 96 693 people in urban areas and 96343 in rural areas. Mkhondo Local Municipality is mostly dominated by African black people, followed by coloured people, indian or Asian and white people from 1996 to 2016. It is noteworthy that in 2016 most of the immigrants in Mkhondo were recorded as from Swaziland (1823 people) followed by Zimbabwe (120 people); Mozambique (116 people) and Lesotho (45 people). The emigrants to neighbouring countries in 2016 are mostly to Swaziland (111) followed by Mozambique (30).

According to Stats SA (2016) the number of persons between the ages of 0 to 21 years, without parents has decreased from 7112 in 2011 to 4602 in 2016. The number of people with 'no schooling' has declined from 2001 to 2011, while those with matric has increased. According to the Final MLM Draft SDF (2016) the settlements with the lowest education level are Ngema Tribal Trust, Mkhondo Non-urban, Saul Mkhizeville and KwaNgema. These are the settlements that are located in close proximity to traditional areas or informal settlements with the highest education levels are eMkhondo, Iswepe and Amsterdam (UP Enterprise, 2016).

Mkhondo Local Municipality has a HDI of 0,53 which falls within the United Nations 'Low Human Development Category'. Mkhondo local Municipality ranks very low compared to other local municipalities in Mpumalanga Province. The number of people that are unemployed has declined. It is noteworthy that settlements with high unemployment rates are Saul Mkhizeville, KwaNgema Tribal Trust and Dirkiesdorp. The sector or industry that contributes the most to the GVA of the municipality is community services (22.2 %) followed by trade (18.4 %), agriculture and forestry (16 %), finance (14.8 %), mining (11.9 %), transport (7.6 %), manufacturing (5.4%), construction (2.3%) and utilities (1.4 %).

Figure 4: Mkhondo statistical map:



1.4 POPULATION DISTRIBUTION

According to Stats SA (2016) the population of Mpumalanga Province as a whole has increased. The population of Gert Sibande District Municipality has increased from 1 043 194 in 2011 to 1 135 409 in 2016 and that of Mkhondo Local Municipality has also increased (from 171 982 in 2011 to 189 036 in 2016). It is evident that the Gert Sibande District recorded an increase in population of 92 216 people between 2011 and 2016. It noteworthy that Mkhondo Local Municipality grew at a rate of 2.0 % during the 2011 to 2016 period. This shows that the Gert Sibande District is ever-growing in population, between 2001 and 2011, there was an increase of +152 496 people. Govan Mbeki Local Municipality had the most increase in the number of people between 2011 and 2016.

Table 1: Mkhondo Local Municipality Population Distribution

	2011	2016
Population	171 982	189 036
Number of House Hold	37 433	45 595
Households living in RDP House	11 733	-
Households in Shacks within Informal Settlements	642	1086

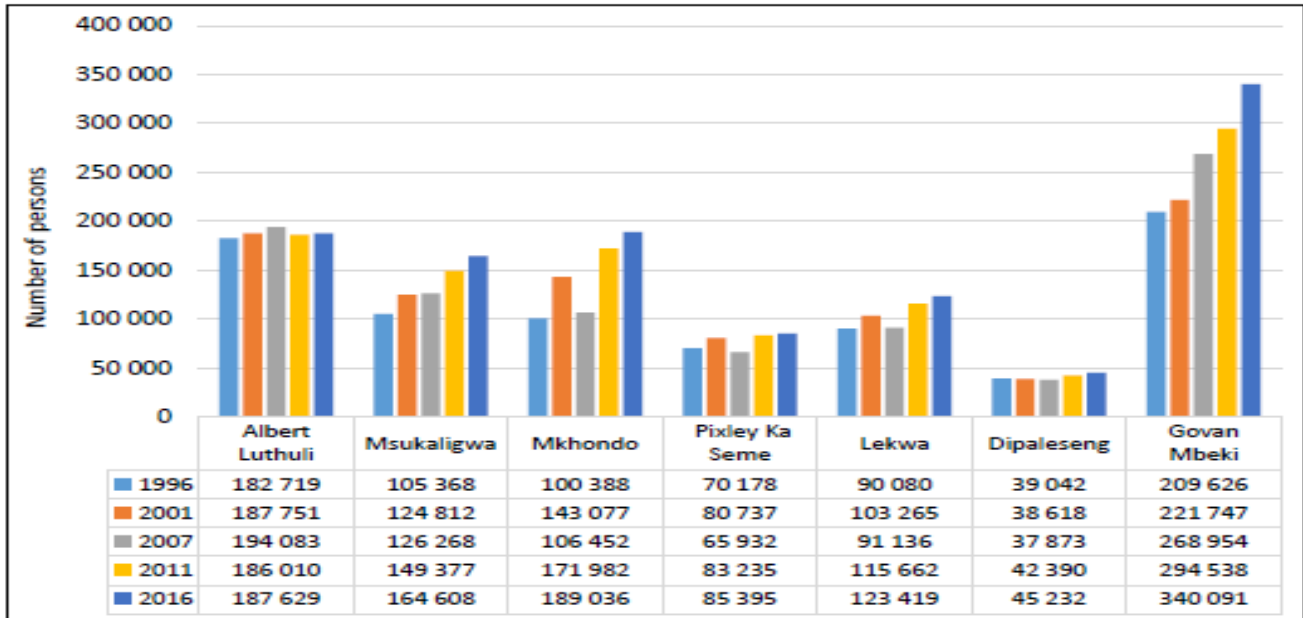
Table 2: Population 2001 vs 2011 vs 2016

Description	Census 2001	Census 2011	Community Survey 2016
Mpumalanga	3 365 554	4 039 939	4 335 964
Gert Sibande DM	900 007	1 043 194	1 135 409
Albert Luthuli Municipality	187 751	186 010	187 629
Msukaligwa Local Municipality	124 812	149 377	164 608
Mkhondo Local Municipality	143 077	171,982	189 036
Pixley Ka Seme Local Municipality	80 737	83,235	85 395
Lekwa Local Municipality	103 265	115,662	123 419
Dipaleseng Local Municipality	38 618	42,390	45 232
Govan Mbeki Local Municipality	221 747	294,538	340 091

Sources: STATS SA Community Profile (2001, 2011 and 2016)

Figure 5: Population distribution:

POPULATION DISTRIBUTION



Source: STATS SA, 2016

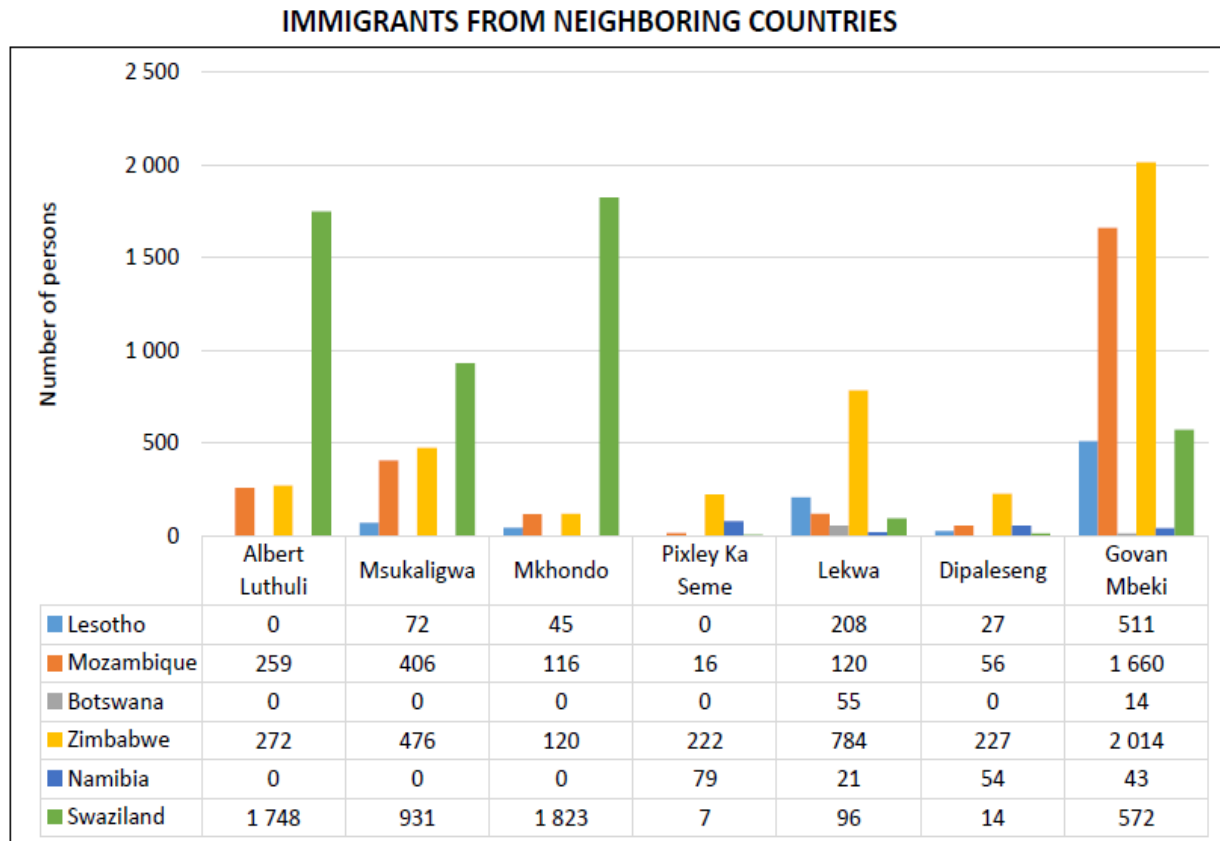
According to STATS SA 2016 most (92 693) people reside in urban areas and 96 343 people reside in rural areas. These figures have remained the same from 2011.

Figure 6: Mkhondo Local Municipality Population per Ward:

Ward Number	Villages/Town	Census 1996	Census 2001	Census 2011
Ward 1	Saul Mkhizeville (Mkhize Village, New Stand)	6 345	4 754	10 133
Ward 2	Saul Mkhizeville (Mabilisa, Masihambisane)	11 824	8 088	16 446
Ward 3	Dirkiesdorp/KwaNgema South	7 878	15 925	13 006
Ward 4	Iswepe	6 090	10 343	5 862
Ward 5	KwaThandeka, Winnie Mandela	6 032	9 501	12 188
Ward 6	Rustplaas	6 003	9 759	8 277
Ward 7	eMkhondo Town	6 853	12 303	6 083
Ward 8	Maphepheni/Ajax	8 690	12 262	9 096
Ward 9	Moolman/Sulphur Springs	8 431	14 475	14 030
Ward 10	Thandakukhanya (Kempville, Retiefville & S'godiphola)	4 189	4 754	6 752
Ward 11	Thandakukhanya (Eziphunzini, Marabastad, Magadeni, Sbeth)	4 362	2 849	12 321
Ward 12	Thandakukhanya (Long homes, Mafred, Sbetha,	5 660	4 699	6 384
Ward 13	Thandakukhanya (Sbetha, Part Eziphunzini, Part Mangosuthu, Zone 5, Part of Phosa village)	4 468	4 634	7 451
Ward 14	Harmony Park (Mangosuthu)	3 009	10 997	9 395
Ward 15	ENTombe	10 411	17 544	8 454
Ward 16	Mangosuthu/Phola Park			5 700
Ward 17	Ezinkonjaneni/Phoswa Village			6 884
Ward 18	Saul Mkhizeville (Esibovini, Masihambisane east)			3 404
Ward 19	Amsterdam, Thokozani			10 120
Total (Mkhondo Local Municipality)		106 248	142 884	171 982
DC30: Gert Sibande District Municipality			900 010	1 043 194

Sources: STATS SA

Figure 7: Immigrants from neighboring countries:



According to Stats SA (2016) most of the immigrants in Mkhondo are from Swaziland (1823 people) followed by Zimbabwe (120 people); Mozambique (116 people) and Lesotho (45 people).

1.5 AGE AND SEX STRUCTURE

It is noteworthy that there are more women (52%) than men (48 %) in Mkhondo. There is a decline in a number of people aged 14 years and younger

Table 3: Age and Sex Structure 2011 vs 2016

AGE	2016		2011	
	Male	Female	Male	Female
0 – 4	11 703	11 616	10 949	10 737
5 – 9	10 297	10 423	10 423	10 657
10 – 14	10 476	10 956	10 113	10 043
15 – 19	10 424	10 845	9 980	9 946
20 – 24	9 311	9 641	8 452	9 006
25 – 29	8 706	9 829	7 192	7 371
30 – 34	6 059	6 943	5 145	5 406
35 – 39	4 952	5 411	4 562	5 079
40 – 44	4 156	4 687	3 822	4 350
45 – 49	3 742	4 449	3 093	4 180
50 – 54	2 775	3 566	2 449	3 343
55 – 59	2 390	3 048	2 060	2 768
60 – 64	2 208	1 990	1 512	2 064
65 – 69	1 205	1 847	905	1 552
70 – 74	791	1 511	741	1 368
75 – 79	479	1 089	362	743
80 – 84	126	444	273	665
85+	378	562	232	439
Total	90 178	98 858	82 265	89 717

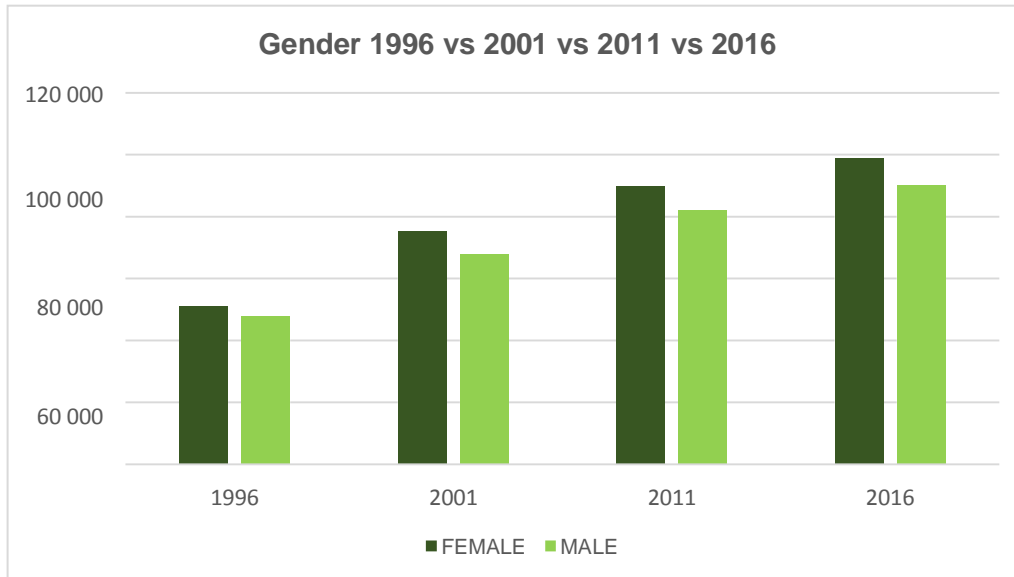
Sources: STATS SA 2016

Table 4: Gender 1996 vs 2001 vs 2011 vs 2016

GENDER	1996	2001	2011	2016
FEMALE	51 167	75 163	89 717	98 858
MALE	47 800	67 912	82 265	90 178
TOTAL	98 967	143 075	171 982	189 036

Sources: STATS SA 2016

Figure 8: Gender statistics



The census that was conducted by the Stats SA in 2011 revealed that Mkhondo is constituted by more than 1 755 persons with disability. This figure poses direct challenges to the Municipality and government, in particular.

Table 5: Disability

DISABILITY	1996	2001	2011
MALE	48%	47%	48%
FEMALE	52%	53%	52%

Sources: STATS SA 2011

Table 6: Sex ratio (Males per 100 females)

	1996	2001	2007	2011	2016
NO. OF MALES PER 100 FEMALES	94	90	86	92	91

1.6 RACIAL COMPOSITION

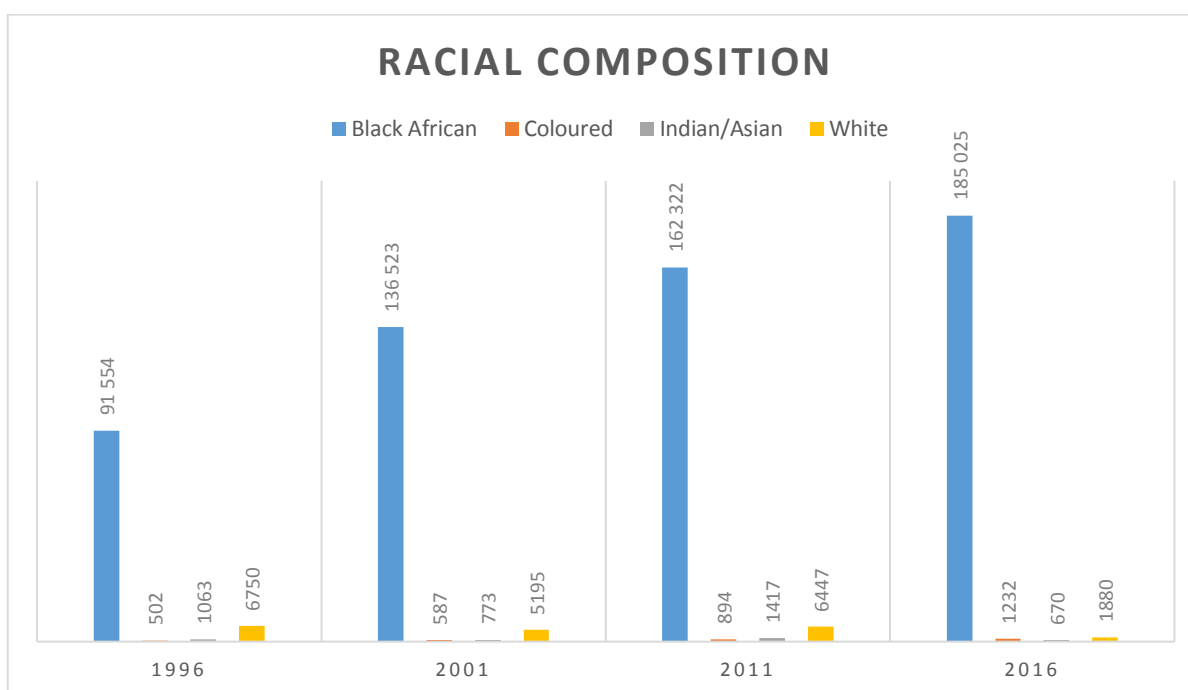
The population in Mkhondo Local Municipality is predominantly Black African. The Indian/Asian and White racial groups have seen a decline from 2011 to 2016 (Stats SA, 2016). In areas such as Amsterdam, there has been a shift in racial composition, with the white population declining from 37,4% of population in 2001 to 7,4% in 2011 and the black population increasing from 60,1% in 2001 to 90,4 % in 2011. In eMkhondo there has been an increase in the Indian/Asian racial group between 2001 and 2011 (UP Enterprise, 2016; MLM SDF Final Draft, 2016).

Table 7: Racial composition 1996 vs 2001 vs 2011 vs 2011 vs 2016

RACE	1996	2001	2011	2016
Black African	91 554	136 523	162 322	185 025
Coloured	502	587	894	1232
Indian/Asian	1063	773	1417	670
White	6750	5195	6447	1880

Sources: STATS SA 2016

Figure 9: Racial composition 1996 vs 2001 vs 2011 vs 2011 vs 2016:



CHAPTER 2: THE INTEGRATED DEVELOPMENT PLAN

2.1 The integrated Development Plan

An Integrated Development Plan is a single, inclusive and strategic plan which guides and informs all planning, budgeting and development of the municipality. It is adopted by the Municipal Council and must be submitted to the Member of Executive Council (MEC) of Local Government in the Province for comments. It has to be harmonised, aligned and coordinated with all other municipal plans, strategies and frameworks, as well as National and Provincial strategic, departmental and sector plans, frameworks and strategies.

It enables the Municipality's leadership and management to make informed decisions towards ensuring efficient and effective service delivery. It must be adopted by each Municipal Council, within a prescribed period after it is elected, in terms of the Municipal Systems Act, No. 32 of 2000(as amended).

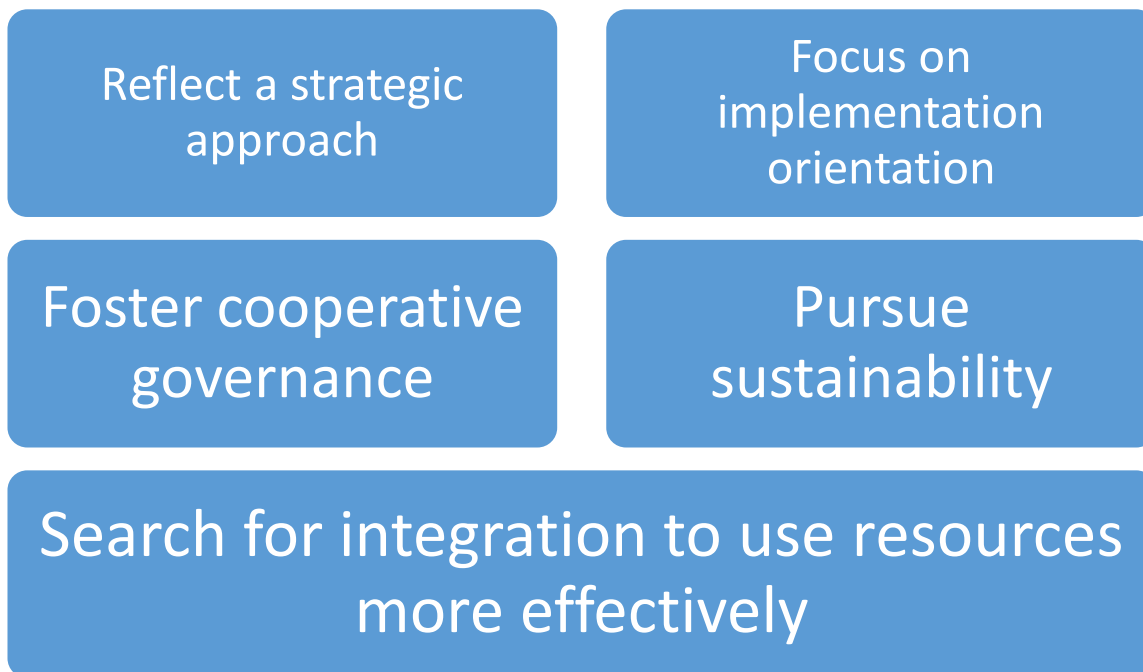
The main objective of an Integrated Development Plan (IDP) is to ensure the sustainable, equitable and inclusive development of a municipal area and to ensure a decent quality of life for all those who live in it.

The aforementioned objective links to the following:

- 2.1.1 The alleviation and eradication of poverty and of all lingering spatial, social, and economical legacies of apartheid;
- 2.1.2 The identification and removal of all obstacles to development;
- 2.1.3 The pursuit of sustainable and optimal use of resources; and the establishment of sustenance of efficient, effective and caring administrative services.

According to Section 28 of the Municipal Systems Act, Act No. 32 of 2000 (MSA) read in conjunction with Section 21 Municipal Financial Management Act, Act No. 56 Of 2003 (MFMA), the Executive Mayor of a municipality must at least 10 months before the start of the budget year table in the Municipal Council a Process Plan that will guide the planning, drafting, adoption and review of its IDP and the preparation, tabling and approval of the annual budget. The Act requires that the Process Plan should cover a time schedule outlining key deadlines for the preparation, tabling and approval of the annual budget; the annual review of the IDP and budget; the tabling and adoptions of any amendments to the IDP and budget; and any consultative processes forming part of the IDP/budget process.

The principles of the IDP Process is based on six principles:



In Chapter 5, Section 26 of the MSA the core components of an IDP are outlined as follows:

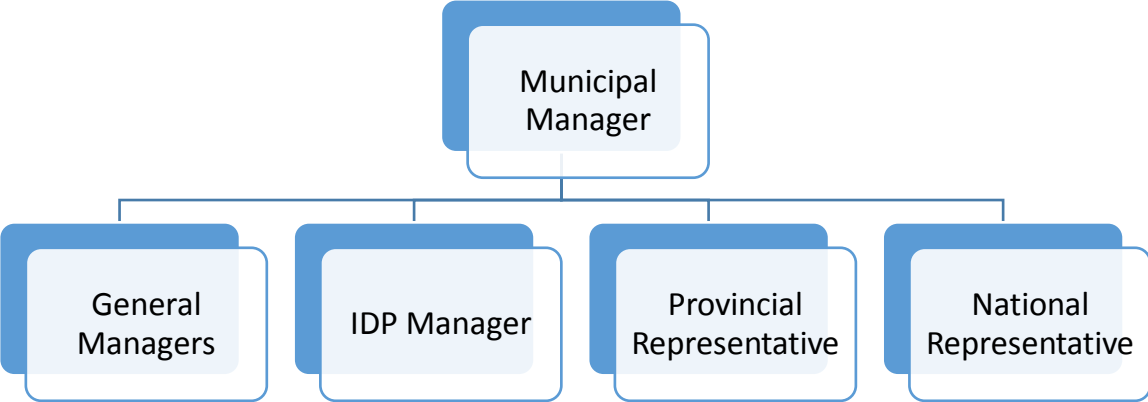
Table 8: **Components of an IDP:**

No	MSA Requirement
a)	The municipal council's vision for the long term development of the municipality.
b)	An assessment of the existing level of development in the municipality, which must include an identification of communities which do not have access to basic municipal services.
c)	The council's development priorities and objectives for its elected term, including its local economic development and internal transformation needs.
d)	The council's development strategies which must be aligned with any national and provincial sectorial plans and planning requirements that are binding on the municipality in terms of legislation.
e)	A spatial development framework which must include the provision of basic guidelines for a land use management system for the municipality: <ul style="list-style-type: none"> I. The council's operational strategies; II. Applicable disaster management plans. III. A financial plan, which must include a budget projection for at least the next three years. IV. The key performance indicators and performance targets determined in terms of Section 41 of the MSA.

2.2 IDP STRUCTURES

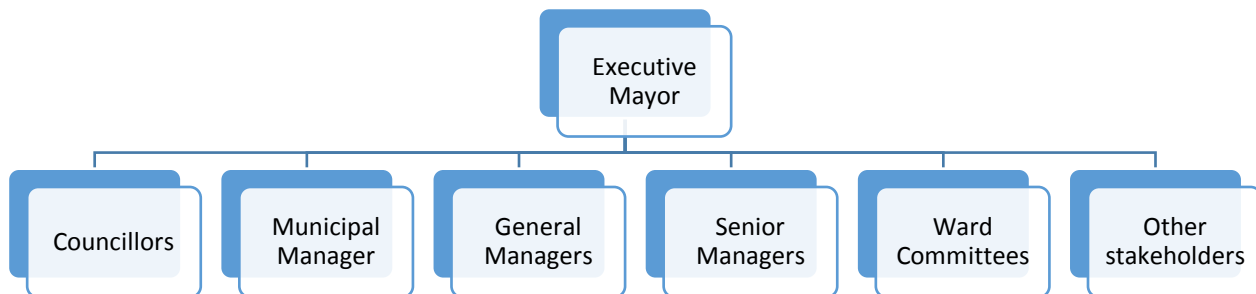
IDP STEERING COMMITTEE

Figure 10: IDP Steering Committee:



2.3 IDP REPRESENTATIVE FORUM

Figure 11: IDP representative forum:



2.4 WARD COMMITTEES

Ward committees are fully functioning and their meetings sit on recorded dates.

2.5 INTER-MUNICIPAL PLANNING

In order to ensure integration planning, the municipality needs to involve neighbouring municipalities to the planning process to help with same issues that affect other municipalities. In the meantime will be using IDP Steering committee and district committee to be assisted in the matters raised by the municipalities.

2.6 PUBLIC PARTICIPATION AND COMMUNICATIONS

The Communications and media liaison component of the municipality manages the overall internal and external communication, media engagement, online communication platforms, photography, website, branding, marketing and campaign, crisis, direct communication, research, issues/complaints from the presidential hotline and community/stakeholders, petitions from the provincial legislature and public protector’s office, Izimbizo and outreach programmes.

The Public Participation component of the municipality ensures that public participation remains structured and institutionalized through the enactment of the Local Government: Municipal Structures Act, No. 117 of 1998, Local Government: Municipal System Act, No. 32 of 2000 and Local Government: Municipal Finance Act, No. 56 of 2003 and other applicable pieces of legislation.

In developing the five-year IDP document, a process plan was developed and adopted by Council of Mkhondo Local Municipality. After the adoption of the Process Plan, a schedule of ward community meetings was drafted and communities were informed about these meetings through newspaper publication and loud hailing in the respective wards. Mkhondo Municipality has a draft community public participation strategy in place. In striving to develop an IDP that is responsive to the needs of the communities of Mkhondo Local Municipality, community consultations were undertaken in line with Section 16 of the Local Government: Municipal Systems Act 32 of 2000.

Figure 12: Consultative forums and mechanism for the community participation are as follows:



2.6.1. Operation Vuka sisebente

Mpumalanga has launched Operation Vuka Sisebente to improve coordination of service delivery between departments by launching the “war room” concept in February 2015.

Vision:

responsive, effective, efficient and sustainable co-operative governance.

Mission:

To co-ordinate, support, monitor and strengthen an integrated co-operative governance system

As part of the project, the province adopted a “war room” approach originally pioneered in KwaZulu-Natal to strengthen coordination between departments such as the departments of health, social development and home affairs. OVS is ward-based war rooms that serve to bring a range of community structures and service providers together including community policing forums, taxi associations and churches.

At Operation Vuka Sisebente’s programme will similarly allow government services to better cater for society’s most vulnerable. Operation Vuka Sisebente aims at making life easy for all women, children, elderly and people with disabilities by bringing government services closer to them.

Contacts details and venue for local OVS

NO	WARD COUNCILLOR	CONTACT DETAILS	CDWS	CONTACT DETAILS	VENUES
1	Clr. R.P Hlatshwayo	071 411 2371	B. Myeni Vacant	060 502 7671	Saul Mkhize Library
2	Clr. T.S Nkosi	082 649 9331	S. Simelane T. Thwala	060 502 7665 060 502 7571	Saul Mkhize Tusong Centre
3	Clr. D.M Ntshakala	076 838 5768	W. Ngwenya	060 502 7672	Kwangema Youth Centre
4	Clr. S.D Thwala	082 746 5092	S. Madonsela K. Nkosi	060 502 7555 076 493 0212	Iswepe Community Hall
5	Clr. J.P Makhathini	072 864 1635	Q. Shongwe	060 502 7430	Kwathandeka Community Hall
6	Clr. T.S Mafuyeka	076 674 3383	M. Simelane	060 502 7433	Councilor’s office (Rustplaas)

NO	WARD COUNCILLOR	CONTACT DETAILS	CDWS	CONTACT DETAILS	VENUES
7	Clr. JLI Brussow	084 475 2781	S. Myeni	060 502 7557	CDWs office (MKhondo Municipal Offices)
8	Clr. M.Z Ngwenya	072 100 6784	J. Msimango	060 502 7458	Maphepheni Creche
9	Clr. T.W Manana	073 427 8488	M. Shabalala D. Manana	060 502 7532 606 502 7670	Councilor's office (Sulphersprings)
10	Clr. M.D Ntuli	082 948 7946	T. Mokoena	060 502 7572	Kempville Community Hall
11	Clr. B.C Mkhwanazi	072 178 2698	S. Hlophe	060 502 7691	Eziphunzini Community Hall
12	Clr. T.B Nkosi	072 103 0210	L. Mhlanga	060 502 7474	Sthuli Hleza Community Hall
13	Clr. F.C Mthethwa	072 102 2155	Vacant		Phoswa Creche
14	Clr. Z.J Mnisi	071 572 7685	M. Nkosi	060 502 7554	Nhlaba Project Centre (Harmony Park)
15	Clr. S.M.N Bophela	072 561 8485	Vacant		Councilor's Office (Ntombe)
16	Clr. T.S.M Zulu	071 411 5167	W. Gamede	076 493 0181	Skyfin Community Hall
17	Clr. S.Z Yende	081 815 0817	P. Mavuso	076 493 0179	Phoswa Creche
18	Clr. M.L Yende	079 466 9160	Z. Yende	076 493 0318	Saul Mkhize Advice Centre
19	Clr. D.L Ngobeza	083 385 9749	S. Sukazi Z. Phakathi	060 502 7551 076 493 0310	Amsterdam Municipal Offices

2.7 IDP PLANNING PROCESS

2.7.1 KEY STAKEHOLDERS INVOLVED IN THE IDP PROCESS



2.7.2 IDP PROCESS

The following process was followed for the development of the five-year IDP 2017-2022:

2.7.2.1 Preparation Phase

The Draft IDP 2017-2022 Process Plan was adopted by Council on the 31 August 2016. The advertisement for the Draft IDP/Budget/PMS 2017-2022 Process Plan was published for public comments or inputs. The commenting period was from the 7th - 30th September 2016. The Final IDP/Budget/PMS 2017-2022 Process Plan was approved by Council on the 14 October 2016 under council resolution item no. 16/10/09A. The process plan outlined the legislative framework, organisational structures responsible for the management of the IDP processes; mechanisms for public participation and the key deadlines of activities that led to the approval of the IDP.

The process plan was developed in consultation with the Gert Sibande District Municipality's Framework Plan for IDP/Budget and PMS 2017-22 IDP Drafting and Review Process as required in terms of section 27 of the Municipal Systems Act, No. 32 of 2000.

The approved process plan was circulated to sector departments, placed in strategic areas around Mkhondo Local Municipality, advertised on the local newspaper and placed on the municipal website.

2.7.2.2 Analysis Phase

The Analysis phase commenced with data collection and establishment of consultation forums such as an IDP Steering committee meetings and IDP Rep Forum meetings. Information was collected on the current state of development or existing conditions within Mkhondo Local Municipality. An IDP Steering Committee meeting was held on the 14 September 2016. As per the approved IDP/Budget/PMS Process Plan, an IDP public participation schedule was developed in consultation with the Ward Councillors. The schedule was advertised on the local newspaper dated 30 September 2016. The communities were mobilised to attend the IDP consultative meetings. Public participation meetings were held in all 19 Wards. Public participation meetings were held from the 22 September 2016 to 25 October 2016. Communities in each ward were given the opportunity to raise issues or problems that they are currently facing within the municipality, mainly regarding service delivery. A needs analysis report was prepared dated 30th of November 2016 to conclude the Analysis Phase.

2.7.2.3 Strategy Phase

A Joint GSDM Strategic Planning Session was held from the 14 - 16 February 2017. The GSDM Strategic Planning Session encompassed all top management of the seven local municipalities within Gert Sibande District Municipality. The main purpose of the GSDM Strategic planning sessions was mainly to formulate or develop key strategies, objectives and baselines and five year targets in order to address the identified challenges within the district. The GSDM SWOT Analysis, priorities, vision, mission, goals and core values were revisited. During this phase the municipality identified the best technique to achieving its development objectives which leads to the identification of key projects.

2.7.2.4 Projects and Integration Phase

An IDP/Budget Steering Committee meeting was held on the 21 February 2017. The purpose of the meeting which was mainly to present the 2016/17 Budget Adjustment Report; to recap on the priorities and development objectives that are outlined in the Integrated Development Plan (IDP) 2016/17 and Service Delivery and Budget Implementation Plan (SDBIP) 2016/17; to measure how the municipality has performed in the past six months and to ensure alignment of the IDP, Budget and SDBIP. Mkhondo management agreed on the key projects, budget, sourcing of funding, and scope of projects to be implemented over the five year period. The identified projects were checked against the National and Provincial priorities and other related strategies and sector plans to ensure alignment and coordination amongst all spheres of government. An IDP Rep Forum Meeting was held on the 23 February 2017. The purpose of the meeting was mainly for key stakeholders (Private sector, National and Provincial Departments etc.) to present their key projects that will be implemented in the next five years and to present the status quo of current projects.

2.7.2.5 Approval Phase

The Draft IDP 2017/2022 was tabled to Council for consideration and adoption on the 28 March 2017. The Draft IDP Document was placed in key strategic areas within Mkhondo Local Municipality for comments. As per the approved IDP/Budget/PMS Process Plan, an IDP public participation schedule was developed in consultation with the Ward Councillors for the second round of public participation meetings. The schedule was advertised on the local newspaper dated March 2017. The communities were mobilised to attend the IDP consultative meetings. Public participation meetings were held in all 19 Wards. Public participation meetings were held from the 06 March 2017 to 24 March 2017. Communities in each ward were given the opportunity make inputs towards the development of the five year IDP document. The final IDP document was approved by Council end of May 2017.

Table 9: Organisational Arrangements for Public Participation

COMPOSITION	ROLES & RESPONSIBILITIES
IDP/Budget Steering Committee	
<ul style="list-style-type: none"> • Municipal Manager • General Manager: Corporate Services Department • General Manager: Technical Services Department • General Manager: Community Services Department • General Manager: Finance Department (CFO) 	<ul style="list-style-type: none"> • Manage the IDP/Budget process, including the process plan • Determine project prioritization model • Determine projects to be funded • Determine the public participation models • Monitor the implementation of projects out-
COMPOSITION	ROLES & RESPONSIBILITIES
<ul style="list-style-type: none"> • General Manager: Planning and Development • Senior Manager: IDP/LED/Tourism • Senior Manager: Town Planning, Building Control and Human Settlements. • Senior Manager: Budget • Senior Manager: PMU • Senior Manager: PMS • Senior Manager: Internal Audit 	<ul style="list-style-type: none"> lined in the IDP • Present the draft IDP/Budget to the Rep Forum • Present the draft IDP/Budget to Council for approval
COMPOSITION	ROLES & RESPONSIBILITIES
IDP Rep Forum	

<ul style="list-style-type: none"> • Executive Mayor - Chairperson • Members of Mayoral Committee • Municipal Manager • Top Management (Heads of Departments/General Managers) • Senior Manager: IDP/LED/Tourism • Senior Manager: Budget • Senior Managers • CEO of Parastatals • Traditional Authorities • Ward Councillors • Ward Committees • CDWs • NGOs • Organized Business • Provincial Departments 	<ul style="list-style-type: none"> • Serve as a platform for stakeholder's engagement • Represent constituency interest in the IDP/Budget process • Promote stakeholder's integration and alignment • Information assimilation/ -Dissemination • Capacity development and sharing • Comment of the draft IDP/Budget
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2.7.2.6 Public Participation

Public participation meetings were held in all 19 Wards as per the meeting schedules. The tables below contain community needs as identified through public participation:

WARD 1: CLLR R P HLATSHWAYO

NO.	NEEDS	VILLAGES/ TOWNSHIP/FARM	NO.OF HOUSEHOLDS	COMMENTS	RESPONSIBLE SECTOR
1.	Roads	Whole village	Not specified	The roads in ward need to be re-gravel, other need grading and storm water drainage.	Mkhondo and DPW&T
2.	Toilets	Whole village	Not specified	In RDP area they want waterborne sanitation because the one that they have are full, other households in ward needs VIP Toilets even some they have benefited.	Mkhondo and GSDM

NO.	NEEDS	VILLAGES/ TOWNSHIP/FARM	NO.OF HOUSEHOLDS	COMMENTS	RESPONSIBLE SECTOR
3.	Tittle deeds	RDP	Not specified	They want to have ownership of their houses.	Mkhondo
4.	Job opportuni- ties	Whole ward	Not specified	Mine and other organs of state need to look at gender equity employment plan when they have job opportunity in order to ensure that women and people with disability are not given equal opportunities.	Private sector and Government
5.	CWP working tools	Not specified	Not specified	-	COGTA and Dladla foundation
6.	Street light	RDP's	Not specified	Due to high rate of housebreaking we need street lights and appollo.	Mkhondo
7.	Mall	Central area	Not specified	In need of shopping centre because high population and will also create job opportunities.	Mkhondo
8.	Storm water system	RDP's	Not specified	In need of storm water system because water damage roads.	Mkhondo
9.	Paving	Whole ward	Not specified	Paving of main road	Mkhondo
10.	V drain	Whole ward	Not specified	Due to high density of rain roads are damage.	Mkhondo
11.	Electricity	Whole ward	Not specified	We have electricity but some of households need connections (Infills).	Mkhondo (MLM) and Eskom
12.	Ambulance	Whole ward	Not specified	We need emergency centre Saul Mkhizeville.	
13.	Open space at Saul Mkhizeville	Whole ward	Not specified	Must be given to people who don't have sites so that they can build their houses.	

NO.	NEEDS	VILLAGES/ TOWNSHIP/FARM	NO.OF HOUSEHOLDS	COMMENTS	RESPONSIBLE SECTOR
14.	Shelters for Hawkers	Mkhize village	Not specified	People are struggling due to the rainy or sunny weather.	Mkhondo
15.	Pipes at Saul Mkhize village	Saul Mkhize village	Not specified	Pipes are leaking at roadekraal stand no 58	Mkhondo

Table 10: Ward 1 community needs

WARD 2: CLLR T S NKOSI

NO.	NEEDS	VILLAGES/ TOWNSHIP/ FARM	NO.OF HOUSE- HOLDS	COMMENTS	RESPONSIBLE SECTOR
1.	Water	Taaibosspruit1,donkerhoek,K wambilitshisi,Kwasicathulo,Masi hambisane west, Nkosinathi, Mvathaza, Prospect 1, and Jagdrift	480	Boreholes to be installed. Water from the ground install and trucks to deliver clean water and water reticulation	Mkhondo
2.	Electricity	Taaibosspruit2,donkerhoek,K wambilitshisi,Kwasicathulo,Masi hambisane west,Nkosinathi,Mvathaza,Prospect 1, Rooikop, Jagdrift	307	Electrification of household and infills	MLM/Eskom
3.	Sanitation	Whole ward	-	VIP toilets are needed	Mkhondo
4.	Roads construction and maintenance	Whole ward		Roads are in bad state need to re gravel and paving	Mkhondo
5.	Employment opportunities	Whole ward	-	Many youth are unemployed	Mkhondo
6.	Land for farming/grazing	Saul Mkhizeville,Driehoek, Nkosinathi	Not specified	Food security and cow need grazing land	Mkhondo

NO.	NEEDS	VILLAG-ES/TOWNSHIP/ FARM	NO.OF HOUSE-HOLDS	COMMENTS	RESPONSIBLE SECTOR
7.	Bridges	Nkosinathi,Lindelani east&west	Not specified	Pederstrain bridge for learners to cross safety from one school to another	Mkhondo
8.	Bursaries	Whole ward	-	-	Mkhondo
9.	Community Hall	Saul Mkhizeville	2950	-	Mkhondo
10.	Police station	Saul Mkhizeville	2950	High crime	SAPS
11.	Skills centre	Saul Mkhizeville	2950	High rate of unskilled youth	GS College
12.	Shopping centre	Saul Mkhizeville	2950	In need of shopping centre because high population and will also create job opportunities	Mkhondo
13.	Petrol Garage	Saul Mkhizeville	Not specified	In need of petrol station, because of the one that we have is not operating	Private Investors
NO.	NEEDS	VILLAG-ES/TOWNSHIP/ FARM	NO.OF HOUSE-HOLDS	COMMENTS	RESPONSIBLE SECTOR
				24 hours	
14.	Cooperatives support	Whole ward	-	-	-
15.	Clinic	Saul Mkhize and Donkerhoek	2950	Additional clinic required and more staff member to be employed	DOH

Table 11: Ward 2 community needs

WARD 3: CLLR D M NTSKAKALA

NO.	NEEDS	VILLAGES/TOWNSHIP/FARM	NO.OF HOUSEHOLDS	COMMENTS	RESPONSIBLE SECTOR
1.	Electricity	Goedhope, Alzu Farm CPA, BosseAlleen, RooiKraal, Malayinini, Grootriefvlei, Ngema sec E, Ntithane, Vezimpilo, Amsterdam 2, Mhlongamvula, Bumbanani, Masakhane, ST Helena, Nalithuba,	340		ESKOM/MLM
2.	Water	Goedhope, Alzu Farm, Bosse-Alleen, RooiKraal, Malayinini, Grootriefvlei, Ngema sec E, Ntithane, Vezimpilo, Amsterdam 2, Mhlongamvula, Bumbanani, Nalithuba, Tower, Madanca Annyyspruit, Sangweni CPA, Etshondo	417		MLM/GSDM
3.	RDP	Entire ward	1400	There is less than 100 RDP in the entire ward	DHS
4.	Toilet and Sanitation	Entire ward		Only part of KWangema and Mabola has toilets we need to have more throughout the ward	MLM/GSDM
5.	Road Maintenance	Entire ward	Not specific	All roads are damaged there is also a need for storm water drainage and paving	MLM/GSDM
6.	Sportfield Maintainance	Mabola, Nkululeko, Ngema, Ntithane, Etshondo, Matafuleni		Many teams share one field for training and league games.	GSDM/MLM
7.	Foot bridge	Alzu Farm, Matafuleni, Ntithane,	107	Risk of school children crossing river	MLM
8.	Bridge	Mabola, Ngema, Ntithane,	Not specific		MLM
9.	Grazing land	Goedhope, Alzu Farm, Bosse-Alleen, RooiKraal, Malayinini, Grootriefvlei, Ngema sec E, Ntithane, Vezimpilo, Amsterdam 2, Mhlongamvula,		Cattle graze near the roads, and causing accident 454	MLM/DARDLEA

NO.	NEEDS	VILLAGES/TOWNSHIP/FARM	NO.OF HOUSEHOLDS	COMMENTS	RESPONSIBLE SECTOR
		Bumbanani			
10.	Multipurpose centre	Mabola,Ngema	Not specified	To be utilized by youth for access to internet and information Centre	MLM
11.	Taxi rank	Ngema,Mabola	Not specified		MLM
12.	Educational facilities	Ntintane, Etsheni, Etshondo, Grootrietvlei	Not specified	Most rural school have multi-graded classes. Consider school enrolment.	DOE
13	Sewer	Mabola	549	Health hazard to nearby community. New sewer for school and new clinic to be joined to the police station sewer which is spilling by roadside	MLM/GSDM
14.	Community Hall	Kwangema	Not specified	Community meetings are held under trees even during rains	MLM/GSDM
15.	Hawkers stalls and dumping site	Mabola	549	To reduce the high level of littering and illegal occupation of land	MLM
16.	New sites	Mabola	~+800	New township establishment	MLM
17.	Fuel filling station	Mabola and KwaNgema	Not Specified	More than 80KM distance between Mkhondo and Wakkerstroom(R543)no garage	Private sector
18.	Cemetery site and fencing	Entire ward	Not specified	Unfenced cemeteries are damaged by animals while others are occupied illegally by people who need sites	MLM
20	Job opportunity	Entire ward			

NO.	NEEDS	VILLAGES/TOWNSHIP/FARM	NO.OF HOUSEHOLDS	COMMENTS	RESPONSIBLE SECTOR
21	Speed humps	R543 road Madanca,Ematafuleni, Kwangema and Mabola			

Table 12: Ward 3 community needs

WARD 4: CLLR S D THWALA

NO	NEEDS	VILLAGES/TOWNSHIP/FARM	NO.OF HOUSEHOLDS	COMMENTS	RESPONSIBLE SECTOR
1.	Electricity	Emahoqo,New plaas, Empumalanga,Khalambazo,KaVo,Emakhanga, Emaphongohle	360	There is no electricity in all private but we manage to get permission for electricity and owner	Mkhondo
2.	Toilets	Emahoqo,New plaas, Empumalanga,Khalambazo,KaVo,Emakhanga, Emaphongohle,RDP Iswepe,Haartebees Farm	944		Mkhondo
3.	RDP Houses	Emahoqo,New plaas, Empumalanga,Khalambazo,KaVo,Emakhanga, ISwepe,Drieipan,	944		DHS
4.	Roads	Emahoqo,New plaas, Empumalanga,Khalambazo,KaVo,Emakhanga, Emaphongohle,Drieipan, RDP Iswepe,Bushman Bend,Tryson,	944		Mkhondo
5.	Water	Emakhanga,KaVo, RDP Iswepe,Drieipan,Bushmen Bend,Tryson,KaVuka, Haartbees Farm	944		Mkhondo

NO	NEEDS	VILLAGES/TOWNSHIP/FARM	NO.OF HOUSEHOLDS	COMMENTS	RESPONSIBLE SECTOR
6.	Soccer field	Emahoqo,New plaas, Empumalanga,Khalambazo,KaVo,Emak hanga, Emaphongohle,Tryson,Bushmnen, Emsinya- ne,Panbult,KwaVuka,Haartebees Farm	944		Mkhondo
7.	Police station	iswepe			SAPS
8.	Paving	Emahoqo,New plaas, Empumalanga,Khalambazo,KaVo,Emak hanga, Emaphongohle,Tryson,Bushmnen, Emsinya- ne,Panbult,KwaVuka,Haartebees Farm	944		Mkhondo
9.	Dumping site	RDP ISwepe	944		Mkhondo
10.	High school	ISwepe	944		DOE
11.	Taxi rank	Iswepe	944		Mkhondo
12.	Community hall	ISwepe	944		Mkhondo
13.	Speed hump	Iswepe	944		Mkhondo
14.	Sites	Iswepe	944		Mkhondo

Table 13: Ward 4 community needs

WARD 5: CLLR J P MAKHATHINI

NO.	NEEDS	VILLAGES/ TOWNSHIP/ FARM	NO.OF HOUSEHOLDS	COMMENTS	RESPONSIBLE SECTOR
1.	Electricity selling point	Kwathandeka	Not specified	We had to walk all the to town to buy electricity	Mkhondo
2.	Multipurpose centre	Ext 2,Ext 3	Not specified	The need for the community centre	Mkhondo
3.	Electricity installation households (Infills) Electricity	Kwathandeka,Sarashoof section	50	They don't afford to pay for electricity installation due unemployment, they don't have electricity at that farm	Mkhondo
4.	Toilets	KwaThandeka	20	They don't have toilet they depend on their neighbours	Mkhondo
5.	Community garden	Entire ward	-	Community garden to reduce hunger and fight unemployment rate	Mkhondo
6.	water	Sarashoof section/Farm	Not specified	They need of water connection	Mkhondo
7.	School Hall primary	Kwathandeka Ithole primary buhlebusile	Not specified	They don't have school hall for function	Mkhondo
8.	Community crèche	Kwathandeka, Garanteen section	Not specified	They section don't have creche	Mkhondo
9.	Fencing of dumping site	Entire ward	-	The dumping site is causing sickness in community and children are playing there	Mkhondo
10.	High school	Entire ward		They walk from the RDP section to KwaThandeka to attend school	Mkhondo
11.	Church sites	Ext 2Ext 3	3 sites	They don't have sites to build churches	Mkhondo
12.	Bus Shelters	Kwathandeka	Main Streets	We need shelters for commuters who travelling to town when it's raining	Mkhondo
13.	Tarred road to Nganana secondary	KwaThandeka		Resealing of roads	Mkhondo
14.	Thusong centre	Municipality office		To help the community	Mkhondo
15.	Stadium renovation	KwaThandeka		Our sport field need renovation	

NO.	NEEDS	VILLAGES/ TOWNSHIP/ FARM	NO.OF HOUSEHOLDS	COMMENTS	RESPONSIBLE SECTOR
16.	Water tank and electricity	Nkolovane farm		They have been struggling with water and electricity 0	Mkhondo

Table 14: Ward 5 community needs

WARD 6: CLLR T S MAFUYEKA

NO.	NEEDS	VILLAGES/ TOWNSHIP/ FARM	NO.OF HOUSE- HOLDS	COMMENTS	RESPON- SIBLE SECTOR
1.	water	Amakhaya,Watersmith, Maswazi- ni,Thuthukani, Geluk village,Redklife village old Belfast, new Belfast,Harlem, Derby, Ntintinyane, Madalas,Emarondweni, Derby mis	Not specified	We need urgent assistance when it's coming to water, truck are not enough to distribute water on time. The boreholes are dry need to be	MLM/G SDM
2.	Electricity	Kroomriver farm,Emarondweni,Kamancele farm,Smith Farm,Derby Madalasi Kwamavumabuka, Har- lem,Cascade,Derby Mission,& Derby Ntintinyane,Kamatatazela farm,Emetshisini,Ndlozane,Mafour,Asse gai,Idalia,Enambe,Makhwabane, Mehlomane,Evergreen, Kromriver, Metshisweni,Metshisweni Manzamyama	Not specified	They have access to electricity although there are some challenges that need the attention of Eskom	MLM/E skom
3.	Toilets	Metshiwani,Hanekom, Amakhaya,Watersmith, Maswazini,Thuthukani, Geluk village,Redklife village old Belfast, new Belfast,Harlem, Derby, Ntintinyane, Madalas,Emarondweni, Derby mission,Mehlomane, Witrand, Makhwabane, Mavumbuka, Rustplaas 2, Kadlothovu, Kromriver,Smith farm, Emetshisweni, Kamancele, Idalia Mission, Endlozane, Mafour,Assegai, manzamyama, evergreen	Not specified	-	Mkhon do

NO.	NEEDS	VILLAGES/ TOWNSHIP/ FARM	NO.OF HOUSE-HOLDS	COMMENTS	RESPON-SIBLE SECTOR
4.	Housing	Stinini, Amakhaya,Watersmith, Maswazini,Thuthukani, Geluk village,Redklife village old Belfast, new Belfast,Harlem, Derby, Ntintinyane, Madalas,Emarondweni, Derby mission,Mehlomane, Witrand, Makhwabane, Mavumbuka, Rustplaas 2, Kadlothovu, Kromriver,Smith farm, Emetshisweni, Kamancele, Idalia Mission, Endlozane, Mafour,Assegai, manzamyama, evergreen	Not specified	-	DHS
6.	Clinics	Rustplaas one24 hour Clinic.Dalia or Witrand 8 Clinics,Maswazin 8 Mobile Clinic to the entire ward	Not specified	We have one 8 hour Clinic in our ward but is not enough. We need more 8 hour Clinic because the ward is too vast. And we request the Department of Health to the Rustplaas Clinic to be and24 hour Clinic and also the name be change to EMZAMOWETHU CLINIC.	Mkhondo
7.	Fencing and signage of road esrta blishment of streets,paving of roads	Derby Tower,Dlozane,Riverside Geluk village,Redklife village old Belfast, new Belfast,Harlem, Derby, Ntintinyane, Madalas,Emarondweni, Derby mission,Mehlomane, Witrand, Makhwabane, Mavumbuka, Rustplaas 2, Kadlothovu, Kromriver,Smith farm, Emetshisweni, Kamancele, Idalia Mission, Endlozane, Mafour,Assegai, manzamyama, evergreen		Signage of road for pedestrian crossing	Mkhondo
8.	ECD	Harlem	650	-	Mkhondo
9.	Bulk sewer	Rustplaas 1	650	-	Mkhondo
10.	Pegging of stands	Rustplaas 1		-	

NO.	NEEDS	VILLAGES/ TOWNSHIP/ FARM	NO.OF HOUSE-HOLDS	COMMENTS	RESPONSIBLE SECTOR
11.	Community halls	Amakhaya,Watersmith, Maswazini,Thuthukani, Geluk village,Redklife village old Belfast, new Belfast,Harlem, Derby, Ntintinyane, Madalas,Emarondweni, Derby mission,Mehlomane, Witrand, Makhwabane, Mavumbuka, Rustplaas 2, Kadlothovu, Kromriver,Smith farm, Emetshisweni, Kamancele, Idalia Mission, Endlozane, Mafour,Assegai, manzamyama, evergreen		-We don't have community halls in our Ward especially at Rustplaas because Rustplaas is the semi urban area its difficult if there is a wedding or any Community gathering.	DOH
12.	Sport facility	Amakhaya,Watersmith, Maswazini,Thuthukani, Geluk village,Redklife village old Belfast, new Belfast,Harlem, Derby, Ntintinyane, Madalas,Emarondweni, Derby mission,Mehlomane, Witrand, Makhwabane, Mavumbuka, Rustplaas 2, Kadlothovu, Kromriver,Smith farm, Emetshisweni, Kamancele, Idalia Mission, Endlozane, Mafour,Assegai, manzamyama, evergreen		-	
13.	Brigde			-	
14.	Sate elite Police station	Rustplaas one.Watrand or Dalia,Redklif or Maswazini		There is a growing crime in our ward assault stock theft house breaking and growing of alcohol and ducks in some areas so that is why we need a sate elite police station and that can help the CPFs.	
15.	Cell phone network Vodacom and MTN	Ndlozane ,Derby ,Belfast, Marondwen,Madalas, Haarlem, Ntintinyane,Dalia Mission,Redklif,Ndlozane.		The network will help the community for communication in these areas for emergence like policy Ambulances. I will be	

NO.	NEEDS	VILLAGES/ TOWNSHIP/ FARM	NO.OF HOUSE-HOLDS	COMMENTS	RESPON-SIBLE SECTOR
	Cell C and other cell phone network			very much appreciate if this request can be tacked very Sirius and speedup	
16.	School that need to be revamped	1.Mlilo Comprehensive School 2.Berby Lower Primary School 3.Mehlwemamba Lower Primary School4.Holdesheim Lower Primary School 5.Yollowstone Lower Primary School 6.Ziwelile Lower Primary School 7.Vulindlela Lower Primary School 8.Siyeza Lower Primary School.		These schools need to be revamped with the new classrooms clean water and toilets.	
17.	Job Opportunitys and skills Development	Old Belfast, New Belfast,Rustplaas 2,Rustplaas one ,Dalia Village,Dalia mission,Makhwabane,Mavumbuka,Uhlelo River side,Kwadlothovu ,Derby Ntintinyane,Emarondweni,Derby mission,Derby Nyandeni Madalas,Ndlozane,Haarlem,Witrans Mtshotshomeni Ebrinjini Charcoal village ,Kamancele farm,Amakhaya,Smith farm,Mafour, Assegai, Ezintandaneni,Kromrivier emetshiswen Rustplaas 2,Emetshisweni Kromrivier,Water Smith,Redklif Gurlek,Manzamnyana, Maswazin,Evergreen		The skills development will help the community to develop the self and that will reduce the unemployed rate in the ward.	
18.	LED	Old Belfast,new Belfast,Rustplaas 2,Rustplaas one,Dalia Village,Dalia mission,Makhwabane,Mavumbuka,Uhlelo River side, Kwadlothovu, Derby Ntintinyane,Emarondweni,Derby mission, Derby Nyandeni Madalas,Ndlozane,Haarlem,Witrans Mtshotshombeni Ebrinjini Charcoal Village,Kamancele farm,Amakhaya,Smith farm Mafour, Assegai,Ezintandaneni,Kromrivier emetshiswen Rustplaas 2, Emetshweni		The LED will help our business people to grow up in the ward and reduce the unemployment rate in the ward.	

NO.	NEEDS	VILLAGES/ TOWNSHIP/ FARM	NO.OF HOUSE-HOLDS	COMMENTS	RESPON-SIBLE SECTOR
		Kromrivier,Water Smith,Redklif Gurlek Maswazin, Manzamnya,Evergreen.			
19.	Township establishments.	Amakhaya,Watersmith, Maswazi-ni,Thuthukani, Geluk village,Redklife village old Belfast, new Belfast,Harlem, Derby, Ntintinyane, Madalas,Emarondweni, Derby mission,Mehlomane, Witrand, Makhwabane, Mavumbuka, Rustplaas 2, Kadlothovu, Kromriver,Smith farm, Emetshisweni, Kamancele, Idalia Mission, Endlozane, Mafour,Assegai, manzamnyama, evergreen		That will help area to be develop.	
20.	Roads and sports grounds grading.	Rustplaas one, and other Proposed areas in the ward.		Would help the community Vehicles in the area to be damaged and also the sports grounds to be right for the young to keep them busy and reduce drugs and alcoholic in the ward	
21.	Paving of Derby road	Old Belfast,new Belfast,Rustplaas 2, Rustplaas one ,Dalia Village, Dalia mission, Makhwabane, Mavumbuka, Uhlelo River side, Kwadlothovu, Derby Ntintinyane, Emarondweni, Derby mission, Derby Nyandeni Madalas, Ndlozane, Haarlem, Witrand Mtshotshombeni Ebrinjini Charcoal Village, Kamancele farm, Amakhaya, Smith farm, Mafour, Assegai, Ezintandaneni, Kromrivier Emetshiswen Rustplaas 2Kromriveir, Smith Redklif Gurlek, Evergreen, Manzamnyama, Maswazin.			
22.	Elderly Centres	Rustplaas one			

NO.	NEEDS	VILLAGES/ TOWNSHIP/ FARM	NO.OF HOUSE-HOLDS	COMMENTS	RESPON-SIBLE SECTOR
23.	Day Care Centres	Rustplaas one and Entire ward			
24.	Municipal Sate elite Office	Old Belfast,new Belfast,Rustplaas 2,Rustplaas one,Dalia Village,Dalia mission,Makhwabane,Mavumbuka,Uhlelo River side, Kwadlothovu, Derby Ntintinyane,Emarondweni,Derby mission, Derby Nyandeni Madalas,Ndlozane,Haarlem,Witrand Mtshotshombeni Ebrinjini Charcoal Village,Kamancele farm,Amakhaya,Smith farm Mafour, Assegai,Ezintandaneni,Kromrivier emetshiswen Rustplaas 2, Emetshweni Kromrivier,Water Smith,Redklif Gurlek Maswazin, Manzamnya.			
25.	Multipurpose Centre and youth Centres.	Rustplaas one.		The Multipurpose help the young people about the activities and also the community to get service to the area.	
26.	Sport Centre facilities.	Rustplaas and at the entire ward.		The sport centre will help the for game and keep them baize.	
27.	Disable Centres	Old Belfast,new Belfast,Rustplaas 2,Rustplaas one,Dalia Village,Dalia mission,Makhwabane,Mavumbuka,Uhlelo River side, Kwadlothovu, Derby Ntintinyane,Emarondweni,Derby mission, Derby Nyandeni Madalas,Ndlozane,Haarlem,Witrand Mtshotshombeni Ebrinjini Charcoal Village,Kamancele farm,Amakhaya,Smith farm Mafour, Assegai,Ezintandaneni,Kromrivier emetshiswen Rustplaas 2, Emetshweni Kromrivier,Water Smith,Redklif Gurlek Maswazin		Will help the people with disable keeping busy	

NO.	NEEDS	VILLAGES/ TOWNSHIP/ FARM	NO.OF HOUSE-HOLDS	COMMENTS	RESPON-SIBLE SECTOR
28.	Pension Pay points.	Rustplaas one and Entire ward		The pension pay point will help the community to get the grant to the area they stayed.	
29.	Collection of Solid waste.	Rustplaas one		The lightning detector will protect the communities and their home from the damages of the lightning.	
30.	High mast lights	Old Belfast,new Belfast,Rustplaas 2,Rustplaas one,Dalia Village,Dalia mission,Makhwabane,Mavumbuka,Uhlelo River side, Kwadlothovu, Derby Ntintinyane,Emarondweni,Derby mission, Derby Nyandeni Madalas,Ndlozane,Haarlem,Witrans Mtshotshombeni Ebrinjini Charcoal Village,Kamancele farm,Amakhaya,Smith farm Mafour, Assegai,Ezintandaneni,Kromrivier emetshiswen Rustplaas 2, Emetshweni Kromrivier,Water Smith,Redklif Gurlek Maswazin.		The high mast lights will reduce crime in the ward	
31.	Vending machines for electricity purchase.	Old Belfast,new Belfast,Rustplaas 2,Rustplaas one,Dalia Village,Dalia mission,Makhwabane,Mavumbuka,Uhlelo River side, Kwadlothovu, Derby Ntintinyane,Emarondweni,Derby mission, Derby Nyandeni Madalas,Ndlozane,Haarlem,Witrans Mtshotshombeni Ebrinjini Charcoal Village,Kamancele farm,Amakhaya,Smith farm Mafour, Assegai,Ezintandaneni,Kromrivier emetshiswen Rustplaas 2, Emetshweni Kromrivier,Water Smith,Redklif Gurlek Maswazin		The vending machines will help the communities to buy the electricity naira.	

NO.	NEEDS	VILLAGES/ TOWNSHIP/ FARM	NO.OF HOUSE-HOLDS	COMMENTS	RESPON-SIBLE SECTOR
32.	Lightning Detectors	Old Belfast,new Belfast,Rustplaas 2,Rustplaas one,Dalia Village,Dalia mission,Makhwabane,Mavumbuka,Uhlelo River side, Kwadlothovu, Derby Ntintinyane,Emarondweni,Derby mission, Derby Nyandeni Madalas,Ndlozane,Haarlem,Witrاند Mtshotshombeni Ebrinjini Charcoal Village,Kamancele farm,Amakhaya,Smith farm Mafour, Assegai,Ezintandaneni,Kromrivier emetshiswen Rustplaas 2, Emetshweni Kromrivier,Water Smith,Redklif Gurlek Maswazin		The detector will protect the communities and their home from the damages of the lightning	
33.	Agriculture and comitial farming and land for Gracing	Old Belfast,new Belfast,Rustplaas 2,Rustplaas one,Dalia Village,Dalia mission,Makhwabane,Mavumbuka,Uhlelo River side, Kwadlothovu, Derby Ntintinyane,Emarondweni,Derby mission, Derby Nyandeni Madalas,Ndlozane,Haarlem,Witrاند Mtshotshombeni Ebrinjini Charcoal Village,Kamancele farm,Amakhaya,Smith farm Mafour, Assegai,Ezintandaneni,Kromrivier emetshiswen Rustplaas 2, Emetshweni Kromrivier,Water Smith,Redklif Gurlek Maswazin		Agriculture will help the communities to cultivate food for themselves and also to help the country for the food security	
34.	Storm water drainage	Old Belfast,new Belfast,Rustplaas 2,Rustplaas one,Dalia Village,Dalia mission,Makhwabane,Mavumbuka,Uhlelo River side, Kwadlothovu, Derby Ntintinyane,Emarondweni,Derby mission, Derby Nyandeni Madalas,Ndlozane,Haarlem,Witrاند Mtshotshombeni Ebrinjini Charcoal Village,Kamancele farm,Amakhaya,Smith farm Mafour, Assegai,Ezintandaneni,Kromrivier emetshiswen Rustplaas 2, Emetshweni		Will help the streets not be damages by water	

NO.	NEEDS	VILLAGES/ TOWNSHIP/ FARM	NO.OF HOUSE-HOLDS	COMMENTS	RESPON-SIBLE SECTOR
		Kromrivier,Water Smith,Redklif Gurlek Maswazin			
35.	Bridges	Rustplaas one		There is areas that need bridges for vehicles crossing.	
36.	Cemetery Yard.	Rustplaas, Kwamancele ,Amakhaya.		The fencing of the Cemeteries will help to stop damages by animals.	

Table 15: Ward 6 community needs

WARD 7: CLLR J L I BRUSSOW

NO.	NEEDS	VILLAGES/ TOWNSHIP/FARM	NO.OF HOUSEHOLDS	COMMENTS	RESPONSIBLE SECTOR
1.	Resident site	Group 10/eMkhondo		We need more sites	Mkhondo
2.	Electric main Substation	eMkhondo		Additional transformer	Mkhondo
3.	Roads	eMkhondo		Resealing and patching of potholes	Mkhondo
4.	Street light	eMkhondo		Additional street in all whole street	Mkhondo
5.	Road signs &street naming	Emkhondo/group 10		Renaming of street and put signs where the name was change	Mkhondo
6.	Electricity	eMkhondo		Confirmation of hydroelectricity implementation	Mkhondo
7.	Railings, sidewalks/bridges	eMkhondo		Maintaining of drainage and storm water service	Mkhondo
8.	Hall	Group 10		Hall is needed in group 10 because of growth number of population	Mkhondo
9.	Extension/Upgrade of the clinic	eMkhondo		Extension of the existing structure is too small to accommodate all population	DOE/health committee
10.	Speed humps	Group 10			Mkhondo
11.	Taxi Rank	CBD		Expanding of Taxi rank	Mkhondo
12.	High school	eMkhondo		Additional high school	Mkhondo
13.	Job Opportunity/skill development	eMkhondo		Job opportunities need we have many unemployed youth and skill centre to help youth	All sector

NO.	NEEDS	VILLAGES/ TOWNSHIP/FARM	NO.OF HOUSEHOLDS	COMMENTS	RESPONSIBLE SECTOR
				to gain skill and open more doors	
14	Maintenance of Parks	eMkhondo		Grass cutting of all park around town	
15	Skill centre	eMkhondo		In order to keep youth busy and to open opportunity to develop themselves	
16	RDP	Group 10		for better housing and residential sites for people who can afford to build on their own	
17	Scholar transport	eMkhondo		To transport pupil who are studying at location	
18	Entertainment area and Sports field	Group 10		In all area around mkhondo we do not have place for entertainment for youth where they can spend time with other kids without taking drugs and alcohol.	

Table 16: Ward 7 community needs

WARD 8: CLLR M Z NGWENYA

NO.	NEEDS	VILLAGES/ TOWNSHIP/FARM	NO.OF HOUSEHOLDS	COMMENTS	RESPONSIBLE SECTOR
1.	Land	Ajax, Matsheni, Dr Pols, Mancithini, Newhome, Malayinini and Maphepheni	171	The challenge of land is long overdue the community of Ajax in particular need the residential land, the offer for land purchase forwarded to the Department in 2012 by Land Lord. Newhome land owner by Mondi and Maphepheni need site pegging. Most land owned by Private Companies or White Farmers.	Mondi
2.	Water	Dr Pols, Gadlanga, Groenfan- tein, Kwacilo, Madola, Rooipot Farm, Matheni, Mission, Portigtershoek	Not specified	Most of the farms use to access water through boreholes, other boreholes are dry and other need proper connections and maintenance	MLM/GSDM
3.	School Transport	Ajax		The department withdraw the scholar transport due to less than 5 km distance but the community not satisfied	
4.	Primary school	Ajax/Dr Pols		Due to N2 road cross by children not safety community request for alternative by construction of the school	
5.	Youth cen- tre	Whole ward		We used to have structure for the Youth centre to assist the youth on accessing information and write CV but it closed due owner of the building refuse to continue provides us with building	

NO.	NEEDS	VILLAGES/ TOWNSHIP/FARM	NO.OF HOUSEHOLDS	COMMENTS	RESPONSIBLE SECTOR
6.	Electricity	Dr Pols new stands,Gadlanga, Groenfan-tein,Kwacilo,Madola, Rooipot Farm,Mission, Portigetershoek,Maliyinini new stand Ampie Farm Sunbank	Not specified	At Dr pols and Malayinini new stand need electricity,other areas need to electrified since they have no electricity	MLM/Eskom
7.	Waste re- moval	All ward no waste removal	Not specified	Our ward is rural some village need removal or management	
8.	Communi- ty projects	All village not having CWP		Most of our community need community project to eliminate the challenge of job opportunities	
9.	Sport field	Entire ward		All ward need maintenance of available sport ground and more sports code facilities needed	
10.	Roads	All ward		Our ward roads need regravellig and open of entrance roads since it's a gravel roads.	
11.	Cemeteries	All ward		We need fencing of cemeteries and other areas need land for cemeteries	
12.	Clinic	Kleinvrystaat,Athalia and Maphepheni		Our community walk long distance to access health facility or must use mobile clinic challenge visit once a month while most people in need of health services	DOH
13.	Sanitation sewer	Maphe-pheni,Ajax,athalia and Malayinini	Not specified	VIP toilets and Pit toilets are healthy and our areas access water from the boreholes it might contaminated	MLM/GSDM/D WS
14.	RDP houses	All	Not specified	Most people in ward 08 stays in mud houses, they needs	DHS

NO.	NEEDS	VILLAGES/ TOWNSHIP/FARM	NO.OF HOUSEHOLDS	COMMENTS	RESPONSIBLE SECTOR
				assistance for those have land	

Table 17: Ward 8 community needs

WARD 9: CLLR T W MANANA

NO.	NEEDS	VILLAGES/TOWNSHIP/FARM	NO.O F HOUS E- HOLD S	COMMENTS	RESPONSI - BLE SECTOR
1.	Clinic	Sulphursprings (emathendeni)Middle of the ward	8733	Ward 09 community travel 50km to access clinic in town. People taking medication daily suffer default due to the long distance to access medication.	DOH
2.	Hall	Sulphursprings (emathendeni)Middle of the ward	3000	We don't have a place to convene meetings and events. Government and communities are convened under trees.	MLM
3	Water	Ezibawini, Ezimbonjeni, Kubhedu no 1, Kubhedu no 3, Vezokuhle, Encaneni, Nkokhweni, Qalakusha 1 & 2, Mpumelelo(Khumalo)Masakhane, Berbice, Bhadaza, Mozane,Engwenyameni, Nyamane, Sulphuresrings, Confidence, Congo, Alma, Mahamba,Kwandlebe, Sphuthuma, Madlodlogo,Kwarati , Wagendrief, Kwajakobe, Kwahhasi, Exhoseni, Esgudeni, Kwadulini 1, 2 & 3, Moolman emagesini, Moolman shop, Kwabholo 1 & 2, Kwagusheni, Ngebevu, Skapral 1 & 2, Mantonga, Kwambhucu,Kwagqamu, Kwakhothi, Moolman kwazeff, Moolman TWK, Moolman Rulf, Emgombeleni, Kumpongwane, Masakhane 2.	4987	There is a huge water crisis in ward 09	

NO.	NEEDS	VILLAGES/TOWNSHIP/FARM	NO.O F HOUS E-HOLD S	COMMENTS	RESPONSI - BLE SECTOR
4.	Electricity	Congo, Alma, Kwandlebe, Berbice, Madlodlongo, Sulphurspring, Sphuthuma Jakobe, Confidence, Kwarati , Wagendrieff, Ogwayini, Nnaneni, Ezimbhonjeni, Skapraal, Ngubevu, Mchwathibane, Moolman, Esguqeni, Nkonkweni, Ngwanyameni, Emgombeleni, Emadulini, Kwandonyane, Waterir, Wgendrift (Kwahhasi), Ezimbidleni, Emozane, Emasotsheni.	3240	All the mentioned villages need electricity, they can't buy refrigerators because of no electricity. Farmers do not allow them to collect firewood's in their forest.	Mkhondo /Es kom
5.	Land	Congo, Alma, Kwandlebe, Berbice, Madlodlongo, Sulphursprings, Sphuthuma KwaJakobe, Confidence, Kwarati , Wagendrieff, Ogwayini, Skapraal, engubevu, Moolman, Esguqeni, Nkonkweni, Ngwanyameni, Emgombeleni, Emadulini, Kwandonyana, Waterir, Wagendrift (Kwahhasi), Ezimbidleni, Emozane, Emasotsheni, Nkokhweni, Exhosini, Emtonga, Speenkopies, Kwajongo, Blomendal, Kwakhothi,	2733	Communities can't access basic Government services as they are not entitle to land. Farmers evict people in their farms	M
6.	Thusong Centre	Sulphursprings (emathendeni) Middle of the ward	3000	It is expensive to travel to town to access government services such as Home Affairs, Department of Social Development, SASSA and Agriculture. It cost R100 per trip to access basic services.	MLM
7.	Job opportunities	Entire ward	10000	-	All sectors
8.	RDP Houses	Entire ward	10000	-	DHS

NO.	NEEDS	VILLAGES/TOWNSHIP/FARM	NO.O F HOUS E- HOLD S	COMMENTS	RESPONSI - BLE SECTOR
9.	Roads	Mantonga, Ezimbidleni, Berbice, Mahamba, Esguqeni, Kwamagadla, Confidence, Delfkom, Congo, Ezimbonjeni, Ezibawini, Sbetha, Kubhedu, Masakhane, Kwanjongo, Mpumelelo, Sqalokusha, Ezimbidleni	537	Roads are not in good condition government properties found difficult to communities' service such water tanks, school Bus and other institutions	MLM
10.	School	Cana Combined school, Dumsani Primary School, Mnatonga primary School, Blomendal Primary School, Moolman Combine School, Delfkom Primary School, Nkokhweni Primary School, Mahamba Primary School		The school in the private land and building is for mission.	DOE
11.	Sportsgro und	Ndwalaza, Kwabhedu, Delfkom, Berbice , Kwarati, Confidence, Wagendrift, Mantionga Sulphersprings, Kwamagadla Mhamba, Sphuthuma, Ezimbidleni, Bloomendal, Enhlebela, Ezibawini, Moolman, Ezibawini, Kwahhansi,			MLM
12	Electricity Infills	Ezimbidleni, Blomendal, Masakhane, Ebhodweni, Bergplaas, Delfkom, Evezokuhle, Kubhedu, Sbetha,			
13	Maintains of district roads	D646, D2486, D390 & D466	Whol e ward	Panching of potholes	

NO.	NEEDS	VILLAGES/TOWNSHIP/FARM	NO.O F HOUS E- HOLD S	COMMENTS	RESPONSI - BLE SECTOR
14	Cellphone Network	Delfkom,Evezokuhle enhlebela,Bergplaas and Kwajongo	2114	The is need for network because of any emergency situation that arises unexpected	
15	CWP Project	Berbice,Kubhedu,vezokuhle,Esbetha, Blomedal,Ezimbidleni, Wagendrift,Exhoseni,Exhoseni,Ogwayini,Alma, Kwandlebe,Madlodlongo,Kwa Jongo,sphuthuma,berbice Sulphersprings,Jakobe,confidance,Mantonga,K wakati,ogwayini,nganeni,Skapraal, Ngu-bevu,Mkhwathibane,Moolman,Esguqe ni	2000	Creating more jobs in the area	
15	Pedestrian Bridges	Ezibawini, Ebhadaza, Ezimbonjeni	689	Children are traveling long distance because streams,weneed to have pedestrian bridge	
16	Borehole	Kwakhothi,Emadulini 1,2 & 3, Confidence, Eguqeni, Madlodlongo, Alma, Ezibawini, Ezimbonjeni, Enkokhweni, Skapral, 1 & 2, Kwabholo 1 & 2, Engubevu, Ebhadaza, Emasotsheni, Engwenyameni, Kwandoyana, Esgodlweni, Cana, Sulphersprings,		Maintenance of boreholes and adding more boreholes	

NO.	NEEDS	VILLAGES/TOWNSHIP/FARM	NO.O F HOUS E-HOLD S	COMMENTS	RESPONSI - BLE SECTOR
17	Reticulation	Enhlebela, Ezimbidleni, Wagendrieft, Ebhodweni, Kwamagadla, Evezokuhle	987		
18	VIP toilets	Whole ward	8733	There is a need for better sanitation	
19	Highmast light	Ebhodweni	44	The high mast light are not work we need to connect to electricity because solar system is not working	
20	Youth centre	Sulphursprings	Whole ward	There is existing youth centre that need funding and infrastructure	
21	High school ABET School and combine school	Cana combine, Delfkom, Moolman		There is one high school in the whole ward and that combine school need to be refurbish and extension and lot of youth did not finish school due teenage pregnancy and over age	
22	Satelite police Station	Delfkom	3122	We need police station because the we travel long distance to report cases and when we need assistance	
23	DD TANKs	Bergplaas, Berbice, Evezokuhle	1641	We request change for solar system to electrical system because the current system do not have power to supply the whole community	

NO.	NEEDS	VILLAGES/TOWNSHIP/FARM	NO.O F HOUS E- HOLD S	COMMENTS	RESPONSI - BLE SECTOR
24	Masakhane Project water	Masakhane (SPORTS GROUND)	24	WE request to reconnection of water pipe and taps for communal use	

Table 18: Ward 9 community needs

WARD 10: CLLR MD NTULI

NO.	NEEDS	VILLAGES/ TOWNSHIP/FARM	NO.OF HOUSEHOLDS	COMMENTS	RESPON- SIBLE SECTOR
1.	Site and RDP	Entire ward		-	MLM
2.	Storm water drainage maintenance	Kempville,Reitville, Magadeni Sgodiphola		-	MLM
3.	Gate			-	MLM
4.	Refuse Plastic Bag	Kempville,Reitville, Magadeni Sgodiphola		-	MLM
5.	Speed Harms	Kempville,Reitville, Magadeni Sgodiphola		-	MLM
6.	Notice board of illegal diumping	Kempville,Reitville, Magadeni Sgodiphola		-	MLM
7.	Electricity			-	MLM
8.	EPWP Project and job opportunity	Kempville,Reitville, Magadeni Sgodiphola		-	MLM
9.	Paving of roads	Kempville,Reitville, Magadeni Sgodiphola		-	MLM
10.	Pipe stands water	Kempville,Reitville, Magadeni Sgodiphola		-	MLM
11.	Renovation of stadium	Kempville,Reitville		-	MLM
12.	Pedestrian bridge	Kempville,Reitville, Magadeni Sgodiphola		-	MLM

NO.	NEEDS	VILLAGES/ TOWNSHIP/FARM	NO.OF HOUSEHOLDS	COMMENTS	RESPON- SIBLE SECTOR
13.	Community hall	Kempville,Reitville, Magadeni Sgodiphola		-	MLM
14.	Multipurpose centre	Kempville,Reitville, Magadeni Sgodiphola		-	MLM

Table 19: Ward 10 community needs

WARD 11: CLLR B C MKHWANAZI

NO.	NEEDS	VILLAGES/TOWNSHIP/FARM	NO.OF HOUSE- HOLDS	COMMENTS	RESPONSIBLE SEC- TOR
1.	Park Renewal	Sbetha'moya,Magadeni,Eziphunzini,Thokozane,Maraba	350	-	Mkhondo
2.	Tarred Road	Sbetha'moya,Magadeni,Eziphunzini,Thokozane, Maraba		-	Mkhondo
3.	Primary School	Eziphunzini (green field)	3200	Young kids from Eziphunzini walking long distance from greenfield to Nqubeko P School	DOE
4.	Library	Eziphunzini	4300	Education is important we need library so that community to be empowered	DOE
5.	toilet	Eziphunzini	3800	Most of household at eziphunzini they don't have toilet and the challenge is long overdue since the establishment of the section	MLM
6.	Pedestrian bridge	Maraba and Magadeni	2500	The challenge of the pedestrian is long overdue	MLM
7.	Electricity	Eziphunzini	4000	The electricity	ESKOM
8.	Job opportunities	Sbetha'moya,Magadeni,Eziphunzini,Thokozane, Maraba	6900		All Sector

NO.	NEEDS	VILLAGES/TOWNSHIP/FARM	NO.OF HOUSEHOLDS	COMMENTS	RESPONSIBLE SECTOR
9.	Sites	Sbetha'moya, Magadeni, Eziphunzini, Thokozane, Maraba	10,000	Residential and business sites Agricultural purpose Church sites	Mkhondo
10.	TVET College	Sbetha'moya, Magadeni, Eziphunzini, Thokozane, Maraba	10,000	Most of youth need to further education	DHE
11.	RDP Houses	Sbetha'moya, Magadeni, Eziphunzini, Thokozane, Maraba	10,000	-	DHS
12.	Sport facilities	Sbetha'moya, Magadeni, Eziphunzini, Thokozane, Maraba	7000	For entertainment and recreational centre	Mkhondo/DSCR
13.	Street light	Sbetha'moya, Magadeni, Eziphunzini, Thokozane, Maraba	10,000		Mkhondo
14.	Water tap/reticulation	Eziphunzini	4800	They don't have access to water	Mkhondo
15.	Pedestrian bridge	Magadeni	150	-	Mkhondo
16.	Solar Gezer	Entire wards Magadeni, Sbetha, Maraba, Thokozane, Eziphunzini	7900	To minimise cost electricity it would better for the municipality to introduce the of Solar Gazer	Mkhondo
17.	Taxi road	Eziphunzini, green field	3200	-	Mkhondo/GSDM
18.	Connection of sewer	eziphunzini	6000	For those have RDP house it difficult for them	Mkhondo/GSDM
19.	Crèche	Eziphunzini	7800	-	DSD

Table 20: Ward 11 community needs

WARD 12: CLLR T B NKOSI

NO.	NEEDS	VILLAGES/TOWNSHIP/FARM	NO.OF HOUSEHOLDS	COMMENTS	RESPONSIBLE SECTOR
1.	Sites	Entire ward	1200	Residential & business sites	Mkhondo
2.	RDP Houses	Entire ward	50		DHS

NO.	NEEDS	VILLAGES/ TOWNSHIP/FARM	NO.OF HOUSEHOLDS	COMMENTS	RESPONSIBLE SECTOR
3.	Streets light	Entire ward	All	To high crime in night	Mkhondo
4.	Potholes	Entire ward		To close potholes	Mkhondo
5.	V Drains	Entire ward		To clean and maintain	Mkhondo
6.	Open Site	Entire ward		Cleaning of open site	Mkhondo
7.	Speed Humps	Entire ward	06	Reducing speed, and speed control	Mkhondo
8.	Roads Maintenance	Entire ward		Refilling of gravel streets	Mkhondo
9.	Recreation facilities	Entire ward		Playing facilities for kids	Mkhondo/DSCR
10.	Electricity	Entire ward		Infill in other household	Mkhondo
11.	2 pedestrian bridges	Entire ward	04	Easy to bypass between Phola Park and Richards bay	Mkhondo
12.	Educational satellite branch	Entire ward		Empower and skill development of youth	DHE
13.	Library	Entire ward		Empower and skill development of youth	DSCR
14.	Sewerage	Entire ward		Maintain of sewerage system	Mkhondo
15.	Grass cutting	Entire ward		Nearby the main road and vacant sites	Mkhondo
16.	Community gardens	Entire ward		To help women and youth with food security	Mkhondo
17.	Mini complex welding & Thusong Centre	Entire ward		Empower youth and ensure of Batho Pele	Mkhondo

Table 21: Ward 12 community needs

WARD 13: CLLR F C MTHETHWA

NO.	NEEDS	VILLAGES/ TOWNSHIP/FARM	NO.OF HOUSEHOLDS	COMMENTS	RESPONSIBLE SECTOR
1.	Electricity	Phoswa, Eziphunzini	17	They need electricity	Mkhondo/ Eskom
2.	Water	Mangosuthu, Phoswa, Eziphunzini	50	They need water reticulation	Mkhondo
3.	Toilet	Mangosuthu, Eziphunzini, Phoswa	200		Mkhondo
4.	Sewer System	Mangosuthu, Eziphunzini, Phoswa	500	There is no sewer system	Mkhondo/GSDM
5.	Roads	Mangosuthu, Eziphunzini, Phoswa	500	Re-gravelling of short road	Mkhondo
6.	Primary School	Mangosuthu		Learner are travelling long distance to nearby school and there is no transport for them	DOE
7.	Sites	Mangosuthu, Eziphunzini, Phoswa	500	Addition site are needed for people because they invading the municipal site	Mkhondo
8.	RDP Houses	Mangosuthu, Eziphunzini, Phoswa	1000	Additional Houses for disability and child headed families	DHS
9.	Job Opportunity	Mangosuthu, Eziphunzini, Phoswa	1000	Job creation for youth and women through CWP,EPWP,Mines and other stakeholders	Mkhondo and Private Sector
10.	Pedestrian Bridge	Sbetha, Mangosuthu	03	-	Mkhondo

Table 22: Ward 13 community needs

WARD 14: CLLR Z L MNISI

NO.	NEEDS	VILLAGES/ TOWNSHIP/FARM	NO.OF HOUSE- HOLDS	COMMENTS	RESPONSIBLE SECTOR
1.	Sewer reticulation	Mangosuthu		-	Mkhondo

NO.	NEEDS	VILLAGES/ TOWNSHIP/FARM	NO.OF HOUSE- HOLDS	COMMENTS	RESPONSIBLE SECTOR
2.	RDP Houses/Residential sites	Mangosuthu, Harmony & Phola Park		-	DHS
3.	Roads	Mangosuthu, Harmony & Phola Park		-	Mkhondo
4.	Storm water drainage	Mangosuthu, Harmony Mangosuthu, Harmony & Phola Park		-	Mkhondo
5.	High mast light/Street light	Mangosuthu, Harmony Mangosuthu, Harmony & Phola Park		-	Mkhondo
6.	Cultural ,Sport and recreation	Mangosuthu, Harmony & Phola Park		-	DSCR
7.	Community Hall/Multipurpose Centre	Mangosuthu, Harmony		-	Mkhondo
8.	Job opportunities	Mangosuthu, Harmony & Phola Park		-	All sector
9.	Maintenance of short streets	Mangosuthu and Phola Park		-	Mkhondo
10.	Business Sites	Mangosuthu, Harmony & Phola Park		-	Mkhondo
11.	Mobile police station	Mangosuthu & Phola Park		-	SAPS
12.	Extension of Harmony Park Combine School	Harmony Park			DOE
13.	Primary School	Mangosuthu & Phola Park			DOE
14.	Free EDC at Harmony Park Combine school	Harmony Park			DOE

Table 23: Ward 14 community needs

WARD 15: CLLR SNM BOPHELA

NO.	NEEDS	VILLAGES/TOWNSHIP/FARM	NO.OF HOUSEHOLDS	COM- MENTS	RESPONSIBLE SECTOR
1.	Grading of roads	All village	800		MLM

NO.	NEEDS	VILLAGES/TOWNSHIP/FARM	NO.OF HOUSEHOLDS	COMMENTS	RESPONSIBLE SECTOR
2.	Water	All village	800		
3.	Job opportunities	All village	1000		MLM
4.	Electricity and infills	All Village	850		ESKOM/MLM
5.	RDP house	All village	1000		DHS
6.	Clinic	Commondale	1000		DOH
7.	Sanitation	Obumbane,Emkhonjwane,Kwakhisela,Bakenkop,KwaMhanga			
8.	disludging	KwaBayers,Khalambazo,Ntombe mission,Nederland,Ebazane,Libhaba,Zitholeni,Jikagogo,Mnaba			
9.	Fencing of cemeteries	Ntombe Mission,Khalambazo,Kwabeyers,Matshamhlophe			
10	Creches	All village			DOE/DSD
11.	Fencing of school	Ntombe Mission,Khalambazo,Kwabeyers,Matshamhlophe			DOE
12.	Youth centre	Ntombe Mission,Khalambazo,Kwabeyers,Matshamhlophe			DSD
13.	Sport field grading	All farm			MLM
14.	Satellite police station	Nederland, Ntombe mission			SAPS
15.	Network	Ekuphileni,KwaMnaba,Ndinsini			VODACOM/MTN /CELL C

NO.	NEEDS	VILLAGES/TOWNSHIP/FARM	NO.OF HOUSEHOLDS	COMMENTS	RESPONSIBLE SECTOR
16.	Foot bridge	emajikampondo			MLM

Table 24: Ward 15 community needs

WARD 16: CLLR T SM ZULU

NO.	NEEDS	VILLAGES/TOWNSHIP/FARM	NO.OF HOUSEHOLDS	COMMENTS	RESPONSIBLE SECTOR
1.	Sewer system	Phola Park	580	-	Mkhondo
2.	RDP Houses	All area	278	-	DHS
3.	Roads	Phola Park			
4.	Sports Facilities	Phola Park			
5.	Youth centre	Phola Park	Whole ward	-	DSD
6.	Sport facilities	Phola Park		-	DSCR
7.	Job Opportunities	Phola Park	278	-	Mkhondo and Private Sector
8.	Bursaries	All area		-	All sector
9.	Secondary School	All Area		-	DOE
10.	Street lights	Phola Park		-	

Table 25: Ward 16 community needs

WARD 17: CLLR S Z YENDE

NO.	NEEDS	VILLAGES/TOWNSHIP/FARM	NO.OF HOUSE-HOLDS	COMMENTS	RESPONSIBLE SECTOR
1.	Electricity	Orgies farm,Kwanjuqu farm,Raiph Hinds,Kwaziphambano farm,KwaMadonki Farm,Phoswa Village, Chriss Hani	1850	-	Eskom, Mkhondo
2.	High Mast Light	Phola Park(1) Chriss Hani (2),Ezinkomeni(2)	1500	-	Mkhondo
3.	Sewer	Phola Park, Phoswa Village new formal settlement	880	-	MLM/GSDM/DWS
4.	Township establishment	Chriss Hani Village, Nkonjaneni Forest View Village	820	The community of Chriss Hani and Forest View area need to be formalized	Mkhondo
5.	Community Hall and Clinic	Ezinkonjaneni	Not specified	The community need emergency service and clinic as their area is growing in numbers	DOH
6.	Sports field	Welvadiend, Ezinkomeni,Enkomeni	Not specified	All sport field need to be maintained	DSCR
7.	Water reticulation	Welvadiend(2) Chriss Hani(4) Phoswa Village		Communal tap Communal tap Water reticulation	Mkhondo
8.	Borehole	KwaFiti Xi,KwaQadolo,Kwaqadolo,kwa Njuqu Khumalo trust,Raiph Hitze xi,Ogies x1	100	The is no water at all	Mkhondo
9.	Job opportunities	All villages		The youth of ward need to be given skills and employment EPWP,	All sectors

NO.	NEEDS	VILLAGES/TOWNSHIP/FARM	NO.OF HOUSE-HOLDS	COMMENTS	RESPONSIBLE SECTOR
				CWP,MRTT, Phezukomkhondo	
10.	RDP Houses	Welvadiend,Chriss Hani,Phoswa Village, Ezinkomeni,Ezinkonjaneni,Phola Park			DHS
11.	Road	Ezinkonjanani		Re-grading and gravelling of roads across the ward	Mkhondo
12.	Ploughing tools	All farms		Need support in agriculture	DARDLEA
13.	Sanitation	Ezinkomeni,KwaNjuqu,Ogies, Welverdiend	600		MLM
14.	Youth Centre	Phoswa,Phola Park,Ezinkomeni	1880		DSD
15.	Fencing of grave yard	ezinkonjaneni			MLM

Table 26: Ward 17 community needs

WARD 18: CLLR CLLR M L YENDE

NO	NEEDS	VILLAGES/TOWNSHIP/FARM	NO.OF HOUSE-HOLDS	COMMENTS	RESPONSIBLE SECTOR
1.	Road	All village		Tarred road, paving and regrading	Mkhondo
2.	Houses	All village		Some member of the community need houses because they live in mud houses	Mkhondo
3.	Water	Ematsheni, Esidakaneni, Makepisi, Masihambi sane & Heyshope	Not specified	Need water reticulation to houses	Mkhondo
4.	High mast light	All village	Not specified	We have 2 but not working	Mkhondo
5.	Sport field	Saul Mkhizeville	Not specified	The is no place for entertainment and sport facility	DSCR
6.	Shopping complex	Driefontien area	Not specified	-	Mkhondo and Investors
7.	Job opportunities	Driefontien area	Not specified	-	All sectors
8.	Fencing of Cementries	Masihambisane	Not specified	-	Mkhondo
9.	Grazing Land	Driefontien, Heyshope, and Makepisi	Not specified	-	DARDLEA, Mkhondo
10.	Satelite Police Station	Driefontien Area	Not specified	-	SAPS
11.	Old age Home	All Villages		-	DSD
12.	Orphanage home	All Villages		-	DSD

NO	NEEDS	VILLAGES/TOWNSHIP/FARM	NO.OF HOUSEHOLDS	COMMENTS	RESPONSIBLE SECTOR
13.	Storm water	All Villages		-	Mkhondo
14.	Footbridges	Masihambisane,Sdakaneni		-	Mkhondo
15.	Electricity	Heyshope&Makepisi		-	Mkhondo

Table 27: Ward 18 community needs

WARD 19- CLLR D L NGOBEZA

NO.	NEEDS	VILLAGES/TOWNSHIP/FARM	NO.OF HOUSEHOLDS	COMMENTS	RESPONSIBLE SECTOR
1.	Water	Mahlabathini, Thokozane, Nestoe,westoe, Sihanahana, Stafford, Mahoqo, Magcwala, madanyini	Not specified	More JoJo Tanks and water trucks,reticulation to cover all area	Mkhondo
2.	Sewer Network	Amsterdam town		There is need for new system for sanitation	MLM
3.	RDP Houses	All area	-	Need more houses because people are living in mud houses	DHS
4.	Toilets	All villages	-	The is shortage of toilets in village	Mkhondo
5.	Electricity	All villages	-	There is still need of electricity	Mkhondo
6.	Street light/High Mast light	All villages	-	Public light	Mkhondo
7.	Road	Entire ward	Not specified	There is only one with tarred road in area and other need paving and gravelling throughout the ward	Mkhondo
8.	Waterborne sanitation	Amsterdam	Not specified	Sewer line connection	Mkhondo
9.	Shopping complex and commercial banks	Amsterdam	Not specified	To boost economy and job opportunity and banks	Mkhondo

NO.	NEEDS	VILLAGES/TOWNSHIP/FARM	NO.OF HOUSEHOLDS	COMMENTS	RESPONSIBLE SECTOR
10.	Mobile police station	Villages	Not specified	-	SAPS
11.	Skills and Job opportunities	All area	Not specified	To empower youth and creating job to alleviate poverty	All sector
12.	Network line	All village	Not specified	-	Private sector
13.	Youth centre	Amsterdam	Not specified	Youth to be able to information	DSD
14.	Shopping centre	Not specified	Not specified	-	Investors
15.	Township establishment and site for church and creches	Entire ward		To have more people to have site and business to boost economy	Mkhondo
16.	Sport facilities	Entire ward	Not specified	To prevent youth from using drugs and crime	DSCR
17.	Primary school	Not specified	Not specified	-	DOE
18.	Hawker stalls	Amsterdam		To formalise the hawker and to protect their goods	MLM
19.	Pedestrians bridge	Stafford, connecting town and Ext.2	Not specified	After heavy rains kids struggle to go to school and the community need to cross the lthole river.	All sectors
20.	Clinic	Thokozani and Stafford farm	Not specified	People travelling long distances to get access to healthcare.	All sectors
21.	Graveyards	Thokozani and Stafford and town	Not specified	There is no land allocated	MLM

NO.	NEEDS	VILLAGES/TOWNSHIP/FARM	NO.OF HOUSEHOLDS	COMMENTS	RESPONSIBLE SECTOR
22.	Crèche	Stafford, Thokozani, David Forbes and Westoe farm	Not specified	A number of kids in need for preschool has increased	DOE
23.	Grazing land and facilities	Town	-	Stray animals in town and cause accidents on the road.	All sectors
24.	Home affairs	Town	-	The community travel long distances to Mkhondo and find that network is offline.	
25.	Vehicle bridge	Town	-	The bridge is too old and water overflow it after heavy rain and could cause accidents.	

Table 28: Ward 19 community needs

Table 10: SUMMARY OF CRITICAL COMMUNITY NEEDS RAISED:

Community needs raised	WARDS																		
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19
Electricity (street lights, high Masts)	X	X	x	X	X	X		X	X	X		X	X	X	x		X	X	X
Water (taps, boreholes)		X	x	X		X		X	X		X		X		x		X	X	X
Sanitation (sewer, toilets)		X	x	X	X	X		X	X		X		X	X	x	X	X		X
Refuse Removal								X							x				
RDP houses /Land/Sites/ Township establishments	X	X	x	X	X		X	X	X	X	X	X	X	X	x	X	X	X	X
Education (Bursaries, Schools)		X			X			X			X	X	X	X	x	X			X
Healthcare (Clinics, Ambulance)	X	X	x			X		X	X						x		X		
Social care (Sports and		X	x	X	X	X	X	X	X	X		X		X	x	X	X	X	X

Community needs raised	WARDS																		
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19
recreation, Community hall)																			
Roads	X	X	X	X		X		X		X	X	X		X	X		X		X
Job opportunities		X	X				X		X		X		X		X	X	X	X	X
Shopping centre	X	X			X										X				

CHAPTER 3: PERFORMANCE MANAGEMENT SYSTEM

This chapter focuses on the status quo of Performance Management in the municipality since employee performance impacts directly on the overall attainment of Council's strategic objectives as outlined in this document. The IDP and Budget are implemented through a Service Delivery and Budget Implementation Plan (SDBIP). A municipal scorecard is used to measure, monitor, evaluate and report on institutional performance (on a monthly, bi-annual and annual basis). The institutional SDBIP forms the basis for department-based SDBIP and the performance agreements and plans of employees.

3.1 PERFORMANCE MANAGEMENT

The Municipal Finance Management Act, 2003 prescribes that each municipality must compile a SDBIP. Performance Management is a process which measures the implementation of the organization's strategy. It is also a management tool to plan, monitor, measure and review performance indicators to ensure efficiency, effectiveness and the impact of service delivery by the municipality. The Performance Management System within Mkhondo Local Municipality is intended to provide a comprehensive, step by step planning design that helps the municipality to manage the process of performance planning and measurement effectively.

3.2 STATUS OF THE PERFORMANCE MANAGEMENT SYSTEM IN MKHONDO LOCAL MUNICIPALITY

The municipality decided to pursue a scorecard SDBIP at organizational level and a detailed departmental SDBIP at top management and departmental levels, through which the organizational performance will be evaluated. The municipal scorecard SDBIP is of a high-level nature, as it deals with consolidated service delivery targets. It therefore provides an overall picture of performance for the municipality, by reflecting performance on its strategic priorities and also facilitates the oversight over financial and non-financial performance of the municipality. The Municipal Scorecard is the municipality's strategic implementation tool. It shows the alignment between the Integrated Development Plan, the budget and the Annual Performance Agreements of all section 56 managers.

3.3 ORGANISATIONAL LEVEL

During the financial year 2015/16 PMS has been cascaded to Senior Manager and as results, all section 56 managers and senior managers has signed performance agreements as legislatively required. Regular monitoring at this level; is taking place and quarterly performance reports are submitted to council for scrutiny and comment. The Municipality has resolve to employ the service of electronic quarterly reporting. The company called Arms Assist has been appointed to assist in implementing the change.

The organizational performance of the municipality is evaluated by means of a municipal scorecard (Top Layer SDBIP) at organizational level and through the service delivery and budget implementation

plan at top management level and departmental levels.

3.4 INDIVIDUAL LEVEL

Mkhondo Local Municipality implements a performance management system for all its senior managers (section 56 managers), which is in the process of cascading down to all lower level employees. At the beginning of each financial year all senior managers (section 56 managers) sign performance agreements. Evaluation of each manager's performance takes place at the end of each quarter.

3.5 IDP KEY PERFORMANCE INDICATORS (KPIs)

Section 38 (a) of the MSA requires municipalities to set appropriate key performance indicators as a yardstick for measuring performance, including outcomes and impact, with regard to the community development priorities and objectives set out in its Integrated Development Plan.

Section 9 (1) of the Regulations MSA states that a municipality must set key performance indicators, including input indicators, output indicators and outcome indicators in respect of each of the development priorities and objectives. Every year, as required by section 12 (1) of the regulations to the MSA, the municipality must also set performance targets for each of the performance indicators.

The IDP process and the performance management process must be seamlessly integrated as the Performance Management System serves to measure the performance of the municipality on meeting its development objectives is contained in its IDP.

3.6 RISK MANAGEMENT STRATEGY AND ANTI-FRAUD AND ANTI-CORRUPTION POLICY

The Municipal Finance Management Act outlines that an accounting authority for the municipality must ensure that the municipality has and maintains effective, efficient and transparent systems of financial and risk management and internal control. The municipality adopted its Risk Management Strategy and policy in 2016. It provides a framework for the effective identification, evaluation, management, measurement and reporting of the municipality's risks. Risks are often caused by changes that take place within Mkhondo Municipality, external influences, operations and complexity of processes; volume of activities within Mkhondo Municipality and the nature of the control environment. The primary goal of the municipality's risk management programme is to support the overall mission of the municipality.

The Mkhondo Anti-corruption strategy and fraud prevention plan was developed as a result of the expressed commitment of government to fight corruption. It is in support of the National Anti-Corruption Strategy of the country.

CHAPTER 4: SPATIAL DEVELOPMENT FRAMEWORK

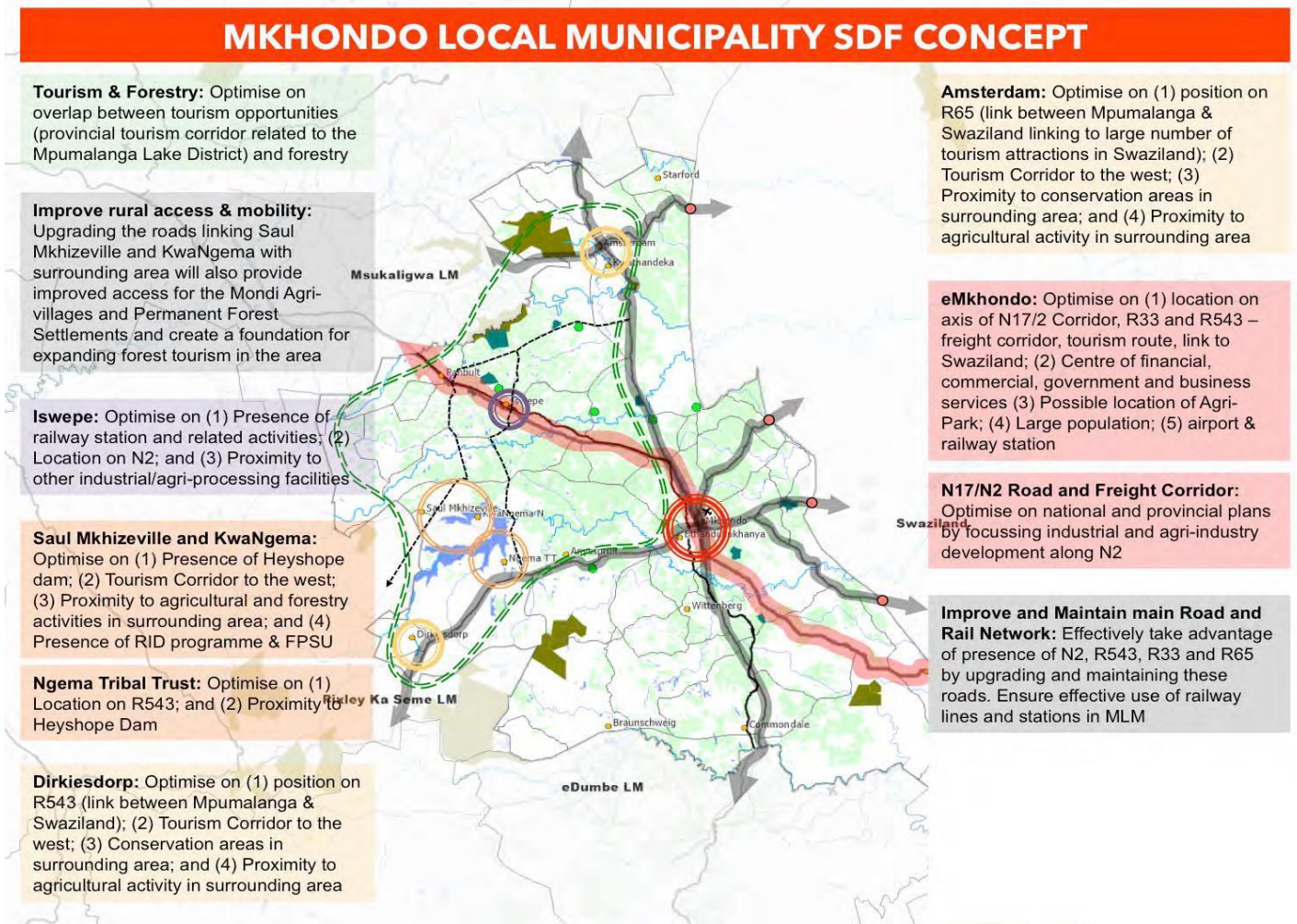
4.1 MKHONDO SPATIAL DEVELOPMENT FRAMEWORK

The Mkhondo Local Municipality Final Draft SDF was approved by Council in May 2017. The Final Draft SDF outlines the following: Spatial Development Objectives of MLM, the spatial vision and mission statement, the findings of the spatial analysis and issues and concerns raised during the stakeholder engagements:

Table 11: **Spatial Development Objectives:**

No.	Objective
1.	To protect, sustainably manage and share the agriculture and Forestry-based economic opportunities and assets in the MLM
2.	To protect the sensitive ecological systems and the national strategic water source areas in the MLM
3.	To enhance, strengthen and maintain the economic vitality, attractiveness and quality of life of the main towns in the MLM
4.	To improve and maintain road and rail connectivity in the MLM from the local to the international level
5.	To develop and expand manufacturing, agro-processing and beneficiation in the MLM
6.	To develop and enhance the ecological, cultural and historical tourism opportunities in the MLM
7.	To develop a viable, affordable, efficient and effective settlement model for the villages in “Non-Urban Mkhondo”
8.	To strengthen and enhance skills development, training and a culture of inquiry, learning and research in the MLM

Figure 13: Mkhondo Local Municipality SDF Concept:



Mkhondo SDF, 2017

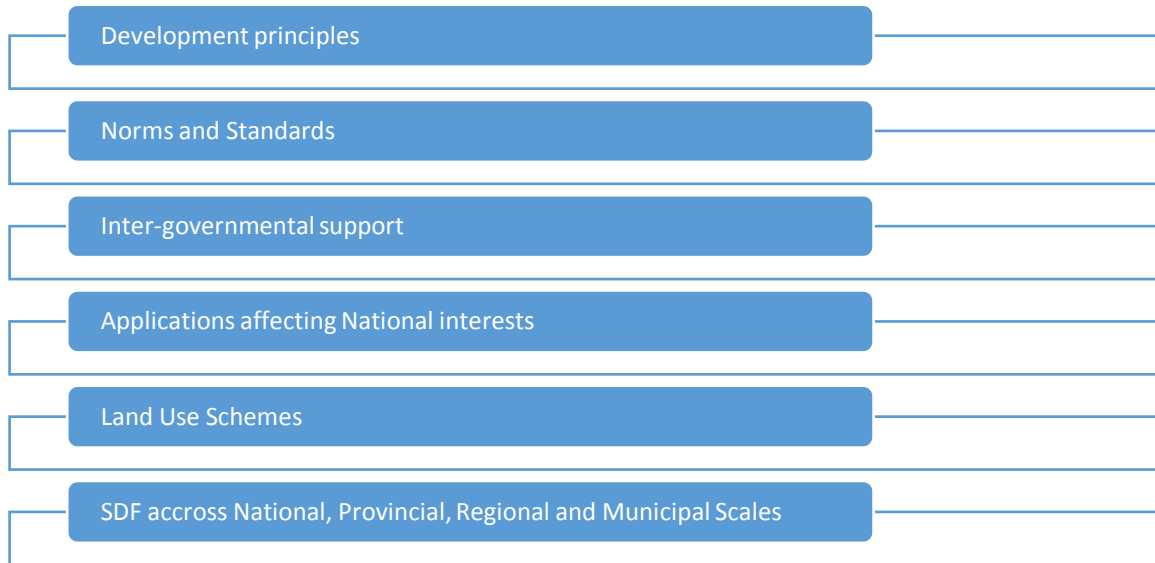
4.2 SPATIAL RATIONALE

In terms of Section 26 of the Municipal Systems Act, No. 32 of 2000 the Spatial Development Framework (SDF) is a core component of the Integrated Development Plan. It seeks to guide overall spatial distribution of current and desirable land uses within a municipality in order to give effect to the vision, goals and objectives of the municipal Integrated Development Plan (IDP). The SDF indicates urban and rural areas, a hierarchy of settlements, transport network; existing and future priority projects all the above with a spatial dimension. The main objective of the spatial rationale KPA is to provide an overview of the municipality's spatial structure and pattern in order to efficiently guide all decisions that involves the use and development of land or planning for the future use and development of land.

4.3 SPLUMA IMPLEMENTATION

Spatial Planning and Land Use Management Act, 2013 (SPLUMA) and Municipal Systems Act, 2000

Figure 14: **Main components of SPLUMA and MSA:**



SPLUMA clearly states that a Municipal Spatial Development Framework must be in accordance with Chapter 5 of the Municipal Systems Act, contribute to and form part of the municipal integrated development plan; and assist in integrating, coordinating, aligning and expressing development policies and plans emanating from the various sectors of the spheres of government as they apply within the municipal area (SPLUMA, 2013). SPLUMA also has a set of 5 development principles which every spatial plan should incorporate:

Table 12: **SPLUMA Development Principles:**

No	Principle	Narrative
1.	Spatial Resilience	This principle deals with a city/town’s ability to be able to adapt or recover from shock or sudden change. In an instance where a mining town’s mine closes down and millions of people lose their jobs, it would be a catastrophe for the place. It would be economically unviable and I distress. The Local Authority needs to have a strategy to deal with this. The spatial plans should be resilient
2.	Spatial Justice	This should ensure that past spatial injustices must be redressed through ensuring that people have improved access to use of land and resources
3.	Spatial Sustainability	Land should be used optimally and land use management should consider long term environmental, spatial, social, economic and fiscal provision for the space being planned for
4.	Efficiency	This principle ensures that land optimises the use of infrastructure and that development application procedures are efficient and upheld.
5.	Good Governance	All spheres of government should promote intergovernmental relations and work together so as to achieve integrated spatial plans and policies which are clear and user friendly to the public

SPLUMA has clear development principles which can benefit spatial plans if interpreted and incorporated correctly. Mkhondo Local Municipality aims to be developmental in their approach towards spatial planning and use a holistic approach.

4.4 GERT SIBANDE DISTRICT MUNICIPALITY (GSDM) SPATIAL DEVELOPMENT FRAMEWORK

In terms of the Gert Sibande District Spatial Development Framework, the following are important elements in the municipal area to be considered in development planning:

The four urban and eight rural nodes which also represent the highest population concentrations in the municipal area and which should be the priority areas to provide infrastructure and facilities not only to serve the local needs, but also that of the surrounding rural communities;

- 1 • eMkhondo is proposed to be developed to functionally become the Forestry Hub in the GSDM area
- 2 • Forestry is dominant in the square shaped area between the four nodes in the northern parts of the municipal area
- 3 • Extensive agriculture occurs to the south and far-northern parts
- 4 • The entire Mkhondo area forms part of the Priority Tourism Precinct of the GSDM
- 5 • Routes N2/N17 and R33 should be utilised as catalysts to promote local economic development
- 6 • The central and southern parts of the municipal area are earmarked as Service Upgrading Priority Areas
- 7 • The priority locations for MPCC's (Thusong Centres), apart from eThandakukhanya are at KwaThandeka, Driefontein and Sulphur Springs

4.5 MPUMALANGA PROVINCIAL GROWTH AND DEVELOPMENT STRATEGY (PGDS)

Another important government initiative implemented during the past few years is the Provincial Growth and Development Strategy. The PGDS was compiled within the parameters set by the National Spatial Development Perspective, as well as the Integrated Sustainable Rural Development Strategy as defined by the national government.

The PGDS is a strategic and integrated provincial development plan that provides direction and scope for province-wide development programmes and projects within the context of a long-term perspective and taking into consideration resources available and constraints. Furthermore, the PGDS provides a spatially referenced framework for both public and private sector investment, indicating areas of opportunity and development priorities and enabling intergovernmental alignment." In essence, the PGDS is aimed at providing strategic directives to district and local municipalities in formulating their more detailed Integrated Development Plans (IDPs), and Spatial Development Frameworks (SDF). It is thus essential that the issues and directives emanating from a PGDS be compatible with the vision, priority areas, and guidelines of SDFs of local and district municipalities.

Flowing out of a thorough SWOT analysis and identified trends, the Mpumalanga Provincial Government has identified six priority areas of intervention as part of the Mpumalanga PGDS, namely:

Figure 15: **PGDS priority areas:**



4.6 MPUMALANGA VISION 2030 STRATEGIC IMPLEMENTATION FRAMEWORK 2013-2030

Mpumalanga Vision 2030 provides a provincial expression of the key priorities, objectives and targets enumerated in the NDP. It is a focused and strategic implementation framework that provides a direct implementation response to the National Development Plan. The framework describes the Province's approach to realizing the objectives of the NDP in the provincial context. It builds on and informs past & existing sectorial and related planning interventions in Mpumalanga.

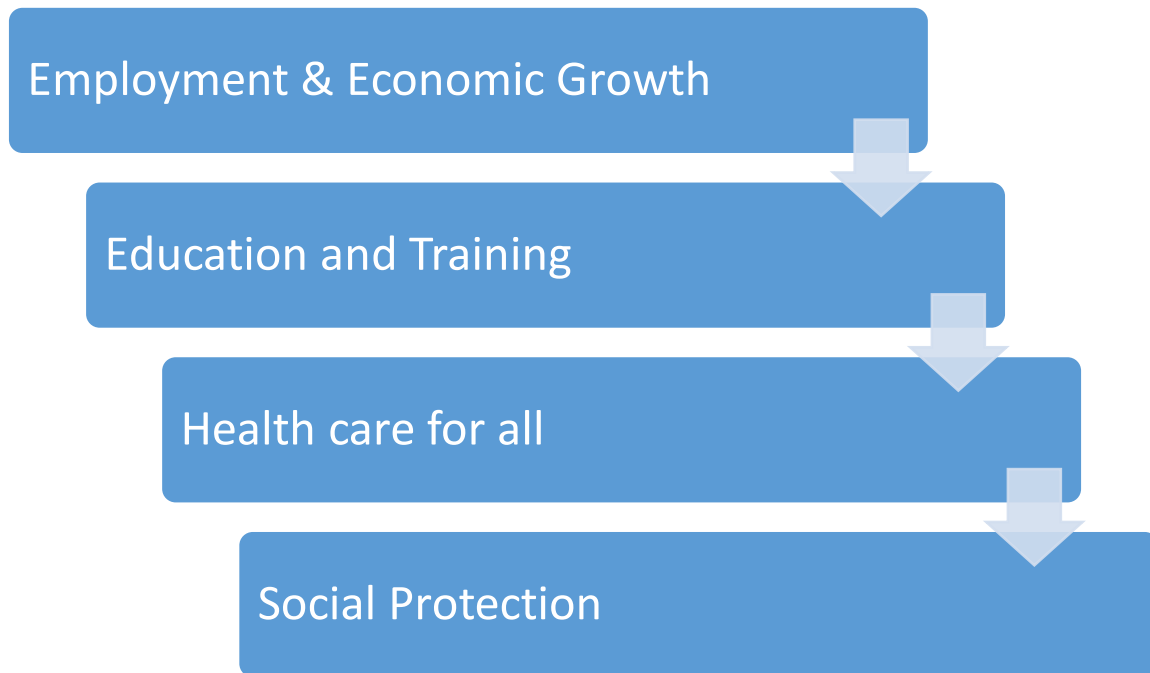
Mpumalanga Vision 2030 informs and is linked to the Municipal IDP through the following sector plans:

Figure 16: Sector plans



In line with the principles of the NDP, Vision 2030 highlights the following socio-economic outcomes as priorities:

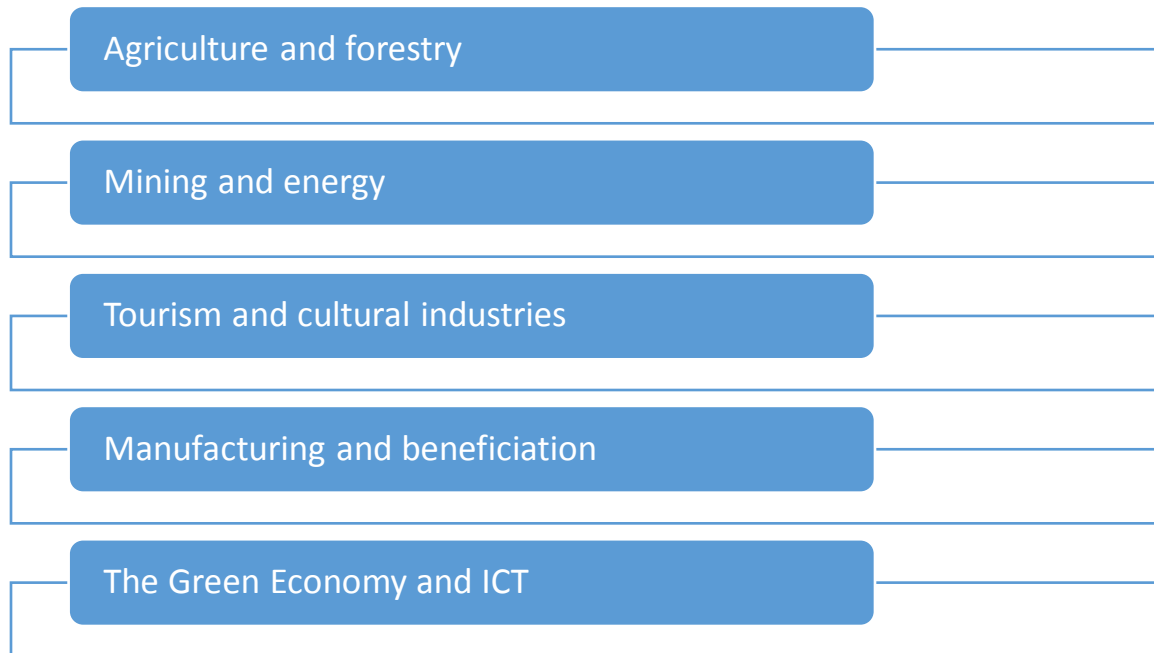
Figure 17: Socio Economic Outcome Priorities:



4.7 MPUMALANGA GROWTH AND DEVELOPMENT PLAN

The primary objective of the Mpumalanga Economic Growth and Development Path (MEGDP) is to foster economic growth that creates jobs, reduces poverty and inequality in the Province. The following are the main economic sectors (all of which occur in the Gert Sibande District) that have been identified as pivotal in spurring economic growth and employment creation:

Figure 18: Mpumalanga main economic sectors:



4.8 MPUMALANGA RURAL DEVELOPMENT PROGRAMME

The Mpumalanga Rural Development Programme (MRDP) was established in 2001, coordinated 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.

Table 13: The key concepts of the programme include:

No	Concept	Narrative
1.	Self-reliance/ empowerment	strengthen the self-help capabilities of the communities and emphasise development planning
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;
3.	Sustainability	improve viable and sustainable natural resource utilisation
4.	Outreach	upgrade and broaden the facilitation of government services to the impoverished
5.	Capacity building	strengthen, advise and train service providers
6.	Innovation	develop innovative concepts for public service delivery
7.	Mainstream	get innovations on track
8.	Coping with HIV and AIDS	plan, design and implement relevant strategies in order to cope with HIV and AIDS
9.	Stakeholder participation	ensuring participation by all concerned

It is important for the Mkhondo Local Municipality to draw the concepts and principles of this plan down to local level, through spatial development policies and strategies as part of its Spatial Development Framework review process.

4.9 INTEGRATED SUPPORT PLAN FOR ACCELERATED MUNICIPAL SERVICE DELIVERY

The Integrated Support Plan for Local Government is developed to ensure that all 21 municipalities in the Mpumalanga Province are functional and provide services to communities in a sustainable manner both now and in the future.

Mpumalanga Province consists of 18 Local Municipalities and 3 District Municipalities that have a myriad of challenges ranging from:

Table 14: **Challenges in Mpumalanga local government:**

No	Challenges
1.	None provision of democratic and accountable Government for Local communities
2.	Erratic provision of basic services to communities in a sustainable manner
3.	Promotion of social and economic development not adequate
4.	Inadequate Promotion of a safe and healthy environment
5.	Lack of encouragement of involvement of communities and community organisations in the matters of local Government
6.	Sound and sustainable financial management inadequate

The Executive council instructed CoGTA to prepare an integrated support plan which had to include all relevant stakeholders including Local Government. On the 10th of September the Integrated Municipal support plan (IMSP) was tabled to the executive council and approved. The Key output of the ISP is 21 Functional Municipalities that provide services to local communities in a sustainable manner both now and in the future. This implementation plan seeks to give guidance to all the stakeholders who are involved in the IMSP in terms of the actions to be taken and the timelines. This implementation plan is guided in the main by the National Development Plan (NDP), the Medium Term Strategic Framework (MTSF 2014-2019) and Local Government Legislation.

4.10 BACK TO BASICS

In the Budget Speech on 24 February 2016, the Minister of Finance highlighted the following key tasks to take South Africa forward during the next 5 years:

Table 15: **Key tasks:**

No	Task
1.	Back to Basics: Setting clear benchmarks of performance in our efforts to ensure that all municipalities perform their basic responsibilities, every day, without fail
2.	Responding vigorously to the immediate crises
3.	Understanding and responding to the structural challenges
4.	Continuing to build resilient local government institutions
5.	Collectively constructing more rigorous systems of intergovernmental relations/ planning and delivery

Table 16: **Governance**

1.	All municipal council structures must be functional - meet regularly
2.	Clear delineation of roles and responsibilities between - key leadership structures of the municipality (Mayor, Chief Whip, Speaker and MM)
3.	Oversight committees must be in place and perform their responsibilities, without any interference, e.g. Audit Committee and MPAC's
4.	Transparency, accountability and regular engagements with communities. e.g. MTSF Action 7

Table 17: Administration

1.	All municipalities enforce competency standards for managers and appoint persons with the requisite skills, expertise and qualifications
2.	All managers sign performance agreements
3.	Implement and manage performance management systems

Table 18: Sound Financial Management

No.	Financial Management Framework
1.	All municipalities have a functional financial management system
2.	Rigorous Internal controls
3.	Cut wasteful expenditure
4.	SCM structures and controls with appropriate oversight
5.	Cash-backed budgets
6.	Post Audit Action Plans are addressed
7.	Act decisively against fraud and corruption

Table 19: Community engagements and participation

1.	All councillors report regularly to their wards;
2.	Municipalities have clear engagement platforms with communities, e.g. ward level service delivery plans, IDPs and budget report backs; and
3.	Transparent, responsive and accountable processes to communities

4.10.1 Basic Service Delivery

To ensure that municipalities develop new infrastructure at a faster pace whilst adhering to the relevant standards, and to enable them to improve operations and maintenance of existing infrastructure to ensure continuity of service provision.

4.11 MUNICIPAL STANDARD CHART OF ACCOUNTS (MSCOA)

The Minister of Finance promulgated Government Gazette No 37577, Municipal Regulations on the Standard Chart of Accounts, effective 01 July 2017. The regulation seeks to provide a National Standard for uniform recording and classification of municipal budget and financial information at a transactional level in order to:

1	Improve compliance with budget regulations and accounting standards
2	Better inform national policy coordination and reporting, benchmarking and performance measurement

Repercussion of non-compliance with Regulation by 1 July 2017 will result in Grant Funding stopped. MSCOA will impact on Main Accounting System as well as subsystems (Supply Chain Management, Assets, and Billing etc).

Table 20: Benefits of MSCOA:

1.	Accurate recording of transactions, therefore reducing material misstatements
2.	Reduce the month/year end reconciliation processes and journals processed
3.	Improve quality of information for budgeting and management decision making
4.	Improve oversight function by Council as the required information will be tabled for policy decisions, tariff modelling, and monitoring
5.	Ensure alignment and implementation of the IDP as all expenditure, both capital and operating, will be driven from a project
6.	Improve measurement of the impact on service delivery and the community

4.12 LAND USE MANAGEMENT

On the 22 April 2016 Mkhondo Local Municipality promulgated its Spatial Planning and Land Use Management (SPLUM) By-Law. Mkhondo went for a joint by-law. The SPLUM by-law is for: Chief Albert Luthuli, Dipaleseng, Dr. Pixley Ka Isaka Seme, Lekwa, Mkhondo and Msukaligwa Local Municipalities. It allows for the municipality and the other municipalities involved to pull in our resources and assist one another when it comes to the planning tribunal, which I will explain a bit further later on.

The By-law was drafted in terms of the Spatial Planning and Land Use Management Act of 2013 (SPLUMA) which was set for implementation 01 July 2015. In terms of SPLUMA, the municipality had to put together a By-law which encompasses the principles of SPLUMA, which are spatial justice, spatial sustainability, efficiency, spatial resilience and good administration.

A land use By-law in short is the key tool used to regulate and control the use and development of all land and buildings in its area of jurisdiction. This bylaw applies to all land that falls within the municipal boundaries of Mkhondo

4.13 THE SPATIAL PLANNING AND LAND USE MANAGEMENT ACT, ACT NO. 16 OF 2013

The SPLUMA was signed into law by the President of the Republic of South Africa on the 02 August 2013, and formally gazetted on the 05 August 2013. The main objective of the Act was to provide a framework for spatial planning and land use management in South Africa and to deal with the issues of racial inequality; segregation, regulatory imbalances to promote greater consistency and uniformity in the application procedures and decision-making by authorities responsible for land use decisions and development applications and unsustainable settlement patterns. In Chapter 1 Section 5 (1) of SPLUMA the categories of spatial planning are outlined for municipal planning which mainly consists of the following elements:

Table 21: **SPLUMA elements:**

1	The compilation, approval and review of integrated development plans
2	The compilation, approval and review of the components of an integrated development plan prescribed by legislation and falling within the competence of a municipality, including a spatial development framework and a land use scheme
3	The control and regulation of the use of land within the municipal area where the nature, scale and intensity of the land use do not affect the provincial planning mandate of provincial government or the national interest

SPLUMA also outlines vital principles that apply to spatial planning (SP), land development and land use management (LUM). The principles are mainly, principle of spatial justice; principle of spatial sustainability, principle of efficiency, principle of spatial resilience, principle of good administration.

4.14 NATIONAL SPATIAL DEVELOPMENT PERSPECTIVE (NSDP)

The National Spatial Development Perspective 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 research conducted and 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 a government approach of investing in people rather than investing in physical infrastructure to improve the quality of life of people living in low productivity areas. The logic of this approach is that investing in people is a more efficient use of government resources as it potentially results in increased opportunity and choice to relocate to high growth areas. 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. Therefore, areas displaying little or no potential for growth should only be provided with the constitutionally mandated minimum levels of services and the focus of government spending should

rather be on the people, i.e. the social development spending. Social development spending may involve developing labour market intelligence, human resource development and health and social transfers. Crucially, this kind of “development spending” is specifically aimed at enabling the South African youth located in areas in which they have no hope of finding employment, to gradually gravitate to areas with high economic potential.

Following from the broad philosophy and actions put forward by the NSDP, five principles to guide development decisions have also been formulated. A brief summary of each principle is given below:

Table 22: NSDP principles:

Principle One	Economic growth is the prerequisite for the achievement of other policy objectives such as poverty eradication and equitable development
Principle Two	Government infrastructure investment—beyond basic service delivery—will be in areas of high development potential or economic growth.
Principle Three	Efforts to address inequalities should focus on people and not places
Principle Four	Areas with high levels of poverty and high development potential should receive investment beyond basic services to exploit this potential
Principle Five	Areas with high levels of poverty and low development potential should receive investment to provide basic services as well as social transfers, HRD and labour market information.

4.15 THE NEW GROWTH PATH 2011

The New Growth Path Policy was released in October 2010. It is a build up from other economic policies that were introduced post-1994 in South Africa such as the RDP, GEAR, and ASGISA. The NGP focuses on job creation; poverty reduction; improved coordination; improvement of inequality levels and improved planning and implementation of economic policies in all three spheres of government. The New Growth Path promotes strong partnerships between government, businesses and communities and improved cooperation with other African countries and the Brazil, Russia, India and China (BRIC) countries.

The NGP is centered on massive investment in infrastructure as a critical driver of jobs across the economy, mainly energy, transport, communication, water and housing. It identifies five other priorities as part of the programme to create jobs, through a series of public-private partnerships. These priorities are green economy; agriculture; mining; manufacturing and tourism.

4.16 MEDIUM TERM STRATEGIC FRAMEWORK

The Medium Term Strategic Framework sets out the strategic plan of Government for 2014-2019 term, with indicators and targets to be achieved during this period. The MTSF provides a framework for the plans of National, Provincial and Local government to ensure alignment and coordination of priorities across all the spheres of government. The priority areas to give effect to the above MTSF strategic objectives are:

Table 23: **Medium term strategic framework objectives:**

1	More inclusive economic growth, decent work and sustainable livelihoods
2	Economic and social infrastructure
3	Rural development, food security and land reform
4	Access to quality education
5	Improved healthcare
6	The fight against crime and corruption
7	Cohesive and sustainable communities
8	Creation of a better Africa and a better world
9	Sustainable resource management and use
10	A developmental state, including improvement of public services

4.17 ALIGNMENT OF THE IDP WITH DISTRICT, PROVINCIAL AND NATIONAL PRIORITIES

Table 24: **Alignment of the IDP with National, Provincial and District Priorities**

National Goals	Mpumalanga Province	Gert Sibande District	Mkhondo Local Municipality Development Priorities
<p>More inclusive economic growth, decent work and sustainable livelihoods</p> <p>Economic and social infrastructure</p>	Economic Development (I.E. investment, job creation, business and tourism development and SMME development);	<p>Improve the quantity and quality of Municipal basic services to the people</p> <p>Creation of decent job creation, poverty</p>	<p>Basic Service Delivery</p> <p>Local Economic Development</p>
A developmental state, including improvement of public services	<p>Social Infrastructure (i.e. access to full social infrastructure);</p> <p>Environmental Development (i.e. protection of the environment and sustainable develop-</p>	Stimulate integrated and sustainable and shared Regional Development through aligned Spatial Planning	<p>Local Economic Development</p> <p>Basic Service Delivery</p>

National Goals	Mpumalanga Province	Gert Sibande District	Mkhondo Local Municipality Development Priorities
The fight against crime and corruption		Advanced Community Wellbeing	Good Governance and Public Participation
The fight against crime and corruption		<p>Improve and sustain Financial, Human Resources and Management Excellence across the District</p> <p>Improve and sustain Financial, Human Resources and Management Excellence across the District</p>	<p>Financial Viability and Management</p> <p>Municipal Institutional Development and Transformation</p>
Sustainable resource management and use	Good Governance (i.e. effective and efficient public sector management and service delivery).	Deepen democracy through effectively and efficiently functional Public	Good Governance and Public Participation

CHAPTER 5: FINANCIAL PLAN

5.1 Financial Services

The Financial services 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 and committed to deliver quality and sustainable services that will enhance economically viable and better life for our community.

5.2 Overview of financial management policies

The municipality has various budget related and financial policies in place in order to enable sound environment and management of 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:

5.2.1 Asset Management Policy

The purpose of the Asset Management Policy is to ensure the effective and efficient control, utilization, safeguarding and management of a municipality's property, plant and equipment.

5.2.2 Disposal policy

The purpose of the Asset Disposal Policy is to provide a framework for the disposal of the municipality's assets that are not needed to provide the minimum level of basic municipal services and that are surplus to the municipality's requirements.

5.2.3 Borrowing policy

Borrowing policy provides guidance on the legislative requirements that needs to be followed when the municipality enters into borrowing transactions.

5.2.4 Fleet Management Policy

This policy covers the use of transport within the Council. It covers inter alia the use of vehicles owned by the Council, vehicles from donor organisations, and vehicles hired by the department. If vehicles are paid for by the department but managed by other organisations, the recipient organisation must ensure that their control systems are as effective as those outlined in the policy.

5.2.5 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.

5.2.6 Tariffs Policy

The Council of the Mkhondo Municipality has resolved to levy rates on the market value of all rateable properties in its area jurisdiction, as reflected in its property register compiled in terms of section 23 of the Municipal Property Rates Act 2004 (Act No. 6 of 2004), in order to provide a reliable source of revenue to provide basic services and perform its functions.

5.2.7 Cash Management Policy

The objectives of cash management policy are to ensure that the Municipality's bank account(s) are effectively managed and accounted for and that receipts of revenue are adequately safeguarded and accounted for.

5.2.8 Credit and Debt Control Policies

The purpose is to ensure long term financial viability of any municipality by collecting revenues (such as levies, tariffs, rates and taxes) due to it for services rendered. In terms of Section 96 of the Local Government Municipal Systems Act 2000, a Municipality Must collect all money that is due and payable to it, subject to this Act and any other applicable legislation; and for this purpose, must adopt, maintain and implement a credit control and debt collection policy, which is consistent with rates and tariff policies and complies with the provisions of this Act.

5.2.9 Subsistence and Travelling Policy

The objectives of subsistence and travel policy are to fairly reimburse councillors and officials of the municipality who must undertake official journeys on behalf of the Municipality and to promote honesty and integrity in disbursing public money entrusted to the municipality.

5.2.10 Funds Transfer Policy

This policy ensures proper and sound financial management in the department thereby allowing internal fund transfers and movements to be redirected to an immediate expenditure in the other vote within the Department.

5.2.11 Budget Policy

This policy sets out the budgeting principles which the municipality will follow in preparing each annual budget, as well as the responsibilities of the chief financial officer in compiling such budget.

5.2.12 Investment Policy

This policy deals with the investment of the Municipality's money not needed for the immediate purposes of the Municipality. The primary object of this policy is to gain the optimal return on investments, without incurring undue risks, during those periods when cash revenues are not needed for capital or operational purposes. In order to achieve the objectives of the investment policy, the municipality shall aim to preserve and safeguard its investments; invest in a diversity of instruments and at a diversity of institutions in order to spread and minimise risk and take into account the Municipality's liquidity needs.

5.2.13 Long Term Financial Planning policy

The purpose of the policy is to set out general financial strategies that should guide the municipality, now and in the future, in practicing sound financial management. The financial strategies adopted by council include a general strategy, which will apply to the detailed strategies, a financial resource (capital and operational) strategy, revenue raising strategy, asset management strategy, capital financing strategy, operational financing strategy and a cost effectiveness strategy. More details of the strategies are set out below.

5.2.14 Funding and Reserves Policy

The objectives of the policy are to ensure that the Medium-Term Expenditure Framework (annual budget) of the municipality is appropriately funded, cash resources and reserves are maintained at the required levels to avoid future year unfunded liabilities and financial sustainability is achieved with acceptable levels of service delivery to the community.

5.2.15 Petty Cash Policy

The object of this policy is to regulate the management, administration and control of petty cash in the municipality.

5.2.16 SCM Policy

Supply Chain Management policy is formulated based on section 217 of the Constitution of the Republic of South Africa in conjunction with section 111 of the Municipal Financial Management Act (MFMA) which requires that, when contracting for goods or services, the municipality shall do so in a manner that in accordance with a system which is fair, equitable, transparent, competitive and cost effective. In addition, Supply Chain Management (SCM) forms an integral part of the financial management system of an institution which deals with the supply of goods and services.

5.2.17 Indigent Policy

The purpose of indigent management policy is to ensure that households that are unable to pay for basic services have access to at least basic municipal services, and is guided in the formulation of this policy by the national government's policy in this regard.

5.3 BUDGET SUMMARY

The Municipal Finance Management Act No. 56 of 2003 (MFMA) requires the municipality to align its Integrated Development Plan (IDP) with its budget preparation process. It further requires the municipality to take all reasonable steps to ensure the municipality revises the IDP in terms of Section 34 of the MSA, taking into account realistic revenue and expenditure projections for future years.

Table 5.1: Budget Summary:

MP303 Mkhondo - Table B7 Adjustments Budget Cash Flows -

Description	Ref	Budget Year 2017/18									Budget Year +1 2018/19	Budget Year +2 2019/20
		Original Budget	Prior Adjusted	Accum. Funds	Multi-year capital	Unfore. Unavoid.	Nat. or Prov. Govt	Other Adjusts.	Total Adjusts.	Adjusted Budget	Adjusted Budget	Adjusted Budget
		A	3 A1	4 B	5 C	6 D	7 E	8 F	9 G	10 H		
R thousands		A	A1	B	C	D	E	F	G	H		
CASH FLOW FROM OPERATING ACTIVITIES												
Receipts												
Property rates		31 089						1 600	1 600	32 689	32 861	34 701
Service charges		112 247						4 387 (1	4 387 (1	116 634	115 396	120 977
Other revenue		32 793						803)	803)	30 991	27 888	25 385
Government - operating	1	196 057						355	355	196 412	215 731	233 434
Government - capital	1	123 104					20 000	(5)	19 995	143 099	106 130	124 773
Interest		530						1 129	1 129	1 659	560	592
Dividends		-						-	-	-	-	-
Payments												
Suppliers and employees		(398 303)						349	349	(397 955)	(416 983)	(436 526)
Finance charges		(100)						-	-	(100)	-	-
Transfers and Grants	1	(17 877)						7 000	7 000	(10 877)	(15 512)	(16 473)
NET CASH FROM/(USED) OPERATING ACTIVITIES		79 540	-	-	-	-	20 000	13 012	33 012	112 552	66 070	86 863
CASH FLOWS FROM INVESTING ACTIVITIES												
Receipts												
Proceeds on disposal of PPE		44 769						(2 675)	(2 675)	42 094	42 033	44 471
Decrease (Increase) in non-current debtors		-						-	-	-	-	-
Decrease (increase) other non-current receivables	-	-						-	-	-	-	-
Decrease (increase) in non-current investments		-						-	-	-	-	-
Payments												
Capital assets		(125 604)						(30 095)	(30 095)	(155 700)	(108 797)	(127 617)
NET CASH FROM/(USED) INVESTING ACTIVITIES		(80 835)	-	-	-	-	-	(32 770)	(32 770)	(113 606)	(66 764)	(83 146)

CASH FLOWS FROM FINANCING ACTIVITIES												
Receipts												
Short term loans										-	-	
Borrowing long term/refinancing										-	-	
Increase (decrease) in consumer deposits										-	-	
Payments												
Repayment of borrowing		(386)						(297)	(297)	(683)		
NET CASH FROM/(USED) FINANCING ACTIVITIES		(386)	-	-	-	-	-	(297)	(297)	(683)	-	-
NET INCREASE/ (DECREASE) IN CASH HELD		(1 681)	-	-	-	-	20 000	056	(56)	736	(694)	3 717
Cash/cash equivalents at the year begin:	2	1 689						193	193	1 882	146	(549)
Cash/cash equivalents at the year end:	2	8	-	-	-	-	20 000	863	137	146	(549)	3 168

References

1. Local/District municipalities to include transfers from/to District/Local Municipalities
2. Cash equivalents includes investments with maturities of 3 months or less
3. Only complete if a previous adjusted budget has been approved in the same financial year. Reflect most recent adjusted budget.
4. Additional cash-backed accumulated funds/unspent funds (MFMA section 18(1)(b) and section 28(2)(e)) identified after the Original Budget approved and after annual financial statements audited (note: only where underspending could not reasonably have been foreseen)
5. Increases of funds approved under MFMA section 31
6. Adjustments approved in accordance with MFMA section 29
7. Adjustments to transfers from National or Provincial Government
8. Adjusts. = 'Other' Adjustments proposed to be approved; including revenue under-collection (MFMA section 28(2)(a)); additional revenue appropriation on existing programmes (section 28(2)(b)); projected savings (section 28(2)(d)); error correction (section 28(2)(f))
9. $G = B + C + D + E + F$
10. Adjusted Budget $H = (A \text{ or } A1/2 \text{ etc}) + G$

5.4 Municipal Projects 2018/2019

The following represents a list of projects to be implemented in Mkhondo Municipality over the next five (5) years. The projects are categorised by implementing agents, largely the municipality itself and provincial departments. The projects have been identified collectively by Mkhondo's internal departments and provincial departments as key projects based on the issues identified by Mkhondo's communities as part of an on-going projects.

Table 25: Strategic Objective 1: To ensure good Governance:

No	Key Performance Indicator/s	Department	Baseline 2017/18 Actuals)	Targets & Budget							
				2018-19	Budget	2019-20	Budget	2020-21	Budget	2021-22	Budget
Key Performance Area (KPA): Legal and Compliance											
1.	Number of by-laws approved gazetted	Legal Services	3	3	100 000	3	100 000	4	200 000	5	500 000
2.	% of disputes attended within 90 days	Legal Services	95%	95%	4 Mil	95%	6Mil	95%	6Mil	95%	6 Mil
3.	% of external audit findings resolved within 60 days	MM	60%	70%	-	80%	-	90%	-	100%	-
4.	% of internal audit finding resolved within 90 days from date of internal audit report	MM's Office	60%	70%	-	80%	-	90%	-	100%	-
5.	Obtain and maintain unqualified audit report	MM's Office	Qualified audit report	Unqualified audit report	-	Unqualified audit report	-	Unqualified audit report	-	Unqualified audit report	-

No	Key Performance Indicator/s	Department	Baseline 2017/18 Actuals)	Targets & Budget							
				2018-19	Budget	2019-20	Budget	2020-21	Budget	2021-22	Budget
6.	% of mid-year performance evaluation conducted on all senior management	PMS	100%	100%	R540000	100%	R553230	100%	R566784	100%	R580670
	% of year end performance evaluation conducted on all senior management	PMS	100%	100%	R360000	100%	R368820	100%	R377856	100%	R387113
Key Performance Area (KPA): Leadership											
7.	Number of meetings and forums held	Corporate Services	64	60	-	60	-	60	-	60	-
8.	Number of outreach mayoral programmes conducted	Corporate Services	4	4	15000	4	20000	4	25000	-	30000
9.	Development of the IDP process plan	Planning and Development	Annual reviewed IDP process plan	Adopt final IDP Process plan 2019/2020.	-	Adopt final IDP Process plan 2020/2021.	-	Adopt final IDP Process plan 2021/2022.	-	Adopt final five-year IDP Process plan 2022-2027.	-
10.	Annual review of the IDP	Planning and Development	Reviewed IDP 2018	Adopt final IDP review 2019/2020	-	Adopt final IDP review 2020/2021	-	Adopt final IDP review 2021/2022	-	Adopt final five-year IDP 2022-2027	-

No	Key Performance Indicator/s	Department	Baseline 2017/18 Actuals)	Targets & Budget								
				2018-19	Budget	2019-20	Budget	2020-21	Budget	2021-22	Budget	
11.	Review of Spatial Development Framework (SDF)	Planning and development	Review SDF (3 rd quarter)	Adopt final SDF	-	-	-	-	-	-	-	-
12.	Review of Wall to wall Land Use Scheme (LUS)	Planning and development	Draft LUS	Adopt Final LUS	-	-	-	-	-	-	-	-
13.	Number of publication reports on water and waste water compliance (blue and green drop)	Water and Storm Water	4									
14.	Review of LED strategy	Planning and Development		1	-	-	-	-	-	-	-	-
15.	Number of PMS feedback sessions conducted	MM's Office	4	4	-	4	-	4	-	4	-	-
16.	Approval and review of audit committee charter	Audit Committee	Approved audit committee charter	1	-	1						
17.	Approval of Internal Audit (IA) plan	Internal Audit	Approved IA plan	1	R175,000		R180,000 IT audit					

No	Key Performance Indicator/s	Department	Baseline 2017/18 Actuals)	Targets & Budget								
				2018-19	Budget	2019-20	Budget	2020-21	Budget	2021-22	Budget	
18.	Approval and review of IA charter	Internal Audit	Reviewed IA Charter	1	-	1						
19.	% of internal audit plan implemented	Internal Audit	60%	80%	--	100%	R250,000LC R 150,000ACL					
20.	Number of quarterly internal audit reports submitted to audit committee	Internal audit	4	3	R52,600	4	R52,600					
	Number of risk management and fraud prevention committee meetings held	Risk Management	4	4	R35000.00	4	R37000.00	4	R39000.00	4	R41000.00	
21.	Number of strategic risk assessment workshops conducted	Risk Management	1	1	R7500.00	1	R8500.00	1	R9500.00	1	R10500.00	
22.	Number of quarterly reports on risk management	Risk Management	4	4	-	4	-	4	-	4	-	
23.	Number of risk implementation plans approved	Risk Management	1	1	-	1	-	1	-	1	-	

Table 26: Strategic Objective 2: To ensure financial viability:

No	Key Performance Indicator	Department	Baseline 2017/18 Actuals)	Targets & Budget								
				2018-19	Budget	2019-20	Budget	2020-21	Budget	2021-22	Budget	
Key Performance Area (KPA): Revenue Management												
24.	% of customers billed within 10 days of each month	Finance Department	100%	100%	R300	100%	R330	100%	R400	100%	R400	
25.	% of monthly revenue collected	Finance Department	60%	75%	R1 200	85%	R800	90%	R800	95%	R800	
Key Performance Area (KPA): Expenditure Management												
26.	% of capital budget spent on capital projects	Finance Department	95%	95%		95%		95%		95%		
27.	% of operational budget spent on operational projects	Finance Department	95%	95%		95%		95%		95%		
Key Performance Area (KPA): Asset Management												
28.	Number of fixed assets verification conducted	Finance Department	12	12	R400	12	R600	16	R500	16	R400	
29.	Number of monthly asset reconciliation conducted	Finance Department	12	12	-	12	-	12	-	12	-	
30.	Number of stock counts conducted	Finance Department	4	4	-	12	-	12	-	12	-	
Key Performance Area (KPA): Financial Reporting and Budgeting												
31.	Number of reports submitted to National Treasury	Finance Department	12	12	R400	12	R400	12	R400	12	R400	

No	Key Performance Indicator	Department	Baseline 2017/18 Actuals)	Targets & Budget								
				2018-19	Budget	2019-20	Budget	2020-21	Budget	2021-22	Budget	
32.	Number of monthly bank reconciliation approved	Finance Department	12	12	R400	12	R400	12	R400	12	R400	
33.	% SLA approved within 30 days after contract has been awarded	SCM	100%	100%	-	100%	-	100%	-	100%	-	
34.	Number of SCM quarterly reports completed	SCM	4	4	-	4	-	4	-	4	-	
35.	% of tenders advertised awarded within 90 days	SCM	100%	100%	-	100%	-	100%	-	100%	-	
36.	Approval of procurement plan	SCM	Approved plan	1	-	-	-	-	-	-	-	

Table 27: Strategic Objective 3: To ensure efficient and effective Information Communication Technology (ICT):

No	Key Performance Indicator	Department	Baseline 2017/18 Actuals)	Targets & Budget								
				2018-19	Budget	2019-20	Budget	2020-21	Budget	2021-22	Budget	
Key Performance Area (KPA): Data Integrity and Security												
37.	% of ICT queries responded to within 24 hours	ICT	100%	100%	100%	R700	100%	R600	100%	R600	100%	
38.	Number of monthly offsite backups conducted	ICT	12	12	12	R600	12	R300	12	R300	12	
39.	% compliance to Section 75 (MFMA) requirements in terms of the Website updating monthly	ICT	100%	100%	100%	-	100%	-	100%	-	100%	

Table 28: Strategic Objective 4: To ensure Local Economic Development:

No	Key Performance Indicator	Department	Baseline 2017/18 Actuals)	Targets & Budget								
				2018-19	Budget	2019-20	Budget	2020-21	Budget	2021-22	Budget	
Key Performance Area (KPA): Local Economic Development												
40.	Number of exhibitions organised	Planning and Development	4	4	40 00	6	50 000	6	55 000	6	60 000	
41.	Number of parks and recreational facilities maintained	Community Services	6	6	Opex	6	Opex	6	Opex	6	Opex	
42.	Number of green projects established	Community Services	2	2	Opex	3	Opex	3	Opex	3	Opex	
Key Performance Area (KPA): Forest Management												

No	Key Performance Indicator	Department	Baseline 2017/18 Actuals)	Targets & Budget								
				2018-19	Budget	2019-20	Budget	2020-21	Budget	2021-22	Budget	
43.	Number of hectares (ha) replanted	Forestry	100									
Key Performance Area (KPA): Skills development and Job creation												
44.	Number of jobs created through EPWP programme	PMU	New									
45.	% reduction in vacancy rates	Corporate Services	100	70	500000	70	500000	70	500000	70	500000	
46.	Number of unemployed youth trained	Corporate Services	new	40	1500000	45	2000000	50	2500000	55	3000000	
47.	Number of health and safety workshops conducted	Corporate Services	20	20	-	20	-	20	-	20	-	
48.	Number of interns employment offered	Corporate Services	new	5	450000	5	450000	5	450000	5	450000	
49.	Number of bursaries 'offered	Corporate Services	10	10	1200000	10	1300000	10	1350000	10	1400000	
50.	% of new employees inducted	Corporate Services	100%	100%	-	100%	-	100%	-	100%	-	
51.	Number of work-place skills plan submitted annually	Corporate Services	1	1	-	1	-	1	-	1	-	
52.	Number of monthly reports prepared on employee wellness and assistance programme offered	Corporate Services	12	12	124000	12	138000	12	156000	12	180000	

No	Key Performance Indicator	Department	Baseline 2017/18 Actuals)	Targets & Budget								
				2018-19	Budget	2019-20	Budget	2020-21	Budget	2021-22	Budget	
53.	Number of wellness days conducted	Corporate Services	New	1	150000	1	200000	1	250000	1	300000	
54.	Number of councillors trained	Corporate Services	new	38	700000	38	900000	38	1000000	38	1200000	
55.	Number of employees trained	Corporate Services	new	150	1900000	150	2500000	200	3500000	250	4000000	
56.	Number of SMMEs and co-ops supported	LED	5		400 000	5	450 000	5	500 000	5	550 000	5

Table 29: Strategic Objective 5: To ensure provision of basic services (Roads, Electricity, Water and Sanitation and Waste removal):

No	Key Performance Indicator	Department	Baseline 2017/18 Actuals)	Targets & Budget								
				2018-19	Budget	2019-20	Budget	2020-21	Budget	2021-22	Budget	
Key Performance Area (KPA): Electricity												
57.	Maintenance of electrical network	Electrical Services	118									
58.	Number of electricity meters installed	Electrical Services	700	700	6 000		8 000		10 000		5 000	
59.	Number of meter boxes replaced	Electrical Services	20	20	10	R 20 000	20	R 20 000	20	R 20 000	30	
60.	% of faulty traffic lights responded to	Electrical Services	100%	100%	100%	R 100 000	100%	R 120 000	100%	R 120 000	100%	

No	Key Performance Indicator	Department	Baseline 2017/18 Actuals)	Targets & Budget									
				2018-19	Budget	2019-20	Budget	2020-21	Budget	2021-22	Budget		
61.	% of new electrical connection applications attended to	Electrical Services	95%	95%	100%	Customers pay for this service.	100%	Customers pay for this service.	100%	Customers pay for this service.	100%		
62.	Number of bulk meters installed	Electrical Services	20	20	50	R 50 000	50	R 50 000	10	R 10 000	10		
63.	Number of new street lights installed	Electrical Services	20	20	20	R 150 000	20	R 150 000	10	R 200 000	10		
64.	Number of street lights maintained	Electrical Services	350	350	400	R 1 000 000	500	R 1 200 000	450	R 1 300 000	600		
65.	% of reported faulty lights attended to	Electrical Services	95%	95%	100%	R 1 000 000	100%	R 1 200 000	100%	R 1 200 000	100%		
66.	% of reported electric faults attended to	Electrical Services	100%	100%	100%		100%		100%		100%		
67.	Number of registered indigent households receiving free basic electricity services.	Finance department	1043	2000	R400	2000	R400	2000	R400	2000	R400		
68.	% of electricity	Electrical Services	19%										

No	Key Performance Indicator	Department	Baseline 2017/18 Actuals)	Targets & Budget								
				2018-19	Budget	2019-20	Budget	2020-21	Budget	2021-22	Budget	
	losses reduced to											
Key Performance Area (KPA): Water and Sanitation												
69.	Number of water conservation and water demand management programmes implemented	Water and Sanitation	11	11	R33 900	11	R34 900	11	R34 900	11	R34 900	
70.	Megaliters of water provided to communities through Mkhondo, Amsterdam and Saul Mkhize water treatment works/ water tankers and boreholes	Water and Sanitation	5 800	5 800	R2 001 100	5 800	R2 061 100	5 800	R2 061 100	5 800	R2 061 100	
71.	Number of bulk water meters acquired	Water and Sanitation	5	10	R3 461 500	10	R3 565 300	10	R3 565 300	10	R3 565 300	

No	Key Performance Indicator	Department	Baseline 2017/18 Actuals)	Targets & Budget									
				2018-19	Budget	2019-20	Budget	2020-21	Budget	2021-22	Budget		
72.	Number of water meters replaced	Water and Sanitation	100	300	R342 300	300	R352 600	300	R352 600	300	R352 600		
73.	Number of water generators acquired	Water and Sanitation	0	1	R500 000 (from private contractor vote)	1	R500 000 (from private contractor vote)	1	R500 000 (from private contractor vote)	0	0		
74.	Gazetting of water and wastewater bylaws	Water and Sanitation	0	2	R400 000	0	0	0	0	0	0		
75.	% of new water connection applications attended to	Water and Sanitation	95%	95%	R3 461 500	95%	R3 565 300	95%	R3 565 300	95%	R3 565 300		
76.	Megaliters of waste water and septic tanks drained	Water and Sanitation	2 555	2 555	R2 001 100	2 555	R2 061 100	2 555	R2 061 100	2 555	R2 061 100		
77.	Number of registered indigent households receiving free basic water services.	Finance Department	1043										
78.	Megaliters of waste water	Water and Sanitation	2 555										

No	Key Performance Indicator	Department	Baseline 2017/18 Actuals)	Targets & Budget									
				2018-19	Budget	2019-20	Budget	2020-21	Budget	2021-22	Budget		
	and septic tanks drained												
79.	% of water losses reduced to	Roads and Storm Water	5%										
Key Performance Area (KPA): Roads and Storm water													
80.	KMs of roads maintained and graded	Roads and Storm Water	50										
81.	Square meters (M2) of tar road potholes repaired	Roads and Storm Water	16 800										
82.	KMs of storm water pipes maintained	Roads and Storm Water	5										
Key Performance Area (KPA): Waste Management													
83.	Number of waste transfer stations maintained	Waste Management	1										
84.	Number of disposal sites constructed in rural areas	Waste Management	5	5	50 000	3	30 000	2	25 000	2	25 000		
85.	Number of waste bins acquired	SCM	12	12	15 000	15	25 000	10	13 000	10	14 000		

No	Key Performance Indicator	Department	Baseline 2017/18 Actuals)	Targets & Budget									
				2018-19	Budget	2019-20	Budget	2020-21	Budget	2021-22	Budget		
86.	Number of waste cells constructed in the landfill site	Waste Management	1	1	150 000			1	200 000				
87.	Number of refuse collections trips to serviced areas	Waste Management	816	816	Opex	820	Opex	816	Opex	816	Opex		
88.	Number of streets cleaned in the CBD	Waste Management	9 855	9 855	Opex	9 855	Opex	9 855	Opex	9 855	Opex		
89.	% of illegal dumping spots identified cleared	Waste Management	100%	100%	Opex	100%	Opex	100%	Opex	100%	Opex		
90.	Number of mass refuse container trips made	Waste Management	208	208	Opex	208	Opex	208	Opex	208	Opex		
91.	Number of reports on landfill sites compliance	Waste Management	4	4		4		4		4			

No	Key Performance Indicator	Department	Baseline 2017/18 Actuals)	Targets & Budget									
				2018-19	Budget	2019-20	Budget	2020-21	Budget	2021-22	Budget		
92.	Number of stakeholders awareness and cleanup campaigns held	Waste Management	4	4	150 000	4	150 000	4	150 000	4	150 000		
93.	Number of monthly waste reports submitted to Department of Environmental Affairs via South African Waste Information System	Waste Management	12	12		12		12		12			
94.	Number of waste summits on waste and environmental management coordinated	Community Services	1	1	250 000	-	-	1	250 000	-	-		
Key Performance Area (KPA): Infrastructure Development													
95.	Number of new boreholes	PMU	2										

No	Key Performance Indicator	Department	Baseline 2017/18 Actuals)	Targets & Budget									
				2018-19	Budget	2019-20	Budget	2020-21	Budget	2021-22	Budget		
	drilled and equipped												
96.	Number of bridges constructed (Sandbank)	PMU	2	2		0		0	1	5 500 000			
97.	KMs of roads constructed	PMU	7	7	9.5	23 689 752	6	25 000 000	5	24 694 907			
98.	Number of gabions installed	PMU	1	1	1	1 500 000	1	1 500 000	1	1 500 000			
99.	Number of dignified sanitation constructed	PMU	200	200	200	4 500 000	200	4 500 000	200	4 500 000			
100.	KMs of bulk pipe line installed	PMU	10	10	20	20 260 378	10	17 272 994		0			
101.	Number of pump stations constructed	PMU	1	1									
102.	Construction of package plants	PMU	Appointment of contract and site establishment	Appointment of contractors and site establishment		17 000 000		30 744 656		44 934 743			
103.	Number of hawker stalls constructed	PMU	1	126		0		0		0			

Table 30: Strategic Objective 6: Spatial Planning and Rationale

No	Key Performance Indicator	Department	Baseline 2017/18 Actuals)	Targets and Budget								
				2018-19	Budget	2019-20	Budget	2020-21	Budget	2021-22	Budget	
Key Performance Area (KPA): Land use Management												
104.	Number of cemeteries established	PMU	95%									
105.	% of building plans processed within 30 and 60 days	Planning and Development	95%	100%	-	100%	-	100%	-	100%	-	
106.	% of building inspection requests conducted as per request	Planning and Development	100%	100%	-	100%	-	100%	-	100%	-	
107.	Number of households inspected for illegal buildings and business operations	Planning and Development	7000	6000	-	6000	-	6000	-	6000	-	
108.	% of non-compliance notices issued on all illegal land use identified	Planning and Development	New	100%	-	100%	-	100%	-	100%	-	

No	Key Performance Indicator	Department	Baseline 2017/18 Actuals)	Targets and Budget							
				2018-19	Budget	2019-20	Budget	2020-21	Budget	2021-22	Budget
109.	Appointment of panel of consultants	Planning and Development	New	5	R891 428.97	5	R287 441.13	5	R287 441.13	5	R287 441.13
110.	Processing of townships establishments	Planning and Development	2	2	R386 342.50	2	R386 342.50	2	R386 342.50	2	R386 342.50
111.	% of Section 86 applications processed	Planning and Development	100%	100%	-	100%	-	100%	-	100%	-
Key Performance Area (KPA): Health and social development											
112.	Number of sports fields constructed and refurbished	PMU	1	1	R2 500 000.0	2	R7 000 000.00	-	-	-	-
113.	Number of women and children events organised	Corporate Services	2								
114.	Number of municipal publications produced	Corporate Services	4	2	650000	4	800000	6	1000000	8	1200000
115.	Number of community halls upgraded	Corporate Services	1	6	1900000	8	2000000	10	2200000	12	2500000

No	Key Performance Indicator	Department	Baseline 2017/18 Actuals)	Targets and Budget							
				2018-19	Budget	2019-20	Budget	2020-21	Budget	2021-22	Budget
116.	Number of fire stations constructed	Community Services	0	-	-	1	R2 000 000.00	-	-	-	-
117.	Number of fire awareness campaigns conducted	Community Services	16	20	-	20	-	24	-	30	-
118.	Number of sports tournaments and cultural events held	Community Services	3	3	350 000	4	350 000	3	350 000	4	350 000
119.	Number of library outreach programmes held	Community Services	4	4	R5000	4	R5000	4	R5000	4	R5000
120.	Number of HIV, STI and AIDS programmes held	Corporate Services	12	16	450000	18	500000	20	500000	22	600000
Key Performance Area (KPA): Road Safety											
121.	Number of road blocks conducted	Community Services	30	34	-	36	-	40	-	42	-
122.	Number of road safety	Community Services	34	36	-	40	-	42	-	45	-

No	Key Performance Indicator	Department	Baseline 2017/18 Actuals)	Targets and Budget								
				2018-19	Budget	2019-20	Budget	2020-21	Budget	2021-22	Budget	
	awareness campaigns conducted											

MUNICIPAL INFRASTRUCTURE GRANT PROJECTS 2018/2019

Project Name	Appointment Value (Engineer + Contractor)	2018/19 FY Proposed Budget
PMU Management	R 4,116,000	R 3,836,750
Construction of Driefontein to Iswepe and Haartebeesfontein Water Bulk Line	R 114,537,567.94	R 7,982,073
Installation of Water Bulk Line to Rustplaas, Maphepheni and Malayinini and Forest View	R 81,565,432.88	R 5,809,773.64
Construction of Main Access Road in Sandbank	R 15,868,855	R 8,000,000
Construction of MPCC - Amsterdam	R 27,839,440.08	R 2,000,000
Installation of storm water drainage	R 13,545,000	R 1,500,000
Establishment of Sport Facilities		R 6,206,403.36
Construction of Driefontein Bus and Taxi Routes	R 30,225,515.95	R 8,000,000
Upgrading of Grave Road to Paving Blocks in Amsterdam Extension 2, 3 & 4	R 53,646,120	R 10,000,000
Construction of Dignified sanitation	R 45,402,274.09	R 6,000,000
Construction of eThandukukhanya Waste Water Treatment Works	R 127,043,263.30	R 3,000,000
Construction of Dr. Pols Village bulk water and reticulation network	R 22,272,994	R 7,000,000
Upgrading of Grave Road in Rustplaas to Paving Blocks	R 39,989,376	R 2,200,000
MPCC Harmony Park		R 2,200,000
Installation of High Mast Lights	R 20,528,372.08	R 3,000,000
Total	R 738,634,142.26	R 76,735,000

ESKOM PROJECTS

No.	Village Name	Ward No.	No. of Connections
1	Mahlabathini	19	170
2	Sikhala	15	48
3	Simakade (Goodhope)	3	36
4	Sluis/Mlazi phase 1	4	14
5	New Plaas phase 2	4	12
6	Mashalabane 1&2	15	21
7	Gqamu	3	55
8	Heyshope Farm	18	15
9	Sobokken Farm	18	15
10	Moolman (Nomandien) 1&2	9&15	34
11	Ebumnyameni (Swaartwater Farm)	9 & 15	9
12	Salema 1&2	15	19
13	Kamavumbuka	6	35
14	Haarlem	6	52
15	Alma 1, 2, 3	9	39
16	Driefontein Farm (eybovini)	2	30
17	Taaiboschspruit Farm Portion 5	2	12
18	Ekuphileni	15	51
19	Sarahsof	5	3
20	kwaShongwe Plaas 1&2	5	3
21	kwaThabethe	5	2

No.	Village Name	Ward No.	No. of Connections
22	Nkolovane 1&2	5	3
23	Sterkfontein 1&2	5	6
24	Cascade 2&3 (Kiskis)	6	21
25	Mentshisweni	6	17
26	Skapland 2	15	2
27	Khisela 1&2	15	22
28	Confidence Part 1&2	15	20
29	Ngwempisi	4	20
30	Makhanya (Incl. kitchens)	4	18
31	Sulphur Springs (kwamaqanda)	9	17
32	Ndlebe	9	13
33	Ogwayini	15	10
34	kwaGoli-Thalagu	15	6
35	Emaphondleni- Obumbane	15	11
36	Zululiyaduma 1,2,3 (close to Redeclyff	6	4
37	<i>New Pitoli</i>	8	15
38	<i>Maraba</i>	15	13
39	<i>kwaMnaba</i>	15	11
40	<i>Kangra Mine Houses</i>	1	20
41	kwaDoffi	8	8
42	Matheni	8	23
43	Congo	9	25

No.	Village Name	Ward No.	No. of Connections
44	Confidence	9	18
45	kwaManquma (eMadulini)	9	35
46	Taaiboschspruit (1 & 2)	2	34

WATER SERVICES INFRASTRUCTURE GRANT PROJECTS

Project Name	Total	2017/18FY	2018/19 FY
Haartebeesfontein Waste Water Package Plant	R 37,024,781.75	R 17,889,025.83	R 19,135,755.92
Rustplaas Waste Water Package Plant	R 41,380,058.67	R 17,110,974.17	R 14,569,609.08
TOTAL	R 78,404,840.42	R 35,000,000.00	R 33,705,365

CHAPTER 6:

NATIONAL AND PROVINCIAL FRAMEWORKS AFFECTING THE MUNICIPALITY

The following are the legislative frameworks and policy guidelines for IDP, Budget and Performance Management processes:

Table 31: Legislative Frameworks:

No	Legislation or Framework
1.	The Constitution of the Republic of South Africa
2.	White Paper on Local Government, 1998
3.	Municipal Structures Act No. 117 of 1998
4.	Municipal Systems Act, No. 32 of 2000 (as amended)
5.	Municipal Planning and Performance Management Regulations, 2001
6.	Municipal Financial Management Act, No. 56 of 2003
7.	Intergovernmental Relations Framework Act, No. 13 of 2005
8.	Municipal Turnaround Strategy
9.	COGTA Assessment, 2009
10.	COGTA IDP guidelines
11.	Outcome 9 Service Level Agreement
12.	Spatial Planning and Land Use Management Act, No. 16 of 2013 (SPLUMA)

INTERNATIONAL, NATIONAL AND PROVINCIAL PLANNING LEGISLATIVE FRAMEWORKS.

6.1 THE UNITED NATIONS: SUSTAINABLE DEVELOPMENT GOALS AND MILLENNIUM DEVELOPMENT GOALS

The Sustainable Development Goals were finalised in September 2015. In the long term strategic, South Africa as a whole is expected to deliver on the expected goals, targets and indicators, which cascade down to local municipalities on their focus on service delivery and sustainability. The SDGs follow the Millennium Development Goals (MDGs) which countries were expected to attain by 2015.

Table 32: The Millennium Development Goals and Sustainable Development Goals

No.	Millennium Development Goals	Sustainable development goals
1	Eradicate extreme poverty and hunger.	End poverty in all its forms everywhere. End hunger, achieve food security and improved nutrition and promote sustainable agriculture.
2	Achieve universal primary education.	Ensure inclusive and equitable quality education and promote lifelong learning opportunities for
3	Promote gender equality and empower women.	Achieve gender equity and empower all women and girls.

No.	Millennium Development Goals	Sustainable development goals
4	Improve child health. Improve maternal health. Combat HIV/AIDS, malaria, and other diseases.	Ensure healthy lives and promote well-being for all at all ages.
7	Ensure environmental sustainability.	Ensure access to affordable, reliable, sustainable and modern energy for all.
8	Develop a global partnership for development.	Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all. Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels. Strengthen the means of implementation and revitalize the global partnership for sustainable development.

Source: UN Habitat

6.2 CONSTITUTION OF THE REPUBLIC OF SOUTH AFRICA, 1996

The Constitution is the supreme law in South Africa. Section 152 and 153 of the Constitution of the Republic of South Africa outlines the objects and developmental duties of municipalities. The Constitution makes provision for the division of powers and functions between district and local municipalities; it gives district municipalities more of a role in supporting local municipalities in drafting IDPs/Spatial Development Framework (SDF).

According to Section 152 of the Constitution, which clearly sets out the objectives of local government which is “to provide democratic and accountable government for local communities, to ensure the provision of services to communities in a sustainable manner, to promote an economic development, to promote a safe and healthy environment, and to encourage involvement of communities in the matters of local government. The Constitution of the Republic of South Africa (1996). It defines developmental local government as municipalities who are committed to working with local communities to find sustainable ways to meet their needs (social, economic and material) to improve the quality of their lives.

6.3 NATIONAL DEVELOPMENT PLAN 2030 (2011)

The National Development Plan 2030 (NDP) is a national long term strategic plan which was prepared by the National Planning Commission. Its main objective is to eliminate poverty and reduce inequality by 2030 in South Africa. Targets by 2030 include the elimination of income poverty and reduce the country's Gini coefficient from 69% to 60%. The NDP 2030 serves as a blueprint to enhance the capability of the country and its leadership to solve the state's complex problems. Its four objectives are mainly:

Table 33: **Objectives of the National Development Plan (NDP)**

No	Objective
1)	Providing overarching goals for what the country wants to achieve in 2030
2)	Building consensus on the key obstacle to achieving these goals and what needs to be done to overcome these obstacles
3)	Providing a shared long term strategic framework within which more detailed planning can take place in order to advance the long-term goals set out in the NDP.
4)	Creating a basis for making choices about how best to use limited resources.

The NDP highlights the need to strengthen the ability of local government to fulfil its developmental role, by focus on critical priorities that relate to the mandate of local government such as spatial planning, infrastructure and basic services.

Table 34: **The NDP thrust are as follows:**

No	Objective
1)	Economic Growth
2)	Infrastructure expansion
3)	Rural Development
4)	Social cohesion
5)	Integrated Human Settlements
6)	Spatial arrangement
7)	Economic growth and job creation
8)	Building a stable state
9)	Fighting corruption
10)	Transformation and unity

6.4 GOVERNMENT PRIORITY OUTCOMES

In January 2010, Cabinet adopted 12 Outcomes within which to frame public-service delivery priorities. Cabinet Ministers accordingly 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 IDPs and developing their annual Budgets. Below are the 12 Outcomes and the related outputs, together with indicative areas where Mpumalanga Province and Municipalities have a role to play in either contributing directly to the realisation of the Outcomes or facilitate the work of National and Provincial Departments in realising them:

Table 35: National Development Plan Outcomes:

No	National Outcome
1	Quality basic education
2	Improve health and life expectancy
3	All people in South Africa protected and feel safe
4	Decent employment through inclusive economic growth
5	A skilled and capable workforce to support inclusive growth
6	An efficient, competitive and responsive economic infrastructure network
7	Vibrant, equitable and sustainable rural communities and food security
8	Sustainable human settlements and improved quality of household life
9	A response and, accountable, effective and efficient local government system
10	Protection and enhancement of environmental assets and natural resources
11	A better South Africa, a better and safer Africa and world
12	A development-orientated public service and inclusive citizenship

Table 36: STATE OF THE NATION ADDRESS AND STATE OF THE PROVINCE ADDRESS 2017

PRIORITY AREAS	SONA	SOPA	MLM
Nine Point Plan	Nine Point Plan to focus on a few key areas packaged to reignite growth so that the economy can create much-needed jobs. The focus areas include industrialisation, mining and beneficiation, Agriculture and agro Processing, energy, SMMEs, managing work place conflict, attracting investments, growing the oceans economy and tourism	To boost infrastructure development	
		Attract investment Accelerate service delivery	
		Drive economy and transformation	
Municipality support and water and sanitation	Government is working hard to ensure reliable bulk water supply in the various areas of the country to support economic growth whilst increasing access to water. In an effort to curb the high water losses which in some municipalities far exceeds the national average which is currently at 37%; about ten thousand unemployed youth are being trained as plumbers, artisans and water agents.	Integrated human settlement in GSDM	Improve delivery on basic services (Water & sanitation, roads, electricity and waste)
		Access to basic services	
		Green economy aspects of waste management to deal with waste challenge	
		Implementing of Integrated Municipal Support Plan for those institutionally dysfunctional	
		Access to clean water	

PRIORITY AREAS	SONA	SOPA	MLM
Operation phakisa	Operation Phakisa Big Fast results methodology in the ocean economy, health, education and mining sectors. The purpose was to find a few key projects where we could unlock growth in		
ELECTRICITY	Government is committed to the overall Independent Power Producers Programme and we are expanding the programme to other sources of energy including coal and gas in addition to	900 household to be electrify this year	Improve delivery on basic services (Water & sanitation, roads, electricity and waste)
School infrastructure and education	Ensure to build modern schools replacing mud structures and other inappropriate buildings through the Accelerated Schools Infrastructure Delivery Initiative, (ASIDI). This gives our children dignity	Improve access to ECD institute	Skills Development
	Prioritise maths and science more than ever before this year	Prioritise maths and science more than ever before this year	
		Transition from school to education	
		Invest in deserving student	
Tourism	Identified tourism as a key job driver.	Invest tourism infrastructure	
		Catalytic project to attract investment for development of new tourism products	
		Launch Convention Bureau for hosting international events conference and exhibitions	
EPWP and job opportunities	Government runs effective poverty alleviation programmes such as the	Create a Provincial Youth Development Programme Action	

PRIORITY AREAS	SONA	SOPA	MLM
	Expanded Public Works Programme. In addition, social grants now reach close to 17 million people, mainly older persons and children.	Support programmes and partnerships to address unemployment	
Drugs, crime, and women abuse	Fight against drugs and substance abuse.	Prioritise gender Base violence and crimes against children's	Fight crime, fraud and corruption
	Provision of treatment and prevention services	Building of new police station	
		Fight against crime and substance abuse	
Health	The National Health Insurance is our flagship project that is aimed at moving South Africa towards	Develop the capacity of our healthcare professionals	Health and Social Development
		Generative approach to the	
	Universal Health Coverage.	maintenance of healthcare facilities	
		Build, maintain, upgrade and renovate	
Economy	The new chapter of radical socio-economic transformation and will play a role in drive that transformation.	Private sector invest in the economy and working together with government as they navigate challenging economic conditions	Local Economic Development and Employment
	Provide support in legislation, regulations, licensing, budget and procurement as well as Broad-based Black Economic Empowerment Charters to influence the behaviour of the private sector and drive transformation.	Build a dynamic globally competitive economy	
		Provincial economy created sustainable job opportunity to fight against poverty	

PRIORITY AREAS	SONA	SOPA	MLM
Mining and private sector	Mining has always been the backbone of our economy and an important foreign exchange earner. Fight against illegal mining	Create industrial development to benefit black industrialist	
		Create export capabilities	
Land and redistribution	Expropriation Act to pursue land reform and land redistribution, in line with the Constitution	Acquired and allocated 461946 hectares for land redistribution	
	Continue to implement other programmes such as the Strengthening of Relatives Rights programme, also known as the 50-50 programme.	Dysfunctional and non-compliance of trust and CPA is a major concern	
	Implement a commercialisation support programme for 450 black smallholder farmers.	Improve the socio economic condition of farm dwellers	
	Funding from IDC and the Land Bank availed funding of about five hundred million rand to distressed farmers to manage their credit facilities and support with soft loans.		
Higher education and nsfas	Settled all debt owed by NSFAS students.	Provided bursary to deserving student	Skills Development
	Provided funds to ensure that no student whose combined family income is up to six hundred thousand rand per annum.		

CHAPTER 7: PROGRAMMES AND PROJECTS OF OTHER SPHERES OF GOVERNMENT

Departmental projects:

DEPARTMENT OF AGRICULTURE AND RURAL DEVELOPMENT LAND ENVIRONMENTAL AFFAIRS

Project/Programme Name/Description	Project Beneficiary/ Ward/Location	2018/19 Target	2018/19 Budget Allocation (Annual) R'000	Total project cost R'000
RID				
Upgrading of access road, fencing and bulk services at Mkhondo agripark/ hub	Mkhondo		1 000 000	6 200 000
Construction of Training facilities, office Block and pack shed for the Mkhondo Agri-Hub site	Mkhondo		1 500 000	11 970 000
Provision of HH solar and water at Kwa Mashabalane	Mkhondo		2 500 000	5 500 000
Driefontein solar geysers Phase 2	Mkhondo		500 000	3 500 000
Hadebe family	Mkhondo		500 000	7 000 000
Jabulani agrivillage settlement	Mkhondo LM		500 000	7 000 000
LAND ACQUISITION				
Farm Westoe 394 IT	Mkhondo		3 000 000	3 000 000
Ptns 8, 9, 14 of Madola	Mkhondo		4 000 000	4 000 000
Ptn 12 of farm Madola	Mkhondo		8 600 000	8 600 000

Project/Programme Name/Description	Project Beneficiary/ Ward/Location	2018/19 Target	2018/19 Budget Allocation (Annual) R'000	Total project cost R'000
Ptn 27 of farm Welgekozen 514 IT	Mkhondo		8 300 000	8 300 000
RECAP				
Supply and Delivery of Production Inputs (Fertilizers, Chemicals and Seeds) for Kwa-Mashabalane Cooperative	Mkhondo		500 000	
Supply and Delivery of Production Inputs (Fertilizers, Chemicals and Seeds) for Libhabha CPA	Mkhondo		500 000	
Construction and equipping Mechanization Centre for 1HH 1Ha Sites	Mkhondo		2 000 000	

Departmental projects: Human Settlement

Project/Programme Name/Description	Project Beneficiary/ Ward/Location	2018/19 Target	2018/19 Budget Allocation (Annual) R'000	Total project cost R'000
PHP Mathonsi Construction	Mkhondo(Phoswa Location)	80 units	R 4 035 842.74	R 4 035 842.74
PHP Mathonsi Construction	Mkhondo(Eziphunzini/Driefonten)	65 Unit	R 135 302.76	R 135 302.76
PHP Mathonsi Construction	Mkhondo(Military Veteran)varouis area	10	R 669 682.00	R 669 682.00
PHP Trans Gariep	Mkhondo(Rustplaas Ext 1&Emalayinini)	71	R50 000. 00	R50 000. 00

Project/Programme Name/Description	Project Beneficiary/ Ward/Location	2018/19 Target	2018/19 Budget Allocation (Annual) R'000	Total project cost R'000
PH2 Tazi investment	Mkhondo LM(Mangosuthu,Driefontien and eziphunzini	71	R 303 950	R 303 950
Rural Area(MadonselaTrading)	Mkhondo(Driefontien)	100	R 401 841.00	R 401 841.00
RDP(PH1) Ntinga Engineering of professional fees)	Mkhondo(Dirkersdorp/Mabola	300	0	0
RDP(PH1)Nkolele/turnkey implementing agent)	Mkhondo(Piet retief)	100	R 10 994 700.00	R 10 994 700.00
PH1)Town Planning project management	Mkhondo(\Amsterdam		R 200 000.00	R 200 000.00
RDP(PH1)Nkolele/turnkey implementing agent)	Mkhondo(Piet retief)	262		
RDP(PH1)Makhurumola/Thlabanele	Mkhondo(Kempville	0	0	0

Departmental of Health

Project/Programme Name/Description	Project Beneficiary/ Ward/Location	2018/19 Target	2018/19 Budget Allocation (Annual) R'000	Total project cost R'000
Ethandukukhanya community centre (construction of new community health centre and accommodation unit phase 2)	Ward 13 Ethandukukhanya/Mkhondo	79% construction	R21 600 000	R21 600 000

Eskom

Project/Programme Name/Description	Project Beneficiary/ Ward/Location	2018/19 Target	2018/19 Budget Allocation (Annual) R'000	Total project cost R'000
Mkhondo in fields	Various wards/Mkhondo	100	R550 000	R550 000
Bayers electrification	Bayers/Mkhondo	63	R1 684 003.44	R1 684 003.44
Mkhondo LV Ext	Varous wards/Mkhondo	100	R5 841 855.00	R5 841 855.00
Mkhondo Infrastructure	Eskom to confirm the name of the village/Mkhondo		R7 565 100.00	R7 565 100.00
Mkhondo electrification of various farms & villages. Drifontain farm (30), Taaiboscehsprait farm portion 5 (12), Karngra mine houses (20), Taaibospruit (1 & 2) (34), smakade (Goedhope) (36), Mashalabane 1 & 2 (21), Nkwempisi (20), Makhanya (incl kichens) (18),	Ward 1, 2, 3, 4, 5, 9, 15/Mkhondo	810	R16 759 453.74	R16 759 453.74

Project/Programme Name/Description	Project Beneficiary/ Ward/Location	2018/19 Target	2018/19 Budget Allocation (Annual) R'000	Total project cost R'000
Sarasof (3), Kwashongwe plazzi (1&2) (3), Kwathabede (2), Nkolovane (1&2) (3), Sterkfontain 1 &2 (6), Kwamavumbuka (35), Kaskat (2 & 3 (21), Mantshisweni 17, new pitoli 15, Kwandofi 8, Matheni 23, Suffersprings 17, Kwamagquma 35, Almer 1,2 & 3 (39), Ndlabe 13, Congo 25, Confidence 18, Salema 1 &2 (19), Moolmaal (Noma Ndieyam) 1 & 2 (19), Skamplant 2, Khisela 1 & 2 (22), Confidence part 1 & 2 (20), Ebumnyameni 9, Ogwayini 10, Sikhala 48, Marabha 13, Kwamnaba 11, Kwagoli/Thalagu 6, Emaphondleni/Obumbane 11, Heshope farm 15, Sobokken farm 15, Zululiyaduma 1, 2 & 3 close to redkliff 4, Slays/Mlazi phase 2 (agriville) 14, new plass agrivillage 12, Haarlem 52, Ekuphileni 51, Gqam 55, Mahlabathini 170.				
	Mkhondo LM			

Department of Water and Sanitation

Project/Programme Name/Description	Project Beneficiary/ Ward/Location	2018/19 Target	2018/19 Budget Allocation (Annual) R'000	Total project cost R'000
Construction of Rustplaas WWTW and hartebiesfontein WWTW	Mkhondo		R 35 000 000.00	R 35 000 000.00

Integrated National Electricity Programme (INEP)

Project/Programme Name/Description	Type of projects		2018/19 Target	2018/19 Budget Allocation (Annual) R'000
Upgrading of Phillip Greyling Substation	Infrastructure	7	0	R 8 500 000.00
Total			0	R8 500 000.00

Department of education

Project Name	Implementing Agent	Project Description	Status for the 2018/19 Financial Year	Programme	Sub-Programme (Infrastructure)	District Municipality	Circuit	Local Municipality	Estimate / Awarded Contract Price '000 (VAT Inc)	Estimated / Approved Professional Fees '000 (VAT Inc)	Total Project Cost (VAT Inc)	MTEF 2018/2019 (R)	MTEF 2019/2020 (R)
Bergplaas Primary School	DPWRT	Demolition of existing toilets, construction of 5 enviro-loo toilets and renovate existing waterbourne ablutions.	Construction & Final Account	Basic services	Sanitation	Gert Sibande	Piet Retief	Mkhondo	2 211 132	176 933	2 388 065	830 771	-
Cana Combined School	DPWRT	Construct 10 new toilets and renovate existing toilets	Construction	Basic services	Sanitation	Gert Sibande	Piet Retief	Mkhondo	2 515 051	392 080	2 907 131	2 627 911	-
Nkokweni primary school	DPWRT	Demolishing of existing toilets and construction of 6 new ablution units and Provision of water	Construction & Final Account	Basic services	Water & Sanitation	Gert Sibande	Piet Retief	Mkhondo	1 381 534	282 965	4 460 400	1 664 499	-

Project Name	Implementing Agent	Project Description	Status for the 2018/19 Financial Year	Programme	Sub-Programme (Infrastructure)	District Municipality	Circuit	Local Municipality	Estimate / Awarded Contract Price '000 (VAT Inc)	Estimated / Approved Professional Fees '000 (VAT Inc)	Total Project Cost (VAT Inc)	MTEF 2018/2019 (R)	MTEF 2019/2020 (R)
Mkhondo Boarding School	DPWRT	28 Classrooms, Admin block, Library, Computer Laboratory, Science Laboratory, 8 Ablution blocks, Dining/ Multi-purpose Hall, 8 Dormitories, 3 Grade R accommodation, Guard House, Rails, Ramps, Parking, Paving, Fence, Water Supply , Electricity, Sewerage and Storm Water.	Planning & Design only	New School	Boarding School	Gert Sibande	TBC	Mkhondo	308 000 000	92 000 000	400 000 000	30 000 000	
Sinethemba Secondary School	DPWRT	Replacement of damaged roof covering complete with timber trusses and gutters to 3 classrooms and 2 storerooms. · Replacement and servicing of damaged electrical wiring and light fittings. · Replacement of timber doors & ironmongery· Paintwork· Replacement of steel	Construction & Final Account	Maintenance (Corrective)	Storm damage	Gert Sibande	Wakke rstroom	Mkhondo	1 721 886	172 189	1 894 074	-	

Project Name	Implementing Agent	Project Description	Status for the 2018/19 Financial Year	Programme	Sub-Programme (Infrastructure)	District Municipality	Circuit	Local Municipality	Estimate / Awarded Contract Price '000 (VAT Inc)	Estimated / Approved Professional Fees '000 (VAT Inc)	Total Project Cost (VAT Inc)	MTEF 2018/2019 (R)	MTEF 2019/2020 (R)
		burglar proof gates, pinning boards and writing boards to classrooms											
Klein Vrystaat Primary School	DPWRT	Renovate 5 classrooms and office	Planning & Design / Construction	Maintenance (Planned)	Maintenance	Gert Sibande	Mkhondo	Mkhondo	183 333	36 667	220 000		
Ndawonye Primary School	DPWRT	A Block - Admin: Brick & mortar Structure - soil poisoning on floors,paint walls & ceiling. B Block - 8 C/R: Brick & mortar Structure - structural defects on walls & slabs,paint work on walls & ceiling. C Block - Library: Brick & mortar - paint work on walls & ceiling. D,E,F & G Block - 4 C/R each : Asbestos Structure - Demolish & build. H Block	Planning & Design / Construction	Maintenance (Planned)	Maintenance	Gert Sibande	Mkhondo	Mkhondo	414 638	82 928	497 566		

Project Name	Implementing Agent	Project Description	Status for the 2018/19 Financial Year	Programme	Sub-Programme (Infrastructure)	District Municipality	Circuit	Local Municipality	Estimate / Awarded Contract Price '000 (VAT Inc)	Estimated / Approved Professional Fees '000 (VAT Inc)	Total Project Cost (VAT Inc)	MTEF 2018/2019 (R)	MTEF 2019/2020 (R)
		- Old staff room: Asbestos Structure - Demolish & build. I Block - Old store room: Mud Structure - Demolish & build.											
Izimbali Combined Boarding School	DPWRT	Planned maintenance of entire boarding school.	Planning, design and construction	Maintenance (Planned)	Maintenance	Gert Sibande	Amsterdam	Mkhondo	2 500 000	500 000	3 000 000	1 000 000	
Ezakheni Combined Boarding School	DPWRT	Planned maintenance of entire boarding school.	Planning, design and construction	Maintenance (Planned)	Maintenance	Gert Sibande	Wakkerstrom	Mkhondo	2 500 000	500 000	3 000 000	848 000	152 000

Department of Social Development

Priority output	Key Milestones(KM) Expected outcome or Impact	Target	Area/Place	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Annual Budget R '000
ECD Infrastructure (Maintenance and repairs)	KM – 50% and 100% repairs and maintenance done, & comply with norms and standards	Kiddies day care centre	eMkhondo	Signing of contract documents	Maintenance	Signing of completion Certificates	Transfer programme	180 000
		Nkonjaneni day care	eMkhondo	Signing of contract documents	Maintenance	Signing of completion Certificates	Transfer programme	177 873

DEPARTMENT OF CULTURE, SPORT & RECREATION

Project/ Programme Name / Description	Project beneficiaries/ Ward/ Location	Target 2018/19	Budget 2018/19 R '000	Total project cost R '000
New library at plenary stage for construction and upgrade in 2018/19 (Ethandakukhanya)	Learners, educators and the community	Planning phase completed	R1000	R14 500
Monitoring of Municipal infrastructure grant sports facilities implemented by Municipalities	Athletes, Coaches, Technical officials, administrators, managers and communities	In progress	In progress	R5 904

CHAPTER 8: STRATEGIES, SECTOR PLANS AND POLICIES

Table 37: MKHONDO SECTOR PLANS:

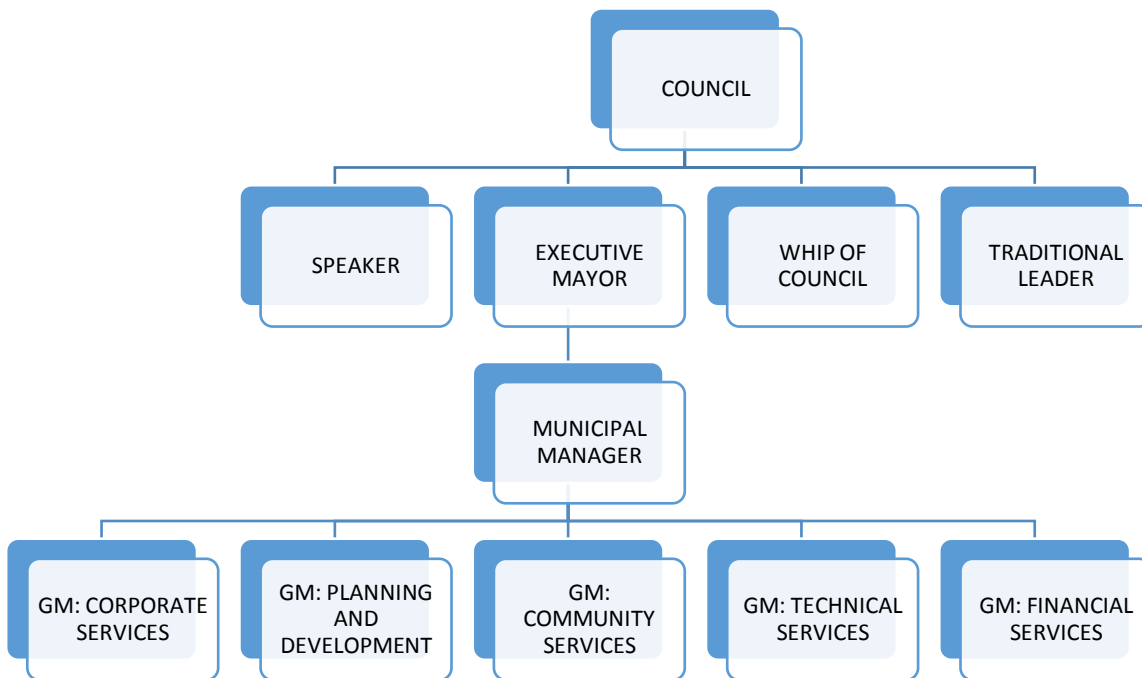
STRATEGY/SECTOR PLAN	STATUS QUO 2017/18	CHALLENGES
WATER SERVICES DEVELOPMENT PLAN	Draft exists, still under review.	Updating of information on web page.
WATER AND SANITATION MASTER PLAN	Does not exist.	No funding
WATER SAFETY PLAN	The draft water safety plan was reviewed by MISA and awaiting to be presented to	None
WASTEWATER RISK ABATEMENT PLAN	The draft wastewater risk abatement plan was reviewed	None
BLUE AND GREEN DROP IMPROVEMENT PLAN	Does exist but was reviewed in March 2018.	Late publication of report by DWS for 2016
INTEGRATED TRANSPORT PLAN	Currently using District Plan	We are using the District plan due to funding
INTEGRATED WASTE MANAGEMENT PLAN	Currently using District Plan	Awaiting for the consultant
SPATIAL DEVELOPMENT FRAMEWORK	The Final Draft SDF was approved by Council in May	None.
LOCAL ECONOMIC DEVELOPMENT STRATEGY	Exists, approved by Council in 2015.	
ELECTRICITY MASTER PLAN	Does not exist	
WATER AND WASTEWATER MASTER PLAN	Does not exist	No funding
HUMAN RESOURCES STRATEGY	Draft exist	Awaiting for council approval.
HUMAN SETTLEMENTS AND HOUSING STRATEGY	Charter exists, was approved by Council in 2016.	Need to be review. Busy with the implementation of the Charter.
DISASTER MANAGEMENT PLAN	Reviewed and adopted in 2011- 2012	Plan implementation.
STRATEGY/SECTOR PLAN	STATUS QUO 2017/18	CHALLENGES

STRATEGY/SECTOR PLAN	STATUS QUO 2017/18	CHALLENGES
LAND USE MANAGEMENT SYSTEM	Draft Land Use Scheme is in place. A service provider was appointed by the municipality to prepare the Land Use Scheme in 2014, in line with SPLUMA requirements. GSDM is assisting the municipality to pre- pare its Wall-to-wall land	Funding to continue with the project.
PERFORMANCE MANAGEMENT SYSTEMS	Does exists	None
FINANCIAL PLAN	Does not Exists	Still pending
WORKPLACE SKILLS PLAN	Exists, submitted annually on 30 April to LGSETA. External bursary policy in place, 2015.	None
COMMUNICATION STRATEGY AND POLICY	The Communication Strategy was developed and review annual.	None
SUPPLY CHAIN MANAGEMENT POL- ICY	Exists	None
RISK MANAGEMENT STRATEGY	Exists	None
ANTI FRAUD AND CORRUPTION POLICY	Exists	None
HIV INTERGRAGETED STRATEGY	Exists	None
SANITATION PLAN	Exists	None
FINANCIAL STRATEGY	Exists	None
MULTI YEAR FINANCIAL STRAGETY	Exists	None
REVENUE STRATEGY	Exists	None
CAPITAL ASSET STRATEGY	Exists	None
SPLUMA BY-LAW	Exists, The By-law was promulgated on the 22 April 2017.	None

CHAPTER 9: FIVE YEAR DEVELOPMENTAL PLAN

Mkhondo Local Municipality comprises of both Political and an Administrative component. The Council, The Executive Mayor, three Mayoral Committee Members, the Speaker, the Whip of Council and MPAC Chairperson. The Political component of Council is supported by the Administrative component which consists of the Municipal Manager, Corporate Services, Finance, Technical Services, Community Services, Planning and Economic Development.

Figure 19: Political and Administrative Organisational Structure



9.1 COUNCIL COMMITTEES

The municipal council has the following councillors and sub committees established in terms of Municipal Structures Act section 80:

Table 38: Council Members:

NO	SURNAME & INITIALS	POSITION
1	CLLR V S MOTHA	EXECUTIVE MAYOR
2	CLLR T NKOSI	SPEAKER OF COUNCIL
3	CLLR M L YENDE	WHIP OF COUNCIL/ WARD COUNCILLOR [WARD 18]]
4	CLLR T E KHUMALO	MMC/ PR COUNCILLOR
5	CLLR S D THWALA	MMC/ WARD COUNCILLOR [WARD 4]
6	CLLR Z J MNISI	MMC/WARD COUNCILLOR [WARD 14]
7	CLLR R P HLATSHWAYO	WARD COUNCILLOR [WARD 1]
8	CLLR T S NKOSI	WARD COUNCILLOR [WARD 2]
9	CLLR D M NTSHAKALA	WARD COUNCILLOR [WARD 3]
10	CLLR J P MAKHATHINI	WARD COUNCILLOR [WARD 5]
11	CLLR T S MAFUYEKA	WARD COUNCILLOR [WARD 6]
12	CLLR J L I BRUSSOW	WARD COUNCILLOR [WARD 7]
13	CLLR M Z NGWENYA	WARD COUNCILLOR [WARD 8]
14	CLLR T W MANANA	WARD COUNCILLOR [WARD 9]
15	CLLR M D NTULI	WARD COUNCILLOR [WARD 10]
16	CLLR B C MKHWANAZI	WARD COUNCILLOR [WARD 11]
17	CLLR T B NKOSI	WARD COUNCILLOR [WARD 12]
18	CLLR F C MTHETHWA	WARD COUNCILLOR [WARD 13]
19	CLLR S M N BOPHELA	WARD COUNCILLOR [WARD 15]
20	CLLR T S M ZULU	WARD COUNCILLOR [WARD 16]
21	CLLR S Z YENDE	WARD COUNCILLOR [WARD 17]
22	CLLR D L NGOBEZA	WARD COUNCILLOR [WARD 19]
23	CLLR BC MKHWANAZI	PR COUNCILLOR
24	CLLR D M THWALA	PR COUNCILLOR
25	CLLR B J VILAKAZI	PR COUNCILLOR
26	CLLR B M KHUMALO	PR COUNCILLOR
27	CLLR MCUNU	PR COUNCILLOR
28	CLLR S S MATHEBULA	PR COUNCILLOR
29	CLLR KD MASONDO	PR COUNCILLOR
30	CLLR TP HLATSHWAYO	PR COUNCILLOR
31	CLLR S J METHULA	PR COUNCILLOR
32	CLLR S C MAHLOBO	PR COUNCILLOR
33	CLLR R J A WILSON	PR COUNCILLOR
34	CLLR P E THABEDE	PR COUNCILLOR
35	CLLR N N ZULU	PR COUNCILLOR
36	CLLR ET MTSHALI	PR COUNCILLOR
37	CLLR B NKOSI	PR COUNCILLOR
38	PP MNCUBE	PR COUNCILLOR

The municipal council also meet on a regular basis and below is the council meeting schedules for 2017-18 financial reporting period:

Table 39: Schedule of Council Meetings:

	JANUARY	FEBRUARY	MARCH	APRIL	MAY	JUNE
Mon	1					
Tues	2				1	
Wed	3				2	
Thurs	4	1 Fin Sec79	1		3	
Frid	5	2 Comm Sec79	2		4	1
Sat	6	3	3		5	2
Sun	7	4	4	1	6	3
Mon	8	5	5	2	7 Comm Sec 79	4
Tues	9	6 MPAC	6	3	8 Fin Sec 79	5
Wed	10	7 Audit	7	4	9	6
Thurs	11 All (3) Sec 80	8	8 Tech/Fin	5	10 Comm/Fores	7
Frid	12	9	9 Corp/Plan	6	11 Corp/Plan	8 Comm/Forest
Sat	13	10	10	7	12	9
Sun	14	11	11	8	13	10
Mon	15	12	12	9	14	11
Tues	16 Mayoral	13 CorpPlan&Tech/Fin	13 Comm/Forest	10 Comm/Forest	15 Tech/Fin	12 Corp/Plan
Wed	17	14 Comm/Forest	14 MPAC	11 Corp/Plan	16 MPAC	13 Tech/Fin
Thurs	18	15	15 Mayoral	12 Tech/Fin	17	14
Frid	19	16	16	13	18 Mayoral	15
Sat	20	17	17	14	19	16
Sun	21	18	18	15	20	17
Mon	22	19	19	16	21	18
Tues	23	20 Mayoral	20	17	22	19
Wed	24	21	21	18	23	20 Mayoral
Thurs	25	22	22	19	24	21
Frid	26	23	23	20 Mayoral	25	22
Sat	27	24	24	21	26	23
Sun	28	25	25	22	27	24
Mon	29 Corp Sec 79	26	26	23	28	25
Tues	30 Plan Sec 80	27	27	24 Plan Sec 79	29	26
Wed	31	28	28 Council	25 Tech Sec 79	30 Council	27
Thurs			29	26 Corp Sec79	31	28
Frid			30	27		29
Sat			31	28		30
Sun				29		
Mon				30 Audit		
Tues						

Figure 20: COUNCILLORS PER POLITICAL PARTY:

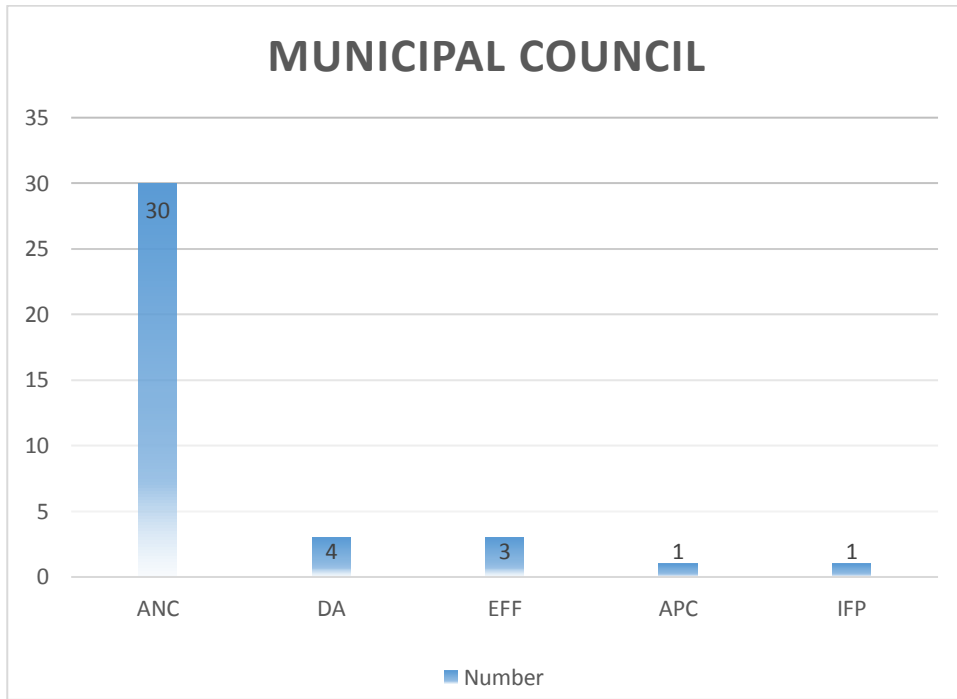


Figure 21: TECHNICAL AND FINANCIAL SERVICES COMMITTEE

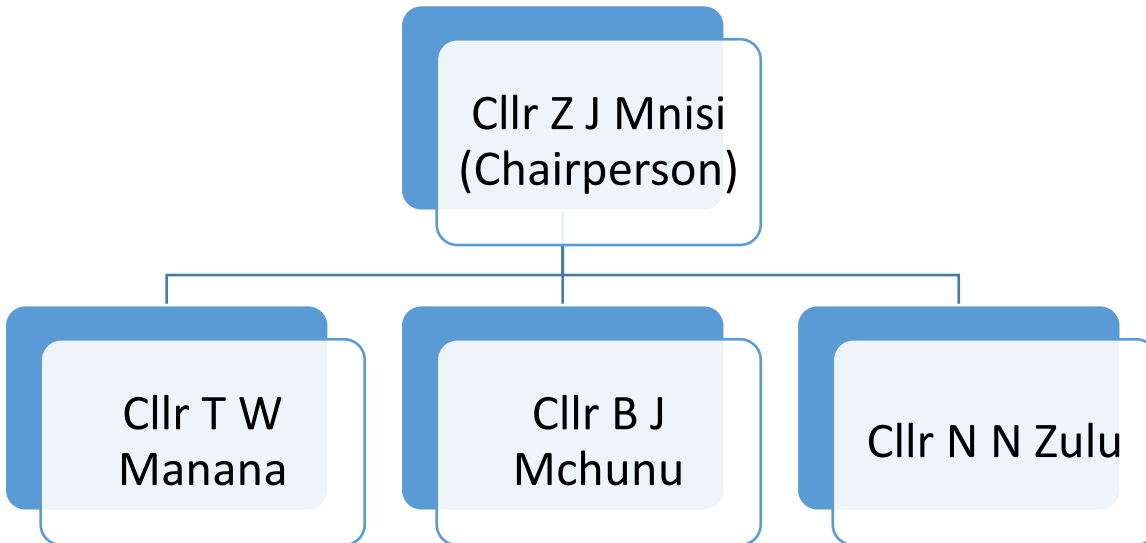


Figure 22: CORPORATE AND PLANNING AND DEVELOPMENT COMMITTEE

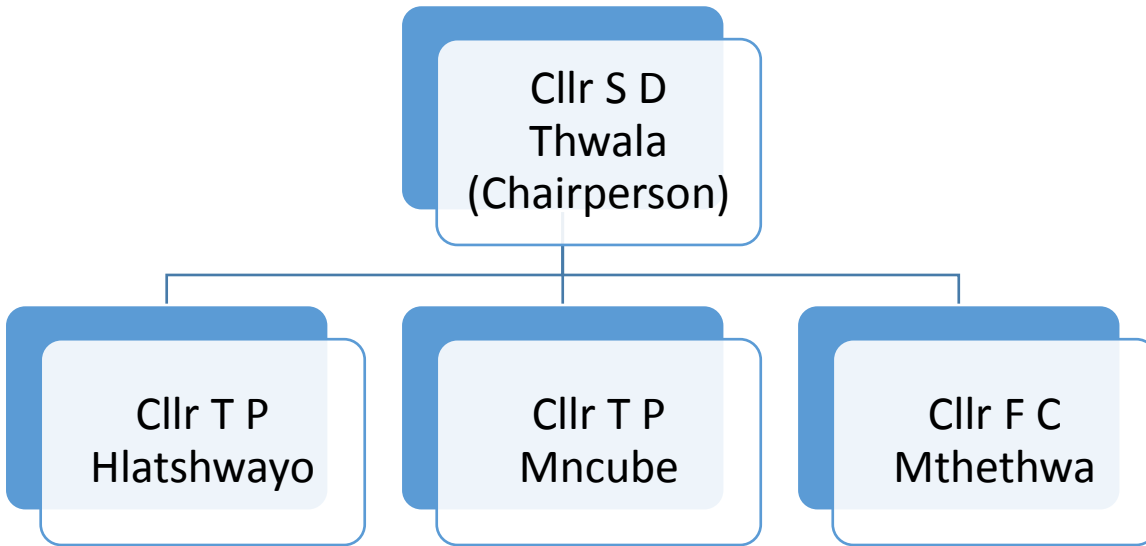
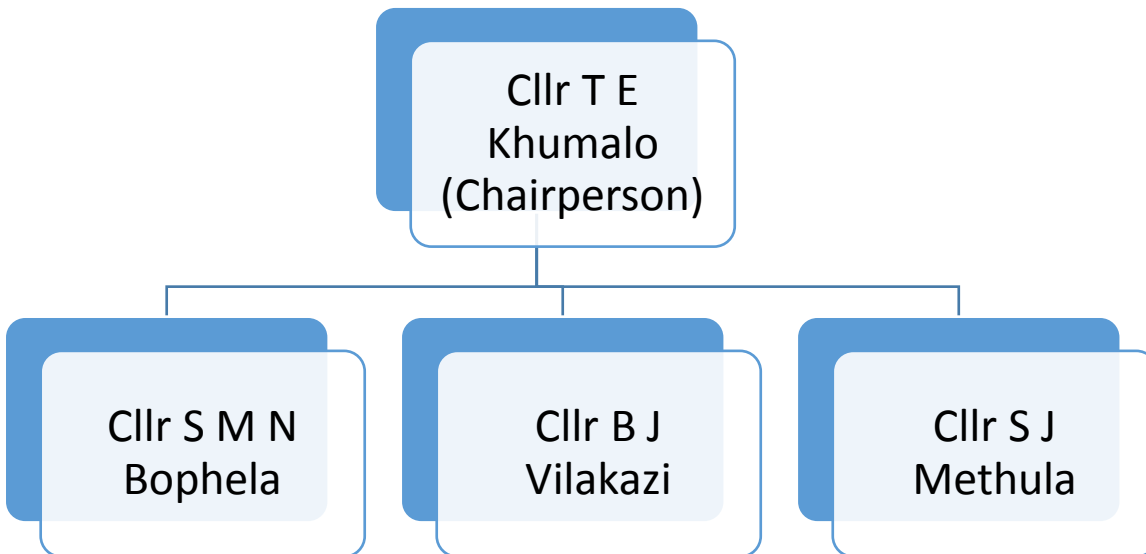


Figure 23: COMMUNITY AND FORESTRY SERVICES COMMITTEE



9.2 COMMITTEES ESTABLISHMENT OF SECTION 79 COMMITTEES

The municipality has the following sub committees established in terms of s79.

Figure 24: FINANCIAL SERVICES COMMITTEE

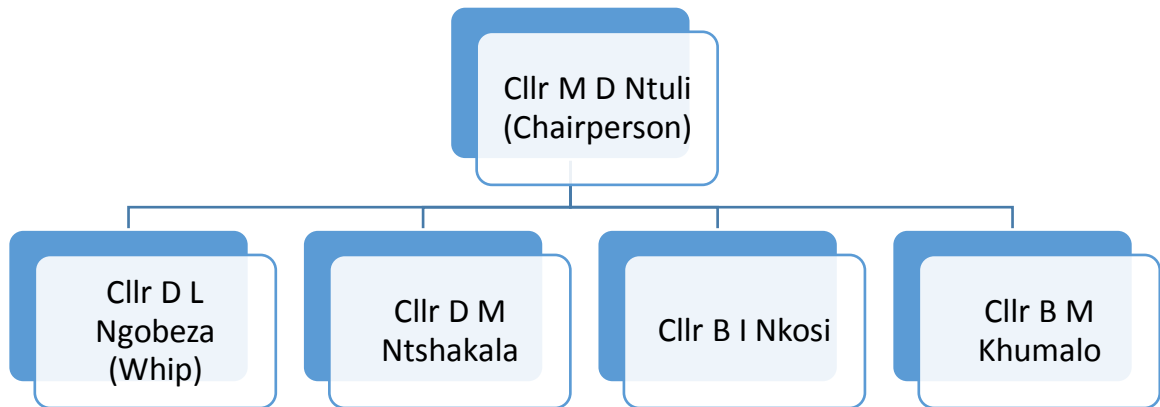


Figure 25: CORPORATE SERVICES COMMITTEE

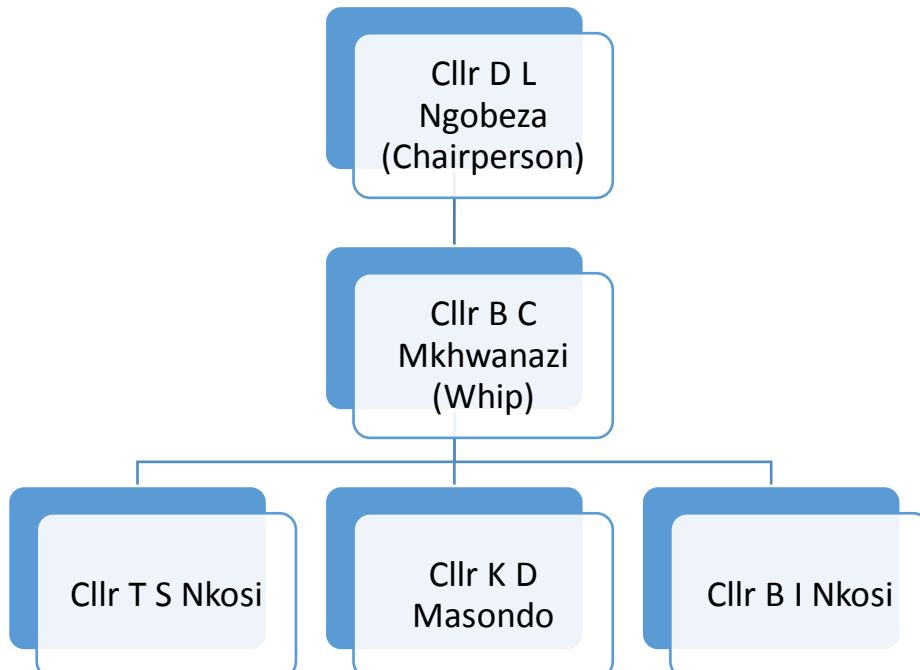


Figure 26: TECHNICAL SERVICES COMMITTEE

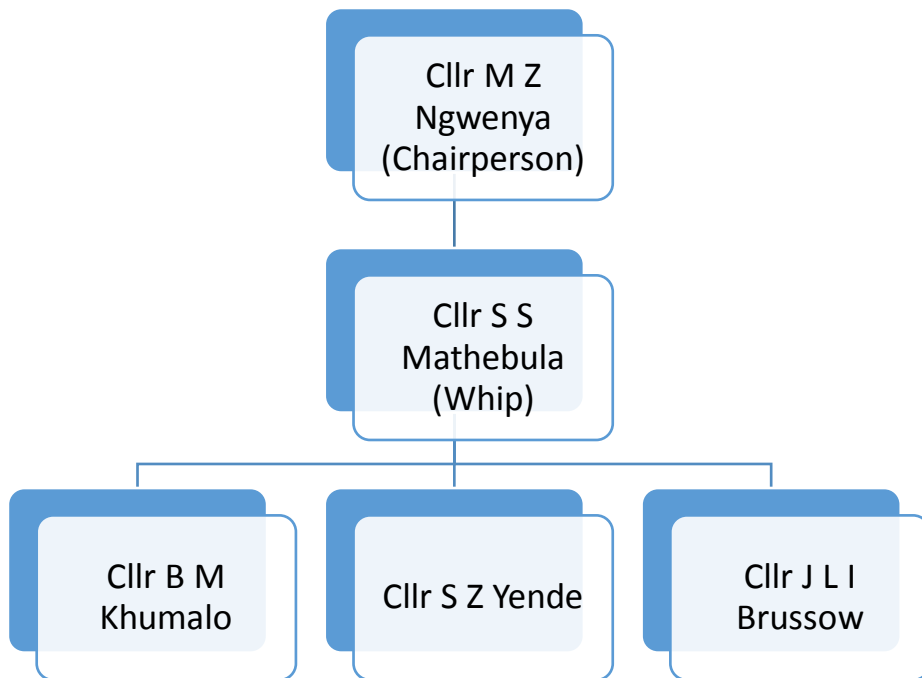


Figure 27: COMMUNITY SERVICES COMMITTEE

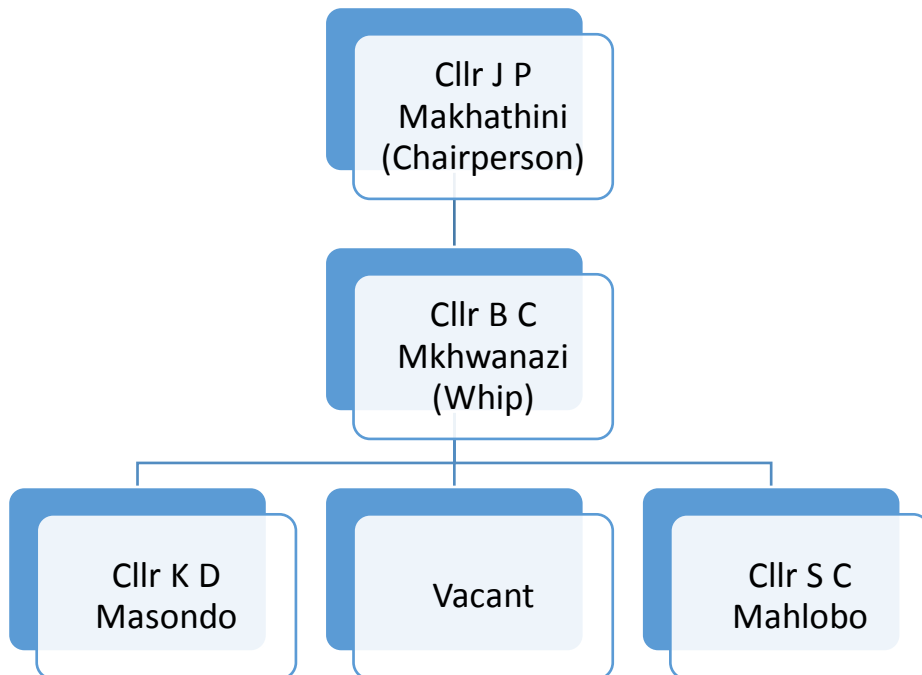


Figure 28: PLANNING AND DEVELOPMENT SERVICES COMMITTEE

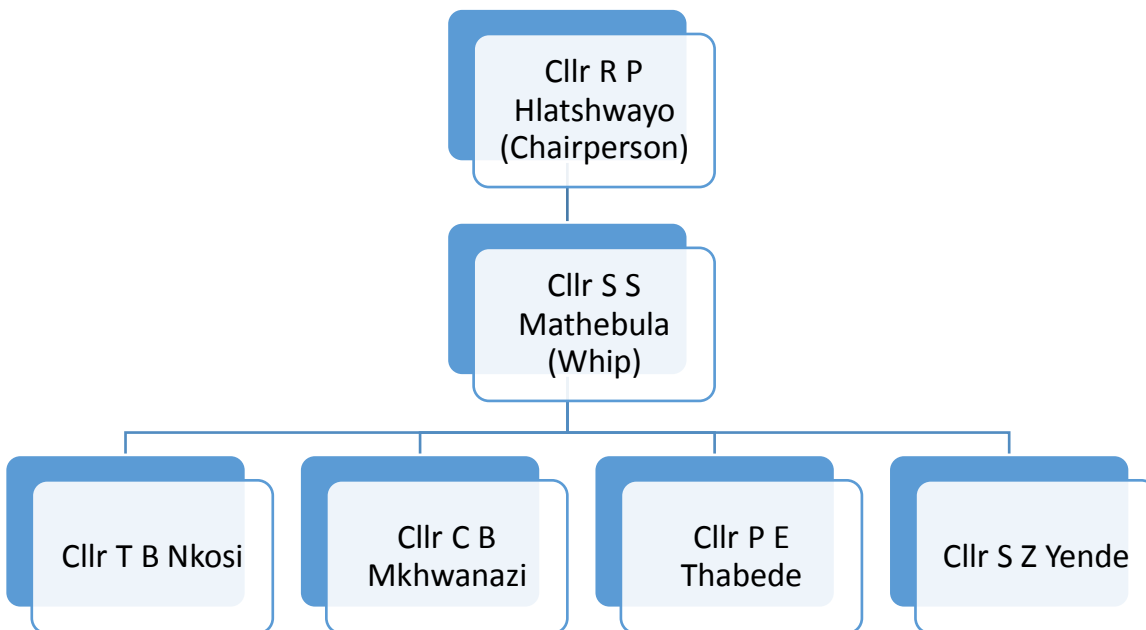


Figure 29: MUNICIPAL PUBLIC ACCOUNT COMMITTEE

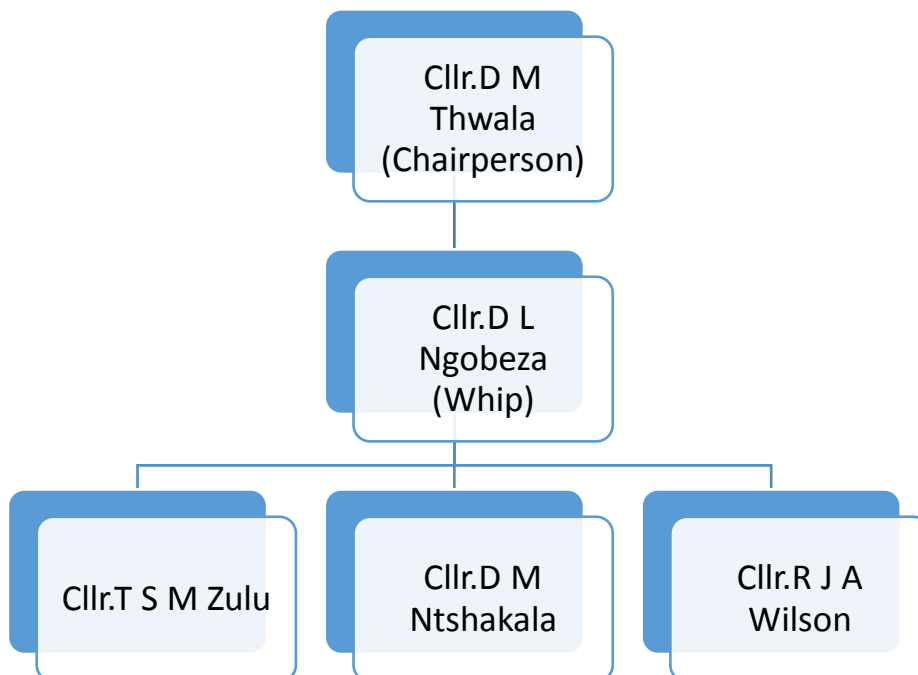


Figure 30: RULES AND ETHIC COMMITTEE

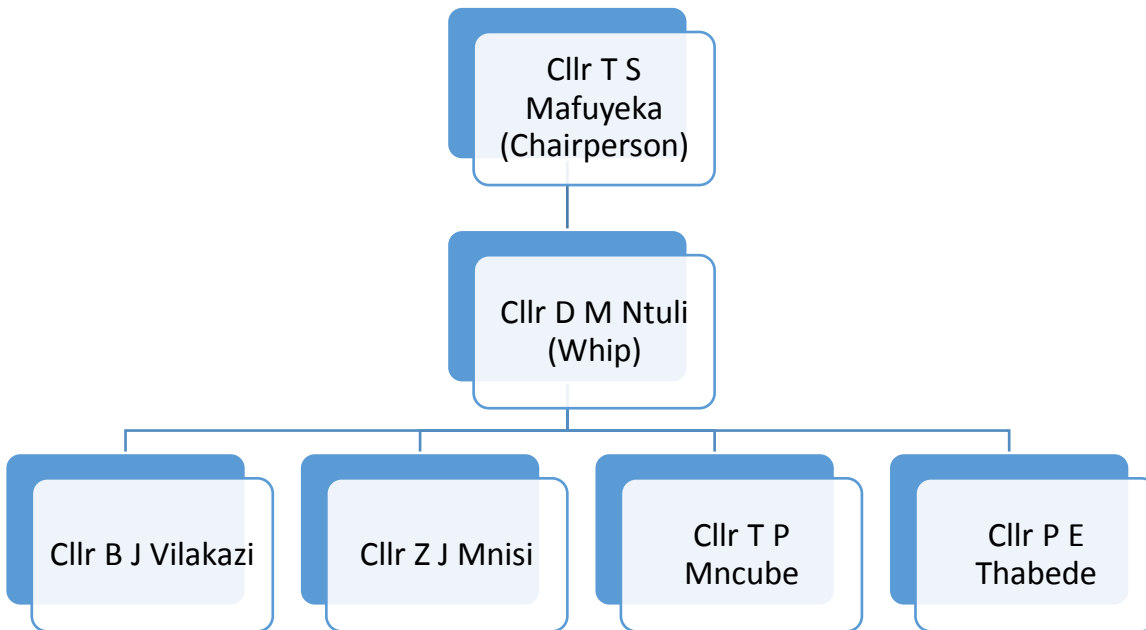
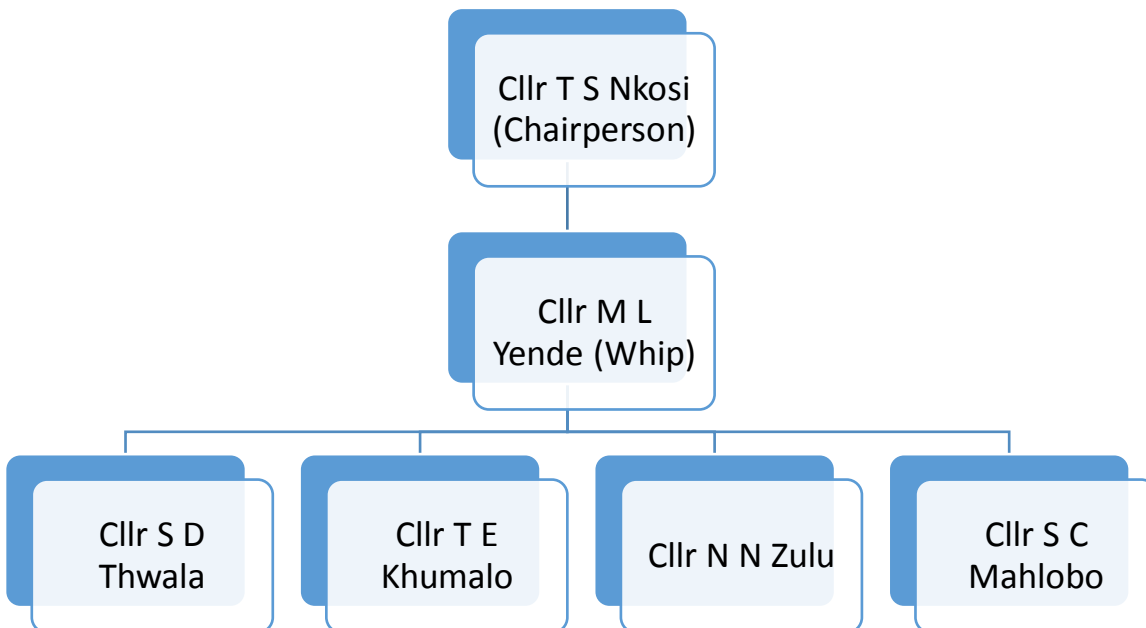


Figure 31: LOCAL GEOGRAPHICAL NAME CHANGES (LGNC)



9.3 TRADITIONAL LEADERSHIP OR AUTHORITIES

The Traditional Leadership and Governance Framework Act, No. 41 of 2003 provides for the recognition of traditional communities and the establishment and recognition of traditional councils. Mkhondo Local Municipality has recognised the chieftaincy of The Mthethwa (Madabukela), Mahlobo (KwaNdwalaza) and Yende (Mahlaphahlapha) and Yende (Ongenyani) that we have knowledge. The Mthethwa Chieftaincy does form part and sits in the Municipal Council meeting in order to take decision in the Municipality.

9.4 MKHONDO ADMINISTRATIVE STRUCTURE

Figure 32: Mayor's Office:



Figure 33: Speaker's Office:



Figure 34: Municipal Manager's Office:



Figure 35: Corporate Services:

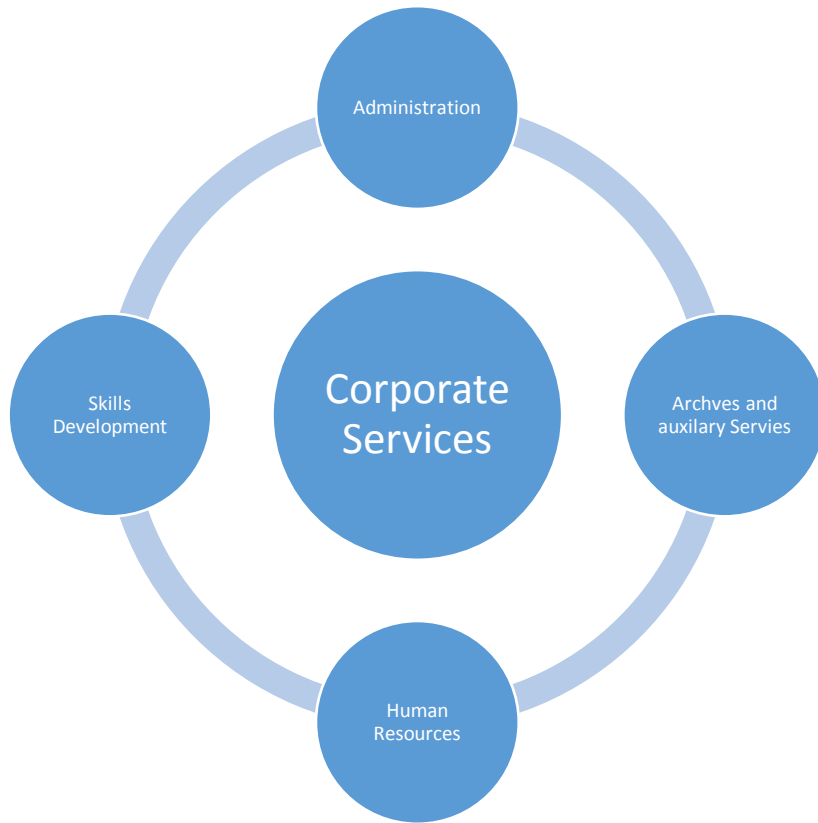


Figure 36: Financial Services:

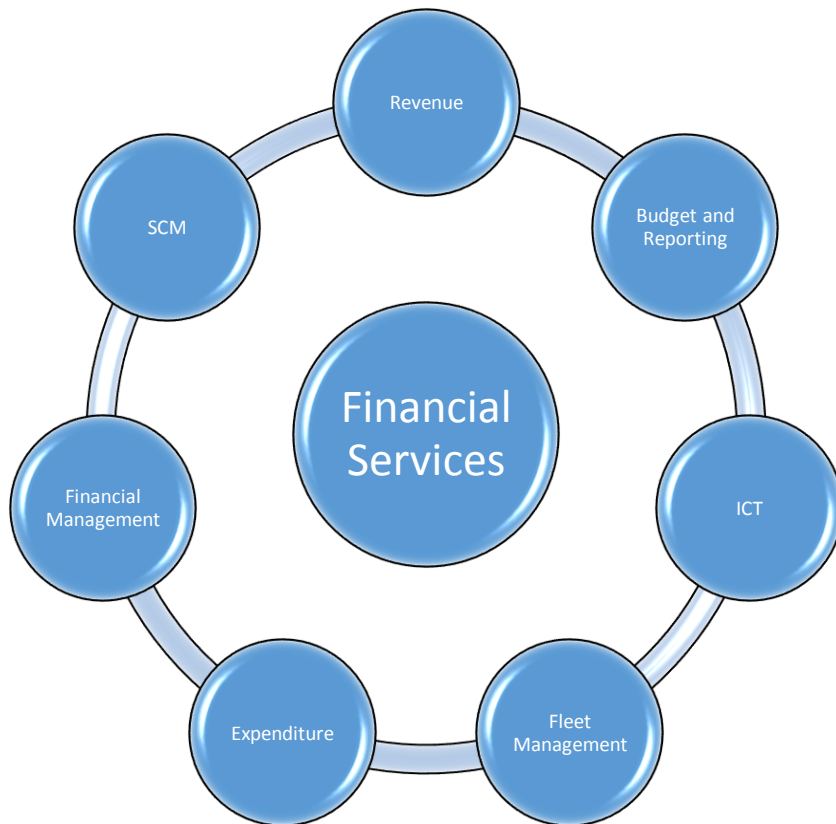


Figure 37: Technical Services:

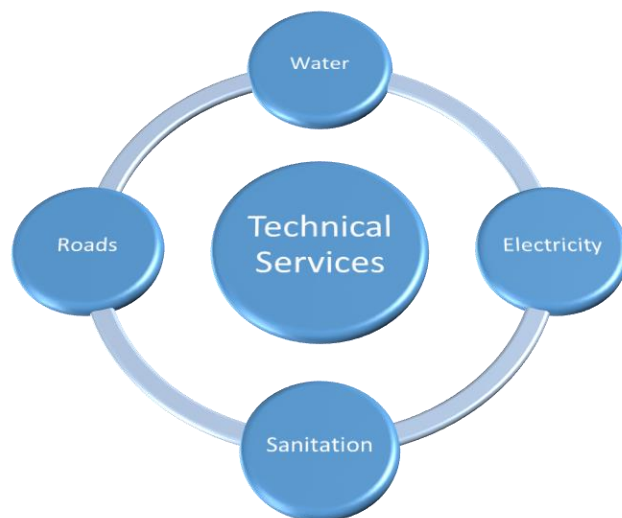


Figure 38: Planning and Development:



Figure 39: Community Services:



9.5 MUNICIPAL POWERS AND FUNCTIONS

According to Section 156 of the Constitution of the Republic of South Africa No. 107 of 1996 outlines the Powers and functions of municipalities as follows: “(1) A municipality has executive (a) the local government matters listed in Part B of Schedule 4 and Part B of (b) any other matter assigned to it by national or provincial legislation. authority in respect of, and has the right to administer Schedule 5; and (2) A municipality may make and administer by-laws for the effective administration of the matters which it has the right to administer. (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. (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- (a) that matter would most effectively be administered locally; and (b) the municipality has the capacity to administer it. (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”.

The Constitution of the Republic of South Africa No. 107 of 1996 outlines the objects of local government in Section 152 as follows:

Table 8.1: Constitutional Objective Requirements:

No	Constitutional Mandate
1	To provide democratic and accountable government for local communities
2	To ensure the provision of services to communities in a sustainable manner
3	To promote social and economic development
4	To promote a safe and healthy environment
5	To encourage the involvement of communities and community organisations in the matters of local government

Mkhondo Local Municipality is responsible for the following functions, which are also outlined under Schedule 4 Part B and Schedule 5 Part B of the Constitution of the Republic of South Africa, 1996:

Figure 40: Constitutional Municipal Mandate:



In all its endeavours, Mkhondo Municipality is also committed to achieve the following broad goals:

Table 40: Municipal Broad goals:

No	Goal
1	Build local economies to create more employment, decent work and sustainable livelihoods
2	Improve local public services and broaden access to them
3	Build more united, non-racial, integrated and safer communities
4	Promote more active community participation in local government
5	Ensure more effective, accountable and clean local government that works together with national and provincial government

It is noteworthy that Mkhondo Local Municipality endeavours to be developmental in approach to ensure that the objects of South Africa being a developmental state are achieved. The introduction of new planning legislation has had a major impact on the planning domain. This has led planning approach in all spheres of government to be more strategic, integrated, holistic, developmental and democratic. Local government has more powers, as it is government closer to the people, which assigns local government with new democratic and social responsibilities. It is expected of local government to deliver better services as it is closer to the people.

9.6 STRATEGIC OBJECTIVES OF THE MUNICIPALITY

Table 41: Strategic objective and key performance areas:

No	Key Performance Area	Strategic Objective	Key Focus Area
1.	Municipal institution transformation & development	To ensure good Governance	Legal and Compliance
			Leadership
2.	Municipal Viability Financial Management	To ensure financial viability	Revenue management
			Expenditure management
			Asset management
			Supply Chain Management
			Financial reporting and budgeting
3.	Good Governance & Public Participation	To ensure efficient and effective public participation and Information Communication Technology (ICT)	Data Integrity and Security
4.	Local Economic Development (LED)	To ensure economic development	Forest Management
			Local Economic Development
			Skills development and Job creation
5.	Basic Service Delivery	To ensure provision of basic services (Water, Electricity, Sanitation and Waste removal)	Electricity
			Water and Sanitation
			Waste Management
			Roads and storm water
6.	Spatial Rational	Spatial Planning and Rationale	Land Use Management
			Road Safety
			Health and social development

9.6.1 TO ENSURE GOOD GOVERNANCE

According to Section 41 of the Constitution which sets out the principles of co-operative government and intergovernmental relations. It provides that all spheres of government must observe and adhere to these principles and conduct their activities within the parameters of these principles. This system of government requires that cooperative governance between national, provincial and local spheres, as expressed through the discourse of intergovernmental relations, should be fostered.

The necessity or requirement for cooperation between levels of government is in the Intergovernmental Relations (IGR) Framework Act 2005 which requires that all spheres of government effectively co-ordinate, communicate, align and integrate service delivery to ensure access to services. The Act provides a framework for national, provincial and local government, and all organs of state within those governments, to coordinate the implementation of policy and legislation, in order to ensure:

Table 42: Principles of co-operative government:

No	Objective
1	Coherent government
2	Effective provision of services
3	Monitoring implementation of policy and legislation
4	Realisation of national priorities

In view of the aforementioned legislative and policy imperatives, Mkhondo Local Municipality has adopted a coordinated process of intergovernmental relations, through its engagement in the Kwa- Zulu Natal (KZN)/ Mpumalanga (MP) Transboundary Forum. The aim of the forum is to provide a standard approach to planning issues and identify key issues for alignment. This ensures integrated planning so that there is effective delivery of services to residents, avoiding duplication and maximising impact. Issues to be analysed in institutional arrangement include Amakhosi, Municipalities, farmers (associations), Provincial government, National government and chambers of commerce and industries and other affected parties.

The following are the key performance areas for good governance:

Figure 41: Good governance key performance areas:



9.6.1.1 Legal and Compliance

The municipality has an established legal and compliance office residing within the office of the municipal manager. Legal and compliance is responsible for all legal matter ranging from entering into legal contracts to dealing with issues of disputes, litigations and claims.

9.6.1.2 Audit committee

The municipality has an established audit committee that is responsible for all governance issues as mandated by relevant legislative requirements and regulations as well other pronouncements such as King IV. The audit committee sits at least four times a year as per the legislation.

9.6.1.3 Internal audit

The municipality has an established internal audit function residing within the office of the municipal manager. Internal audit reports functionally to the audit committee and administratively to the Municipal Manager. Internal audit has an approved three year rolling plan in place, one-year annual plan as well an internal audit charter that governs its operations. The role of the internal audit includes evaluating controls and advising management at all levels, evaluating risks, analysing operations and confirming information and reviewing compliance.

Figure 42: The figure below outlines the difference between Internal Auditors and External Auditors:

	Internal Auditors	External Auditors
Mandate	IAs have a duty to senior management and the board via the audit committee on the state of governance, risk management and control within the organisation.	EAs have a statutory obligation to shareholders and the public on the accuracy of the annual report and the financial statements
Areas of Focus	IAs focus on the whole organisation, all departments, functions and operations	EAs focus on finance and accounting
Independence	IAs are part of the organization but independent of management, they provide internal audit assurance and report to the audit committee.	EAs are independent external assurance providers to the organisation and have a statutory obligation
Risk and Control	IAs provide an independent view on the organisation's governance, risk management and control processes. They review, the adequacy of control design to ensure that risks are effectively managed, and then test operation of key controls to ensure they are operating as intended and therefore are effective in managing the organisation's risk.	EAs identify risks and assess controls over financial reporting and place reliance on controls to the extent practicable. Emphasis is on gaining sufficient audit evidence to conclude that the financial statements present a true and fair view.
Driving Results	IAs make recommendations to improve the overall internal control environment and to improve the operational performance of the organisation as a whole.	EAs make recommendations to improve the financial control environment

(Source: IIASA)

9.6.1.4 Risk management

The municipality has an established risk management office residing with the office of the Municipal Manager. The risk function is responsible for making sure that all emerging risk relating to the Municipality are identified, registered and mitigated through implementation of control measures by relevant management in their respective departments.

Table 43: Top Municipal Risks

STRATEGIC RISK FOR BASIC SERVICES DELIVERY

Risk Ref.	KPA	Strategic Goal	Risk Identified	Root Cause	Consequences	IL	II	IR	Current Controls	CE	R L	R I	RR	Future mitigating Controls	Due Date	Frequency of reporting	Risk Owner	Action Owner
SR1	Basic Service Deliver	Sustainable service delivery	Inability to provide sustainable basic service delivery to the community	1. Inadequate infrastructure for services delivery 2. Aging Infrastructure and other assets 3. Lack of regular infrastructure maintenance due to financial constraints 4.	•Health hazards; •Negative audit outcome •Poor road access •Natural disasters resulting in damages to property; •Service delivery protest .	5	5	25	<ul style="list-style-type: none"> Functional Technical Services Department Budget & WSIG & INEP Engaging the relevant stakeholders (DOE) on the upgradin 	60 %	4	5	20	1,2&6.Development of the Infrastructure Master Plans (Water & Sanitation , Roads & Storm water, Electricity, Waste Management) 3.Continue with the implementation of	1,2&6. 30 June 2019 3. 30 Sept. 2018 & quarterly 4. 30 Sept. 2018 5&7. 30	Monthly & Quarterly	GM Technical	1,2&6. Senior Managers Technical 3. All GMs 4. MM 5&7. Senior Managers

Risk Ref.	KPA	Strategic Goal	Risk Identified	Root Cause	Consequences	IL	II	IR	Current Controls	CE	R L	R I	RR	Future mitigating Controls	Due Date	Frequency of reporting	Risk Owner	Action Owner
				Inadequate capacity of electrical supply system 5. Inability to maintain infrastructure due to Climate changes 6. Lack of Infrastructure Master plans (Water, Electricity and Roads) 7. Lack of Infrastructure maintenance plans 8. Lack of by-law for water & sanitation, roads & storm					g of the sub-station. • Conduction awareness on water conservation • Help line desk to attend to service delivery issues.					the Revenue Enhancement Strategy 4.Appointment of service provider to upgrade the main sub-station 5&7. Finalise the development of maintenance plans and take into account climate changes 8.1 Finalise the gazetting	Sept. 2018 & quarterly 8.1 30 Sept. 2018 8.2 30 Sept. 2018 & quarterly			Technical 8.1 GM Technical 8.2 GM Technical

Risk Ref.	KPA	Strategic Goal	Risk Identified	Root Cause	Consequences	IL	II	IR	Current Controls	CE	R L	R I	RR	Future mitigating Controls	Due Date	Frequency of reporting	Risk Owner	Action Owner
				water and electricity.										of the by-laws (Roads & storm water and Electricity) 8.2 Finalise development and gazetting of water and sanitation				

STRATEGIC RISKS FOR INSITUTIONAL DEVELOPMENT

Risk Ref.	KPA	Strategic Goal	Risk Identified	Root Cause	Consequences	IL	II	IR	Current Controls	CE	R L	R I	RR	Future mitigating Controls	Due Date	Frequency of reporting	Risk Owner	Action Owner
SR2.	Spatial Rational	To develop sustainable and integrated human settlement	Inability to respond to sustainable and integrated planning needs of the community	1. Insufficient serviced land for human settlements; 2. Rapid rate of cross border and Rural-Urban migration 3. Non-alignment legislative processes in establishment of township	<ul style="list-style-type: none"> Land Invasions Social unrest Negative reputation Prolonged process 	4	5	20	<ul style="list-style-type: none"> Spatial Development Framework in place SPLUMA by-law in place. Town Planning Schemes. 	60%	3	5	15	1. To engage stakeholders to provide land for township establishment. 2.1 Create awareness on investment opportunities in Rural areas 2.2 Engage the relevant Stakeholders on Cross border and Rural-	1. 30 Sept. 2018 and quarterly 2.1 30 Sept. 2018 and quarterly 2.2 30 Sept. 2018 and quarterly 2.3 30 sept. 2018	Quarterly	GM: Planning & Development	1. MM Senior Manager LED 2.2 GM: Planning & Development 2.3 Senior Manager Town Planning and Human

Risk Ref.	KPA	Strategic Goal	Risk Identified	Root Cause	Consequences	IL	II	IR	Current Controls	CE	R L	R I	RR	Future mitigating Controls	Due Date	Frequency of reporting	Risk Owner	Action Owner
														Urban migration 2.3 Regular updating of the settlement database 3.1 Continue with the implementation of the SPLUMA	and quarterly 3.1 30 Sept. 2018 & quarterly 3.2 30 Sept. 2018 & quarterly 4. 31 Dec.			Settlement and building control 3.1. Senior Manager Town Planning and Human Settlement and building control 3.2 Senior Manager

Risk Ref.	KPA	Strategic Goal	Risk Identified	Root Cause	Consequences	IL	II	IR	Current Controls	CE	RL	RI	RR	Future mitigating Controls	Due Date	Frequency of reporting	Risk Owner	Action Owner
																		Town Planning, Human Settlement and building control

Risk Ref.	KPA	Strategic Goal	Risk Identified	Root Cause	Consequences	IL	II	IR	Current Controls	CE	R L	R I	RR	Future mitigating Controls	Due Date	Frequency of reporting	Risk Owner	Action Owner
SR3.	Local Economic Development	Economic Growth	Inadequate Economic growth rate	1. Outdated LED Strategy 2. Inadequate infrastructure developments 3. Inadequate access to land in rural areas 4. Inadequate promotion of Mkhondo as tourism destination. 5. Inadequate support of the SMMES and Cooperatives 6. Inadequate skills (SMMES and	<ul style="list-style-type: none"> •Depressed economic conditions; •High unemployment rate; •Unsustainable SMMES and Cooperatives 	5	5	25	<ul style="list-style-type: none"> •Approved LED strategy ; •LED Forum in place; •Cooperation with other stakeholders (Inter - governmental, private sector) 	60%	3	5	15	1. To review outdated LED strategy 2. Development of Infrastructure Master Plans (Technical department) 3. Review Spatial Planning Framework and provision of land to be reflective of the driving economic factors in	1. 30 June 2018 2.30 June 2019 30. Sept 2018	Quarterly	GM: Planning and Development	1. SM: IDP, LED and Tourism 2. Senior Managers Technical 3. Town Planners

Risk Ref.	KPA	Strategic Goal	Risk Identified	Root Cause	Consequences	IL	II	IR	Current Controls	CE	R L	R I	RR	Future mitigating Controls	Due Date	Frequency of reporting	Risk Owner	Action Owner
				Cooperatives)										rural areas. 4. To intensify marketing of the brand Mkhondo through use of social media and other media platforms 5&6 Training of SMME's and Cooperatives	30. Sept 2018			4. SM: IDP, LED and Tourism 5. SM: IDP,

Risk Ref.	KPA	Strategic Goal	Risk Identified	Root Cause	Consequences	IL	II	IR	Current Controls	CE	R L	R I	RR	Future mitigating Controls	Due Date	Frequency of reporting	Risk Owner	Action Owner
																		LED and Tourism
SR4	Financial Viability	Financial Viability	Unsustainable financial viability	<ol style="list-style-type: none"> 1. Low revenue base 2. Inability and resistance to pay Municipal services by the Community 3. Inadequate financial management 4 Inadequate revenue collection 5. Inability to control the SCM mark-up prices 6. Inadequate 	<ul style="list-style-type: none"> • Inability to meet financial obligation • Qualified audit opinion; • Financial Loss; 	5	4	20	<ul style="list-style-type: none"> • Revenue enhancement strategy in place and being implemented • Enforcing debt and credit policy (cut-off nonpaying consumers) • Not 	60%	4	4	16	<ol style="list-style-type: none"> 1&4. Flat rates to be introduced to non-billed areas. 2.Continuous enforcing of debt and credit policy (cut-offs) 3.Enforcing adherence to procurement plan 	<ol style="list-style-type: none"> 1&4. 30 Sept 2018 2. 30 Sept 2018 	Monthly and Quarterly	CFO	SM: Revenue

Risk Ref.	KPA	Strategic Goal	Risk Identified	Root Cause	Consequences	IL	II	IR	Current Controls	CE	R L	R I	RR	Future mitigating Controls	Due Date	Frequency of reporting	Risk Owner	Action Owner
				asset management system 7. Inadequate implementation of the mSCOA					approving quotations for escalated prices. • Appointed an asset management specialist/ service provider.					7. To train GM's secretaries on how to procure on mSCOA	3. 30 Sept 2018 7. 31 Dec 2018			SM: SCM mSCOA champion.

Risk Ref.	KPA	Strategic Goal	Risk Identified	Root Cause	Consequences	IL	II	IR	Current Controls	CE	R L	R I	RR	Future mitigating Controls	Due Date	Frequency of reporting	Risk Owner	Action Owner
SR 5	Good Governance and Public Participation.	Good Governance and Public Participation.	Inefficient implementation of governance processes	<ol style="list-style-type: none"> Inadequate community involvement in the budget process; Inadequate alignment of IDP, Budget and SDBIP Inadequate implementation of recommendations from oversight structures Inadequate communication between the municipality and the community Ineffective records 	<ul style="list-style-type: none"> Inadequate delivery on the promises made during public consultations; Social Unrest Inability to align service delivery to community needs 	4	4	16	<ul style="list-style-type: none"> Budget consultative process implemented,(part public participation program) Mid-year review and revision of budget by Council Political office to play a role in inviting community to public 	60%	3	4	12	<ol style="list-style-type: none"> Service provider appointed to align our IDP, Budget and SDBIP. Resolutions registers to be monitored by respective committees To re-introduce municipal newsletter Investigate user friendly records management 	<p>2.30 Sept 2018</p> <p>3. 30 Sept 2018</p> <p>4.31 Dec 2018</p>	Quarterly	GM: Corporate Services	<p>SM: PMS, Budget and IDP</p> <p>SM: Mayoral and Public Participation</p>

Risk Ref.	KPA	Strategic Goal	Risk Identified	Root Cause	Consequences	IL	II	IR	Current Controls	CE	R L	R I	RR	Future mitigating Controls	Due Date	Frequency of reporting	Risk Owner	Action Owner
				Management system					<ul style="list-style-type: none"> participation through ward committees Social Media (FB, Instagram) and print media used to communicate with community 					ent system. (resistance over ORBIT usage)	5. 31 Dec 2018			GM: Corporate Services
SR 6	Municipal Institutional Development and	Municipal Institutional Development and Transf	Inadequate transformation and development	<ul style="list-style-type: none"> 1. Imbalance in key position 2. Inadequate resources for skills development 	<ul style="list-style-type: none"> 1. Skills shortage among officials and councillors which could have a negative impact on 	4	5	20	<ul style="list-style-type: none"> Skills Development Plan in pace Employment Equity 	60%	3	5	15	1. Priority to be given to women in key management positions.	1. 30 Sept 2018	Quarterly	GM: Corporate Services	SM: HR

Risk Ref.	KPA	Strategic Goal	Risk Identified	Root Cause	Consequences	IL	II	IR	Current Controls	CE	RL	RI	RR	Future mitigating Controls	Due Date	Frequency of reporting	Risk Owner	Action Owner
	Transformation	Information	programs	3. Insufficient office space	service delivery 2. Non-compliance to Employment Equity Targets				Plan in place					2. Depends on improved revenue collection 3. To consult provincial treasury about possible funding for new offices.	2. 30 Sept 2018 3. 30 June 2019			Manager: Skills Development Municipal Manager

9.6.1.5 Municipal Manager's Office

The Municipal Manager's office is responsible for the following functions: Administrative services, satellite offices, forestry, legal services, risk management, performance management and internal audit. The Municipal Manager is the Accounting Officer of the municipality in terms of MFMA s60. The Municipal Manager has therefore the ultimate responsibility to account to the Executive Mayor as well as the Municipal Council

9.6.1.6 Executive Mayor's Office

The Executive Mayor's office is responsible for larger groups, HIV/AIDS co-ordination, administrative service and ultimately reports to council. The office of the Executive mayor has the ultimate responsibility to account to the Municipal Council.

9.6.1.7 Council

The municipality has an established council in place. The council is constituted by 38 councillors as voted for by the people of Mkhondo. The council is the highest decision-making body of the municipality and exercises oversight responsibility to the Executive mayor and Municipal Manager (the Accounting Officer).

9.6.2 TO ENSURE FINANCIAL VIABILITY

The municipality has a function financial services department with the following key performance areas:

Figure 43: Key Performance Areas:



9.6.2.1 Revenue Management

Mkhondo Municipality's most significant source of revenue is from grants. The contribution of the various alternative streams of revenue will be subject to review. The municipality will rigorously engage in a process of identifying all uneconomic and unutilised assets for the purpose of disposing them resulting in additional revenue from the proceeds thereof. Customers should be encouraged to pay their outstanding debts through the implementation of a debt management solution.

As part of the revenue enhancement strategy, management have put the following mechanisms in place intervention:

Table 44: Revenue Enhancement mechanisms:

No	Intervention
1	Implementation of the Geographic Information System
2	Meter audit to be done
3	Collection of arrears through pre-paid system
4	Proper indigent control
5	Data cleansing
6	Proper utilisation of all revenue sources

9.6.2.2 Asset Management

Finance department has an asset management function in place responsible for maintaining records of all assets belonging to the municipality as well as valuation of responsibility of such assets in order to ensure faithful presentation of the value of assets.

9.6.2.3 Expenditure Management

Finance department has a Budget and Treasury function responsible for management of the municipal expenses.

9.6.2.4 Supply Chain Management

The Local Government: Municipal Finance Management Act requires all municipalities to adopt a Supply Chain Management Policy that will provide legislative guidance. Mkhondo Local Municipality's Supply Chain Unit carries out the following duties:

Table 45: Key sections of the SCM Policy:

No	Key Section
1	Procuring goods and services
2	Appointment of contractors and other external mechanisms to provide assistance in the provision of Municipal Services
3	Disposing of assets, including goods no longer needed
4	Unauthorised expenditure, Irregular Expenditure and Fruitless and wasteful expenditure

9.6.3 TO ENSURE EFFICIENT AND EFFECTIVE ICT

Mkhondo Local Municipality has an Information Technology (IT) and Information Systems (IS) Unit, known as the Information and Communication Technologies (ICT) Unit. The Unit is responsible for providing the necessary tools to the various departments to fast track service delivery while providing members of the public, clients and other stakeholders faster and easy access to municipal services and information from anyplace and at any time. The following are the key functional areas of the ICT department:

Figure 44: ICT Coverage Areas:

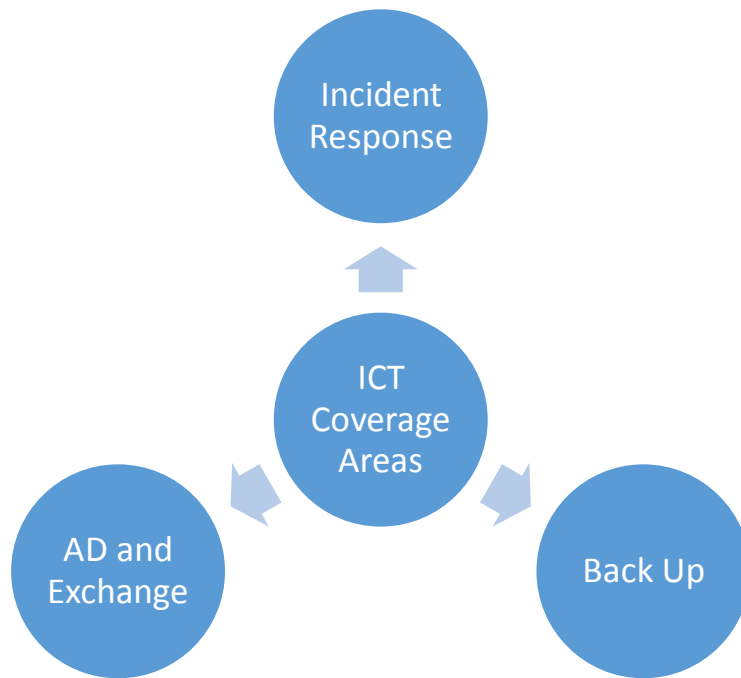


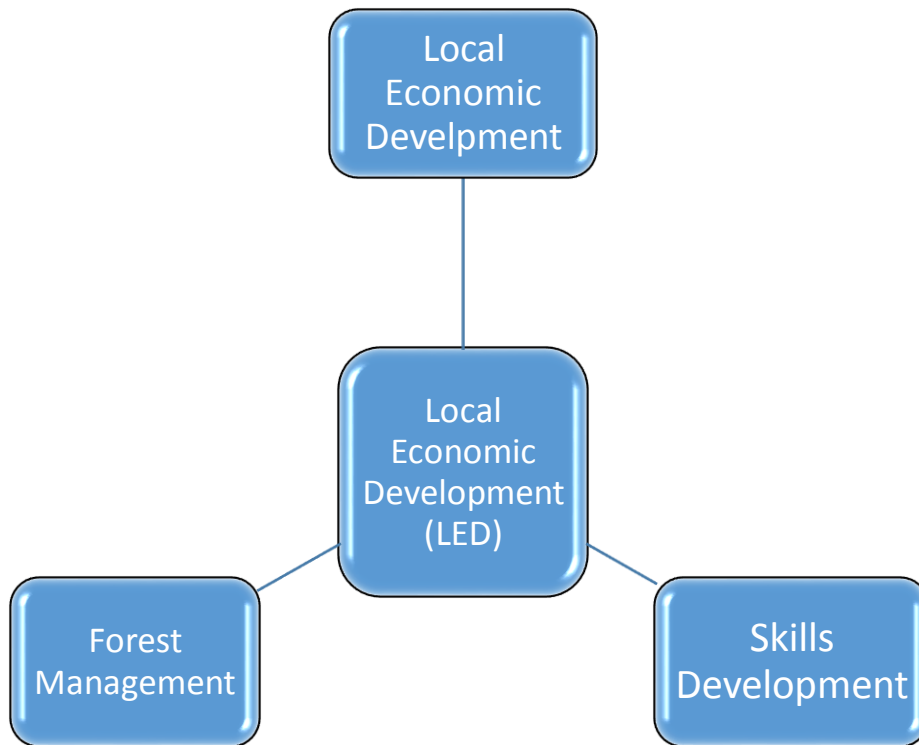
Table 46: Key Functions of ICT:

No	Key Function
1	Corporate ICT Governance and Strategy
2	E-Govt. services including website and intranet
3	SAGE VIP, TeamMate, Munsoft and Contour application administration
4	Servers, Network Systems & Desktop Maintenance
5	Application Systems Development
6	Perform general system maintenance and support
7	Infrastructure and Information Management Solutions & Systems including Research and Project.
8	Web design
9	Disaster Recovery, Business Continuity and ICT Security.

9.6.4 TO ENSURE LOCAL ECONOMIC DEVELOPMENT (LED)

The municipality has defined its key performance areas for social and economic development within the following parameters:

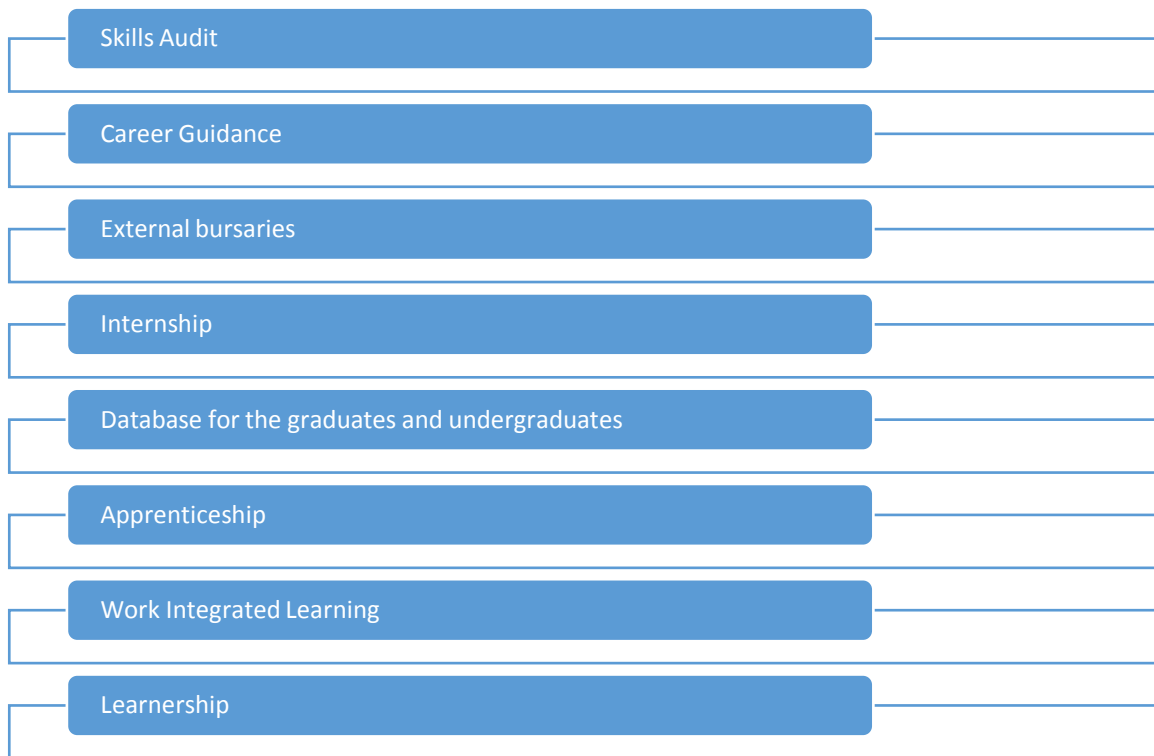
Figure 45: Social and Economic Development Key Performance Areas:



9.6.4.1 SKILLS DEVELOPMENT

The Mkhondo Local Municipality Skills Development section is responsible for the coordination of Skills Development, Capacity Building of Councillors, employees and the unemployed. The section falls under the Human Resource Unit in the Department of Corporate Services. Amongst other activities, the section deals with the following functions:

Figure 46: Key functions of Skills Development Unit:



In addition to the above, the section is responsible for advising the Municipality on critical and scarce skills.

9.6.4.1.1 Expanded Public Works Programme (EPWP)

The (EPWP) is a nationwide programme covering all spheres of government and state-owned enterprises. The Programme provides an important avenue for labour absorption and income transfers to poor households in the short to medium term. It is also a deliberate attempt by the public sector bodies to use expenditure on goods and services to create work opportunities for the unemployed. EPWP Projects employ workers on a temporary or on-going basis either by government, by contractors, or by other non-governmental organizations under the Ministerial Conditions of Employment for the EPWP or learnership employment conditions.

Mkhondo Local Municipality is actively involved in the implementation of EPWP through programmes like Phezukomkhono, Community Workers Programme (CWP) and MRTT. All these programmes aim to improve the life of the youth and give them necessary skills for future job market.

9.6.4.1.2 Education

Important for these young people to improve education and skills levels to become part of the labour market of Mpumalanga – especially the Black African youth – unemployment rate of people with Grade 12 about 30%

According to the 2016 CS of StatsSA, the graduate unemployment rate in South Africa 9.8% for Black Africans – important to respond to this challenge in Mpumalanga to create opportunities for especially the

Black African graduate youth – importance of relevant qualifications in line with the needs of the economy & labour market.

Figure 47: Education and Unemployment Rate

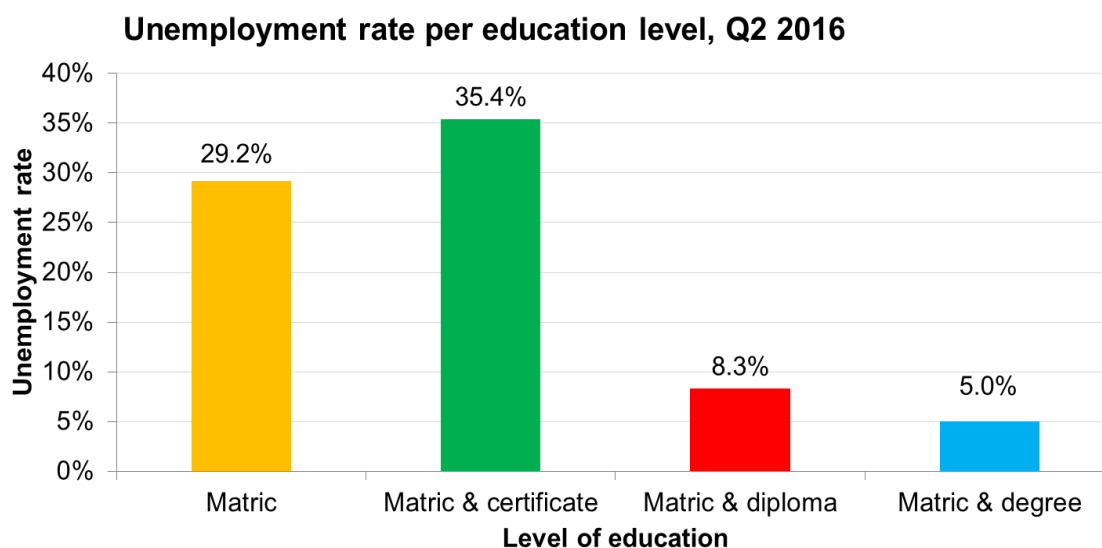


Table 47: Grade 12 statistical results:

Local municipal area	Grade 12 Pass Rate			Admission to B degree
	2011	2014	2015	2015
Mkhondo	55.2%	70.9%	66.9%	24.7%

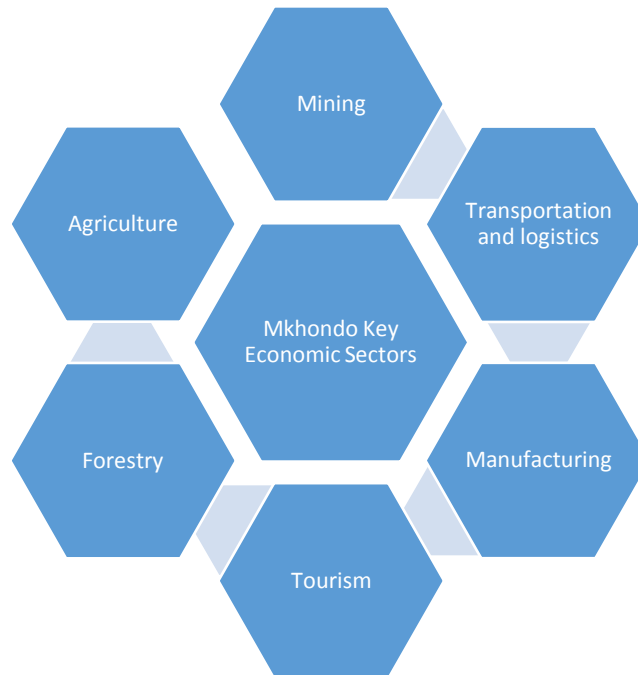
Table 48: Grade 1-12 statistical numbers:

EDUCATION BACKGROUND	1996	2001	2011	2016
No Schooling	18 000	22 806	15 914	38 045
Grade 7	3 360	4 304	4 543	7880
Grade 12	5 594	8 674	22 600	30841
Higher than Grade 12	1 759	2 411	4 575	Not available

8.4.1.1

9.6.4.2 LOCAL ECONOMIC DEVELOPMENT (LED)

ECONOMIC POTENTIAL IN MKHONDO



9.6.4.2.1 Mining

Mining products produced in Mkhondo are mainly coal and iron ore. Two mining houses are currently legally licenced to operate and mine within the jurisdiction of Mkhondo Local Municipality, Kangra Coal Mine (Saul Mkhizeville) and Jindal Africa Mine (Kiepersol). As part of their Social Labour Plans, they promote employment of local labour, subcontracting, skills improvement / transfer, bursaries, internship, infrastructure development, amongst other things.

9.6.4.2.2 Agriculture and Forestry

Agriculture is also intensively practiced in Mkhondo varying vegetables, maize, soyabeans production and livestock farming. It is sold as both raw material and in a processed form. Forestry is also a very dominant sector in Mkhondo. The forestry industry consists of forest plantations leading to primary processing industries where the products include dried and treated timber. Pulp and paper production, manufacturing of furniture, construction material like door and window frames are secondary products. Though this industry displays some value chain, there are other opportunities that need further exploration.

9.6.4.2.3 Tourism

Tourism is not fully recognised. Much emphasis has been given to this sector in terms of marketing it to the tourist. A tourism brochure was developed in trying to market all the tourism establishment and attractions. Annual events are also taking place in Mkhondo which forms a great part of Tourism promotion.

Tourism is dominated by guesthouse facilities around the town of eMkhondo which cater for weekend and transit travel, while conservancies and private reserve developments are increasing in the Ngwempisi and

Assegai River valley and catchments. The N2 linkage through Mkhondo is the major tourism link connecting northern KZN and the Mpumalanga / Limpopo Lowveld areas to one another.

The mountains south of Dirkiesdorp and high grassland escarpment to the west in the region hold high bio and scenic diversity. The potential could be realized via appropriate sustainable private sector or corporate investment. Facilities associated with Heyshope dam (compared to the Jerico Dam) appear limited. Significant potential exists for community investor partnerships on (traditional) land adjacent to the dam.

A number of South African Heritage Sites are found in this municipality.

Figure 48: Mkhondo heritage sites:



The Mpumalanga Parks Board manages the Witbad Nature Reserve, while there are also a number of Private Nature Reserves and Conservancies which include: Morgenstond Nature Reserve and Amsterdam Conservancy (which incorporates the Athole Nature Reserve).

9.6.4.2.4 Manufacturing

Manufacturing industry within Mkhondo is dominated by Pulp and paper production, manufacturing of furniture, construction material like door and window frames are secondary products from processing of forest timber.

9.6.4.2.5 Transportation and Logistics

To interlink the value chain amongst these sectors, means of transport need to be in place. Mkhondo is also a thoroughfare for Kwazulu-Natal, Swaziland and Mpumalanga. The N2 corridor cuts right in the middle of the town.

9.6.4.2.6 Led Strategy

The Mkhondo Local Municipality Local Economic Development LED Strategy was approved by Council in

2015. The main aim of the compilation of the LED Strategy was mainly built on identified developmental needs, opportunities, competitive advantage and an enabling environment that will inform and guide Mkhondo Local Municipality to exploit, unlock economic development potentials and also encourage private sector investment and job opportunities for the poor and to expand the revenue base.

Table 49: The main objectives of the LED Strategy:

No	Objectives
1	Align LED Strategy with all government policies and development objects, which are mainly aim at job creation and eradication of poverty
2	Ensure gaps identified are covered in the strategy
3	Ensure the strategy meets and works towards Mkhondo Local Municipality's vision
4	Ensure a credible and implementable LED Strategy
5	Diversification of economic sectors to reduce reliance on mining, quarrying and agriculture
6	A productive economy with high levels of service, skilled workforce and modern systems of work organization and management
7	Eradication of poverty, reduce the income inequalities and provide basic services for all
8	Economic growth in a sustainable manner, for the benefit of all the communities living in the Mkhondo Local Municipality
9	Employment and increase levels of participation in the economy by all, especially by the previously excluded and marginalised
10	A fair, effective and conducive business environment for enterprises and consumers

9.6.4.2.7 Small and Micro-Enterprises (SMME) And Cooperatives Development And Support

SMME development can stimulate much needed economic development and reduce crime, poverty, unemployment and social inequalities within Mkhondo Local Municipality. Some approaches to SMME development include:

Table 50: SMME Development initiatives:

No	Initiative
1	Business Development Services - Capacity building workshop and awareness workshops, to enable emerging businesses to be self-sufficient.
2	3 Woman's Development – In some areas women discrimination and exclusion from business, is still prevalent. Hence the need for enterprise development, which can help women overcome the stigma and help them gain knowledge and skills to become entrepreneurs.
4	5 Community Development – Enterprise development aims to improve the community from a grass roots level. Mkhondo co-operative development starts with analysing what the community can offer and the economy of the municipality. Once the opportunities are identified, they can be targeted, enhanced and transformed into a self-sustaining businesses.
6	7 Support Private Partnerships – Many emerging businesses in Mkhondo Local Municipality are get- ting support from the private sector. Skills and financial aid is

provided by private sector, this partnership is resulting in some successful businesses. Mkhondo has played a leading role in support and the development of SMME and will continue to work together with the business community, sector departments and private sector to promote SMME in the area.

Co-operatives from across the Mkhondo are to benefit from sectors like Agriculture, Manufacturing, Forestry and Mining e.g. Coal across Mkhondo. In an endeavour to harness the prospects of SMMEs within Mkhondo, the following aspects must be addressed:

Figure 49: SMME developmental aspects:



9.6.4.2.8 Rural Development

9.6.4.2.8.1 Comprehensive Rural Development Programme (CRDP)

The CRDP is strategic priority number 3 within the National Government’s current Medium Term Strategic Framework (MTSF) and implemented under Outcome 7 which strives for Vibrant, Equitable, Sustainable Rural Communities and Food Security for all.

Mpumalanga Provincial Government launched the pilot phase of CRDP in 2009 in Mkhondo Local Municipality. The programme was thereafter rolled out to other local municipalities within the district such as Dr Pixley ka IsakaSeme, Chief Albert Luthuli and Dipaleseng municipalities.

The vision of the CRDP was creating vibrant, equitable and sustainable rural communities with food security for all through a three-pronged strategy based on:

No	Comprehensive Rural Development Programme:
1	A coordinated and integrated broad-based agrarian transformation

2	Strategically increasing rural development
3	An improved land reform programme

9.6.4.2.8.2. Development Gini Coefficient

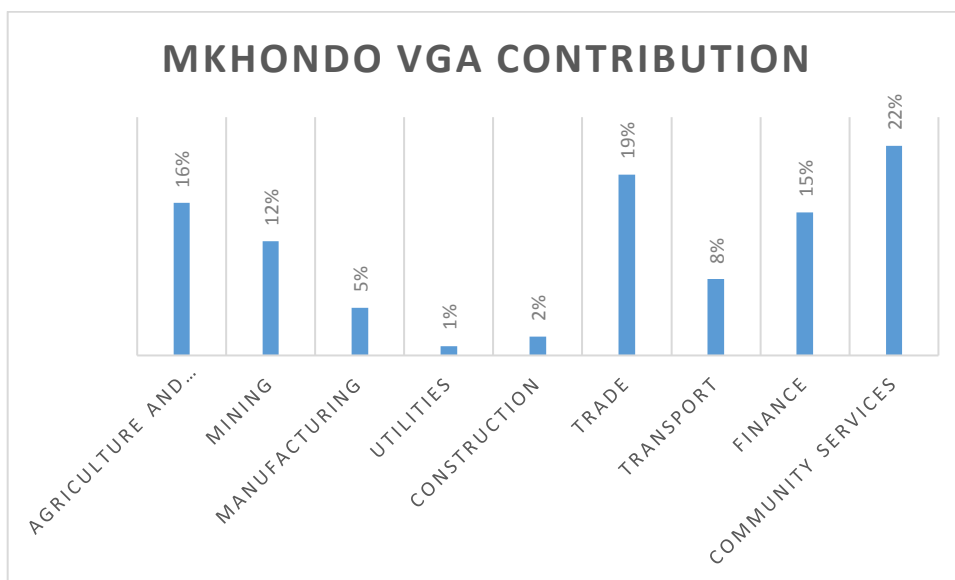
Mkhondo local Municipality’s Gini coefficient has remained at 0.58 in 2011 and 2015 (Stats SA).

9.6.4.2.8.3. Economic Gross Domestic Product (GDP)

Table 51: The economic Gross Domestic Product average annual growth:

Municipality	2011	2016	2017	1996-2015	2015-2020
Mkhondo	4.3 %	0.8%	1.9%	3.6%	1.8%

Figure 50: Gross Value Added (GVA) Contribution for Mkhondo Local Municipality



9.6.5 BASIC SERVICE DELIVERY

The following key performance areas have been defined for the provision of basic services.

Figure 51: Provision of basic services Key Performance Area:



9.6.5.1 WATER AND SANITATION

Mkhondo municipality have 83% direct access to portable and reticulated water either in-house or on site. The remaining 17% of the population obtain water from streams, rivers and boreholes. The municipality took an initiative to reticulate water to all its villages through internal funding and utilisation of the plumbers trained through MRTT, PHEZUKOMKHONDO and internal Plumbers; however, it is still a challenge for the municipality to provide access to portable water for all its residents due to financial constraints. The municipality is in a process of addressing the water provision backlog and sanitation services backlog in order to prevent environmental and health risks. Currently the municipality is abstracting 30%, which is above the licensed amount and are currently installing bulk water meters to quantify the approximate water consumption before the final application is made to Department of Water and Sanitation.

Table 52: Sources of water access:

2011		2016	
Inside dwelling	11 556	Inside dwelling	11 556
Inside the yard	10 371	Inside the yard	10 371
Access point outside the yard	7 467	Access point outside the yard	7 467
No access to piped water	8 039	No access to piped water	8 039

Source: Stats SA

Sanitation services differ substantially throughout the area. Most of the newer urban areas have access to full sanitation (56%) e.g. eMkhondo, eThandakukhanya and Amsterdam ext 2 and 3, while the older urban areas still rely on septic tanks. A large percentage of the population (41%) (Urban and rural) in the municipal area still rely on pit latrines (VIP Toilets), while 3% have no access to sanitation in their households. The latter figures indicate possible environmental pollution problems and increased health risks. It is clear that sanitation services still need to be upgraded in other wards excluding ward 7 and ward 12 which has 100% sanitation. The municipality has upgraded the Mkhondo WWTW from 4ML/d to 10ML/d to cater for the ever growing households and to improve on the quality of the effluent and Green Drop status as per legislative requirement.

Table 53: Forms of Sanitation Services:

No	Form	2011	2016
1	Pit Latrine toilet with/without ventilation	13 961	17 168
2	Flush toilet connected to sewerage system/septic tank/ Conservancy tank	15 763	20 333
Total		29 724	37 01

9.6.5.2 ELECTRICITY

Slightly over 72% of households in urban areas obtain electricity from the MLM; the remainder of 29% of the urban areas rely on candles for lighting and paraffin, gas and other sources for energy. ESKOM supplies electricity to the rural areas. The municipal areas with the largest concentrations of service backlogs are recorded around eMkhondo/ Amsterdam/kwaThandeka, and Driefontein/kwaNgema.

The main sub station's capacity is 20MVA and currently we operating at 18MVA in summer and 22 MVA in winter, development is affected as we cannot connect new sites including business. We are presently planning for the upgrade of our main substation to 40 MVA and Department of Energy approved funding for pre engineering for the upgrade. Challenges affecting us include the CPA Policy, Land Owners, Private Lands Municipal Allocation, informal settlement and limited industrial expansions.

Table 54: Provision of electricity Services:

Electricity	2011	2016
No access to electricity	12 282	10 133
Access to Electricity	24 996	35 051
Total	37 278	45 84

9.6.5.3 ROADS AND MAINTANANCE

The state of our roads is partially in an unacceptable condition, projects to upgrade the roads in town has begun as the mark street has been paved, tarred roads are deteriorating and not in a ride able state. Gravel roads (Potholes, crocodile skin) need continuous blading and watering. The Municipality, District municipality and provincial department have engaged to address the state of roads. Rural roads will be re-gravelled continuously as planned.

9.6.5.4 WASTE MANAGEMENT

The department of community services ensures that waste services is being rendered to the community of Mkhondo, ensuring that waste is collected on household once per week in a section, the CBD is cleaned daily during the day and at night, refuse mass containers are placed and collected from business and strategic places within the municipal area and also ensuring that the landfill site is being operated according to the minimum requirement standards.

There are however areas within the municipality that have no access to the service yet, plans are there to address this challenge.

Table 55: Provision of Waste Services:

Type	2011	2016
Removed by local authority	14 453	30 757
No rubbish disposal	6 866	7121
Total	21 319	37 78

9.6.6 SPATIAL PLANNING

Figure 52: Spatial Planning Key Performance Areas:



The key performance area for spatial planning and rationale is land use management. Land use management covers the following areas:

Table 56: Land use management coverage areas:

No	Land Use Management
1.	Establishment of cemeteries
2.	Town planning
3.	Building inspection
4.	Illegal land use inspection
5.	Townships established

9.6.6.1 HEALTH AND SOCIAL DEVELOPMENT

There are several primary schools distributed widely throughout the area. These are not only centred in the urban areas, but generally also cover the rural areas, which is appropriate given the high percentage of rural based people residing in the Mkhondo area.

There are 15 secondary schools in the municipal area which are located and scattered across the wards, however as the population grows the need for more arises. There is also a Mondi Science and Career Guidance centre which assists in career guidance and youth development for the community of Mkhondo at large.

There is one public hospital and private hospital in the municipal area which are located in eMkhondo. In addition, there are 10 other health facilities which are mainly clinics. Of these, three of the facilities are located in eMkhondo and the other seven are distributed in the area. There are two Alcohol and Drugs Rehabilitation centres, two old age homes, centre for people with disability and two children’s home. There is a need for more health facilities in the area to achieve easier access to basic health and family planning services – especially in the rural areas. There are also four police stations and three post offices in the Mkhondo municipal area.

9.6.6.2 Disaster Management

The Disaster Management Act, Act No 57 of 2002 stipulates that Disaster Management Centres be established at National, Provincial and Local government levels. The Act also requires that an integrated and coordinated Disaster Management Policy Framework and other Disaster Management Plans, focusing on the prevention and reduction of the risks of Disasters, mitigating of the severity of disasters, emergency preparedness, rapid and effective response to Disasters and post-disaster recovery, be put in place by all three spheres of government.

Mkhondo Local Municipality, due to the location, topography and the nature of the surrounding environment, it is considered potentially vulnerable to the following disasters:

Figure 53: Disaster threats:



The Mkhondo disaster management plan therefore emphasizes the following aims and objectives:

Table 57: Disaster Management plan objectives:

No	Objectives
1	Preventing or reducing the risk of potential disasters in the Mkhondo Local Municipality (MLM)
2	Mitigating the impact and consequences of disasters on the infrastructure, environment and people of MLM
3	Complete emergency preparedness in both pre- and post-disaster situations
4	Ensure an integrated, multi-sectorial response to any form of disaster in a reliable, rapid and effective manner
5	Ensure comprehensive post-disaster recovery, rehabilitation and reconstruction

This new planning dispensation has indeed majorly impacted not planning only but society as a whole. The role of planners and other key role players is more important. Hence profession is more relevant. More work and opportunities for planners; new skills and competencies required and new challenges to cope with. This raises new research opportunities and opportunities to refine processes within the institution and the municipal space as a whole. Lack of strategic focus, cumbersome process, poor implementation and lack of integration and poor developmental focus and attitude are hindrances towards the successful implementation of an integrated development plan.

Principles of a developmental state as outlined in the White Paper on Local Government, 1998:

Table 58: White paper principles:

No	White Paper
1	Developmental Focus
2	Democracy
3	Job creation
4	Provision of services to the poor and areas where they are needed the most
5	Social focus
6	Public Participation
7	Good leadership
8	Redistribution of wealth
9	Networking
10	Public-private investment
11	Intergovernmental relations
12	Compete in global networks
13	Sustainable development

9.6.6.3 POVERTY

Poverty headcount (proportion of households that are considered to be “multi-dimensional poor” households in a defined area) in general improved best figure in Govan Mbeki (3.9%) and worst figure in Mkhondo (11.9%) – figures of more than 10% also in Emalahleni, Dr Pixley Ka Isaka Seme, Chief Albert Luthuli and Dr JS Moroka.

9.6.6.4 POVERTY RATE

Table 59: Poverty rate

Local Municipal Area	Poverty rate (lower bound) 2011	Poverty rate (lower bound) 2015	Trend 2011-2015	Poverty numbers (lower bound) 2015
Mkhondo	50.2%	51.0%		92 577
POVERTY HEADCOUNT				
Local Municipal Area	Multi-dimensionally poor households		Trend	
	2011	2016		
Mkhondo	s	11.9%		

The number of people that are unemployed has declined in Mkhondo Local Municipality, however unemployment of youth specifically females still remains a major concern in the country. It is noteworthy that low level of education and inadequate skills have a negative impact on employability. In Mkhondo

Local Municipality settlements with high unemployment rates are Saul Mkhizeville, KwaNgema Tribal Trust and Dirkiesdorp.

Table 60: Unemployment rate 1996 vs 2001 vs 2011

UNEMPLOYMENT RATE	1996	2001	2011	Unemployment rate 2011 (%)	Unemployment rate 2016 (%)
Employed	21 550	24 216	30510		
Unemployed	10 524	20 476	17 123	33.3 %	29.3%

Sources: STATS SA

9.6.6.5 INCOME INEQUALITY

Similar to SA, high income inequality is a concern – only 7 municipal areas experienced an improvement between 2011 and 2015. % of income by bottom 40%- (2011) - 9.6% (2015) - 9.7%

Table 61: SWOT ANALYSIS:

<p>STRENGTHS</p> <ol style="list-style-type: none"> 1) Good governance 2) All governance committees are established. 3) Political and administrative leadership are strong. 4) Political stability 5) Municipality owns and manages forest plantation. 	<p>WEAKNESSES</p> <ol style="list-style-type: none"> 1) Poor revenue collection 2) Ageing infrastructure and fleet 3) Poor budget management by department 4) Working in silos 5) Inadequate communication 6) Inadequate implementation and enforcement of and resolutions 7) Inadequate technical expertise or capacity 8) Inadequate consequence management 9) Poor planning due the unavailability master plans 10) Vast and sparsely populated municipality 11) Key management positions are vacant
<p>OPPORTUNITIES</p> <ol style="list-style-type: none"> 1) Vast land is owned by the municipality. 2) Tourism opportunities from geographic location. 3) Land reform provides opportunities for access to more land and economic benefits. 4) Agricultural opportunities mainly manufacturing. 5) Availability of resources (natural i.e. water, iron ore and coal) to boost economic development. 6) Manufacturing (MPAC, Mondi, PGBison, Charcoal...). 	<p>THREATS</p> <ol style="list-style-type: none"> 1) Land grabs 2) Community unrests 3) Socio economic challenges 4) Influx from neighbouring countries 5) Financially not viable 6) Crime

ANNEXURE A: Municipal Five-year plans and Targets: Strategic Objectives, Key Performance Indicators and Targets:

Table 62: Strategic Objective 1: To ensure good Governance:

No	Key Performance Indicator	Department	Baseline	Targets				
				2017-18	2018-19	2019-20	2020-21	2021-22
Key Performance Area (KPA): Legal and Compliance								
123.	Number of by-laws approved gazetted	Legal Services	New	3	3	3	4	5
124.	% of disputes attended within 90 days	Legal Services	New	95%	95%	95%	95%	95%
125.	% of external audit findings resolved within 60 days	MM	New	60%	70%	80%	90%	100%
126.	% of internal audit finding resolved within 90 days from date of internal audit report	MM's Office	New	60%	70%	80%	90%	100%
127.	Obtain and maintain unqualified audit report	MM's Office	Qualified audit report	Unqualified audit report	Unqualified audit report	Unqualified audit report	Unqualified audit report	Unqualified audit report
128.	% of mid-year performance evaluation conducted on all senior management	PMS	100%	100%	100%	100%	100%	100%
129.	% of year end performance evaluation conducted on all senior management	PMS	100%	100%	100%	100%	100%	100%
Key Performance Area (KPA): Leadership								
130.	Number of meetings and forums held	Corporate Services	35	64	64	64	64	64
131.	Number of outreach mayoral programmes conducted	Corporate Services	2	4	4	4	4	4

No	Key Performance Indicator	Department	Baseline	Targets				
				2017-18	2018-19	2019-20	2020-21	2021-22
132.	Development of the IDP process plan	Planning and Development	IDP process plan	Annual reviewed IDP process plan	Annual reviewed IDP process plan	Annual reviewed IDP process plan	Annual reviewed IDP process plan	Annual reviewed IDP process plan
133.	Annual review of the IDP	Planning and Development	Approved IDP 2017-2022	Reviewed IDP 2018	Reviewed IDP 2019	Reviewed IDP 2020	Reviewed IDP 2021	Reviewed IDP 2022
134.	Review of Spatial Development Framework (SDF)	Planning and development	SDF Final Draft	Review SDF (3 rd quarter)				
135.	Number of publication reports on water and waste water compliance (blue and green drop)	Water and Storm Water	New	4	4	4	4	4
136.	Review of LED strategy	Planning and Development	LED final draft		Annual Reviewed Strategy			
137.	Number of PMS feedback sessions conducted	MM's Office	4	4	4	4	4	4
138.	Approval and review of audit committee charter	Audit Committee	New	Approved audit committee charter	Reviewed audit committee charter	Reviewed audit committee charter	Reviewed audit committee charter	Reviewed audit committee charter
139.	Approval of Internal Audit (IA) plan	Internal Audit	Approved IA plan	Approved IA plan	Approved IA plan	Approved IA plan	Approved IA plan	Approved IA plan
140.	Approval and review of IA charter	Internal Audit	Approved IA Charter	Reviewed IA Charter	Reviewed IA Charter	Reviewed IA Charter	Reviewed IA Charter	Reviewed IA Charter
141.	% of internal audit plan implemented	Internal Audit	New	60%	70%	80%	90%	100%

No	Key Performance Indicator	Department	Baseline	Targets				
				2017-18	2018-19	2019-20	2020-21	2021-22
142.	Number of quarterly internal audit reports submitted to audit committee	Internal audit	4	4	4	4	4	4
143.	Number of risk management and fraud prevention committee meetings held	Risk Management	4	4	4	4	4	4
144.	Number of strategic risk assessment workshops conducted	Risk Management	1	1	1	1	1	1
145.	Number of quarterly reports on risk management	Risk Management	4	4	4	4	4	4
146.	Number of risk implementation plans approved	Risk Management	1	1	1	1	1	1

Table 63: Strategic Objective 2: To ensure financial viability:

No	Key Performance Indicator	Department	Baseline	Targets				
				2017-18	2018-19	2019-20	2020-21	2021-22
Key Performance Area (KPA): Revenue Management								
147.	% of customers billed within 10 days of each month	Finance Department	100%	100%	100%	100%	100%	100%
148.	% of monthly revenue collected	Finance Department	75%	75%	76%	77%	78%	79%
Key Performance Area (KPA): Expenditure Management								
149.	% of capital budget spent on capital projects	Finance Department	95%	96%	97%	98%	99%	100%
150.	% of operational budget spent on operational projects	Finance Department	95%	96%	97%	98%	99%	100%
Key Performance Area (KPA): Asset Management								
151.	Number of fixed assets verification conducted	Finance Department	New	1	1	1	1	1

No	Key Performance Indicator	Department	Baseline	Targets				
				2017-18	2018-19	2019-20	2020-21	2021-22
152.	Number of monthly asset reconciliation conducted	Finance Department	New	12	12	12	12	12
153.	Number of stock counts conducted	Finance Department	2	2	2	2	2	2
Key Performance Area (KPA): Financial Reporting and Budgeting								
154.	Number of reports submitted to National Treasury	Finance Department	14	14	14	14	14	14
155.	Number of monthly bank reconciliation approved	Finance Department	12	12	12	12	12	12
Key Performance Area (KPA): Supply Chain Management								
156.	% SLA approved within 30 days after contract has been awarded	SCM	New	100%	100%	100%	100%	100%
157.	Number of SCM quarterly reports completed	SCM	4	4	4	4	4	4
158.	% of tenders advertised awarded within 90 days	SCM	100%	100%	100%	100%	100%	100%
159.	Approval of procurement plan	SCM	Approved plan	Approved plan	Approved plan	Approved plan	Approved plan	Approved plan

Table 64: Strategic Objective 3: To ensure efficient and effective Information Communication Technology (ICT):

No	Key Performance Indicator	Department	Baseline	Targets				
				2017-18	2018-19	2019-20	2020-21	2021-22
Key Performance Area (KPA): Data Integrity and Security								
160.	% of ICT queries responded to within 24 hours	ICT	100%	100%	100%	100%	100%	100%
161.	Number of monthly offsite backups conducted	ICT	12	12	12	12	12	12
162.	% compliance to Section 75 (MFMA) requirements in terms of the Website updating monthly	ICT	100%	100%	100%	100%	100%	100%

Table 65: Strategic Objective 4: To ensure Local Economic Development:

No	Key Performance Indicator	Department	Baseline	Targets				
				2017-18	2018-19	2019-20	2020-21	2021-22
Key Performance Area (KPA): Local Economic Development								
163.	Number of exhibitions organised	Planning and Development	6	4	4	4	4	4
164.	Number of parks and recreational facilities maintained	Community Services	6	6	6	6	6	6
165.	Number of green projects established	Community Services	2	2	2	2	2	2
Key Performance Area (KPA): Forest Management								
166.	Number of hectors (ha) replanted	Forestry	85	100	100	100	100	100
Key Performance Area (KPA): Skills development and Job creation								
167.	Number of jobs created through EPWP programme	PMU	New	100	100	100	100	100
168.	% reduction in vacancy rates	Corporate Services	33%	30%	25%	15%	5%	2%
169.	Number of unemployed youth trained	Corporate Services	7	40	50	50	50	50
170.	Number of health and safety workshops conducted	Corporate Services	20	20	20	20	20	20
171.	Number of in-service trainings offered	Corporate Services	64	50	55	60	60	60
172.	Number of bursaries offered	Corporate Services	10	10	10	10	10	10
173.	% of new employees inducted	Corporate Services	100%	100%	100%	100%	100%	100%
174.	Number of work-place skills plan submitted annually	Corporate Services	1	1	1	1	1	1

No	Key Performance Indicator	Department	Baseline	Targets				
				2017-18	2018-19	2019-20	2020-21	2021-22
175.	Number of monthly reports prepared on employee wellness and assistance programme offered	Corporate Services	12	12	12	12	12	12
176.	Number of wellness days conducted	Corporate Services	1	1	1	1	1	1
177.	Number of councilors trained	Corporate Services	38	38	38	38	38	38
178.	Number of employees trained	Corporate Services	300	150	200	250	300	350
179.	Number of SMMEs and co-ops supported	LED	5	5	5	5	5	5

Table 66: Strategic Objective 5: To ensure provision of basic services (Roads, Electricity, Water and Sanitation and Waste removal):

No	Key Performance Indicator	Department	Baseline	Targets				
				2017-18	2018-19	2019-20	2020-21	2021-22
Key Performance Area (KPA): Electricity								
180.	Maintenance of electrical network	Electrical Services	118	118	118	118	118	118
181.	Number of electricity meters installed	Electrical Services	500	700	800	900	1000	1100
182.	Number of meter boxes replaced	Electrical Services	20	20	20	20	20	20
183.	% of faulty traffic lights responded to	Electrical Services	9	100%	100%	100%	100%	100%
184.	% of new electrical connection applications attended to	Electrical Services	New	95%	95%	95%	95%	95%
185.	Number of bulk meters installed	Electrical Services	New	20	10	10	10	10

No	Key Performance Indicator	Department	Baseline	Targets				
				2017-18	2018-19	2019-20	2020-21	2021-22
186.	Number of new street lights installed	Electrical Services	20	20	20	20	20	20
187.	Number of street lights maintained	Electrical Services	300	350	350	350	350	350
188.	% of reported faulty lights attended to	Electrical Services	95%	95%	95%	95%	95%	95%
189.	% of reported electric faults attended to	Electrical Services	95%	100%	100%	100%	100%	100%
190.	Number of registered indigent households receiving free basic electricity services.	Finance department	1043	1043	1043	1043	1043	1043
191.	% of electricity losses reduced to	Electrical Services	20%	19%	18%	17%	16%	15%
Key Performance Area (KPA): Water and Sanitation								
192.	Number of water conservation and water demand management programmes implemented	Water and Sanitation	11	11	11	11	11	11
193.	Megaliters of water provided to communities through Mkhondo, Amsterdam and Saul Mkhize water treatment works/ water tankers and boreholes	Water and Sanitation	5 800	5 800	5 800	5 800	5 800	5 800
194.	Upgrading water testing laboratory	Water and Sanitation	New			Building renovated	Equipment replaced	Extension of the laboratory
195.	Number of bulk water meters acquired	Water and Sanitation	New	0	10	10	10	10
196.	Number of water meters replaced	Water and Sanitation	800	100	300	300	300	300

No	Key Performance Indicator	Department	Baseline	Targets				
				2017-18	2018-19	2019-20	2020-21	2021-22
197.	Number of water generators acquired	Water and Sanitation	New	0	1	1	1	1
198.	KMs of asbestos pipes replaced	Water and Sanitation	New	0	2	2	2	2
199.	Development of water and sanitation master plan	Water and Sanitation	New	0	0	Phase 1	Phase 2	approval
200.	Megalitres distributed	Water and Sanitation	3	3	3	3	3	3
201.	% of water connection applications attended to	Water and Sanitation	120	95%	95%	95%	95%	95%
202.	Number of registered indigent households receiving free basic water services.	Finance Department	1043	1043	1043	1043	1043	1043
203.	Megaliters of waste water and septic tanks drained	Water and Sanitation	2 555	2 555	2 555	2 555	2 555	2 555
204.	% of water losses reduced to	Water and Sanitation	new	1%	2%	5%	6%	6%
Key Performance Area (KPA): Roads and Storm water								
205.	KMs of roads maintained and graded	Roads and Storm Water	New	50	50	50	50	50
206.	Square meters (M2) of tar road potholes repaired	Roads and Storm Water	16 800	16 800	16 800	16 800	16 800	16 800
207.	KMs of storm water pipes maintained	Roads and Storm Water	5	5	5	5	5	5
Key Performance Area (KPA): Waste Management								
208.	Number of waste transfer stations maintained	Waste Management	New	1	1	2	1	1
209.	Number of disposal sites constructed in rural areas	Waste Management	New	5	3	2	2	2
210.	Number of waste bins acquired	SCM	New	12	12	12	12	12

No	Key Performance Indicator	Department	Baseline	Targets				
				2017-18	2018-19	2019-20	2020-21	2021-22
211.	Number of waste cells constructed in the landfill site	Waste Management	2	1	0	1	0	1
212.	Number of refuse collections trips to serviced areas	Waste Management	816	816	816	816	816	816
213.	Number of streets cleaned in the CBD	Waste Management	9 855	9 855	9 855	9 855	9 855	9 855
214.	% of illegal dumping spots identified cleared	Waste Management	100%	100%	100%	100%	100%	100%
215.	Number of mass refuse container trips made	Waste Management	208	208	208	208	208	208
216.	Number of reports on landfill sites compliance	Waste Management	New	4	4	4	4	4
217.	Number of stakeholders awareness and cleanup campaigns held	Waste Management	4	4	4	4	4	4
218.	Number of monthly waste reports submitted to Department of Environmental Affairs via South African Waste Information System	Waste Management	New	12	12	12	12	12
219.	Number of waste summits on waste and environmental management coordinated	Community Services	1	1	1	1	1	1
Key Performance Area (KPA): Infrastructure Development								
220.	Number of new boreholes drilled and equipped	PMU	40	2	5	5	5	5
221.	Number of bridges constructed (Sandbank)	PMU	New	2	0	0	0	0
222.	KMs of roads constructed	PMU	New	7	10	10	10	10

No	Key Performance Indicator	Department	Baseline	Targets				
				2017-18	2018-19	2019-20	2020-21	2021-22
223.	Number of gabions installed	PMU	New	1	1	0	0	0
224.	Number of dignified sanitation constructed	PMU	New	200	200	200	200	200
225.	KMs of bulk pipe line installed	PMU	10	10	10	10	10	10
226.	Number of pump stations constructed	PMU	New	1	0	0	0	0
227.	Construction of package plants	PMU	New	Appointment of contract and site establishment	Commence construction	0	0	0
228.	Number of hawker stalls constructed	PMU	New	1	0	0	0	0

Table 67: Strategic Objective 6: Spatial Planning and Rationale

No	Key Performance Indicator	Department	Baseline	Targets				
				2017-18	2018-19	2019-20	2020-21	2021-22
Key Performance Area (KPA): Land use Management								
229.	Number of cemeteries established	PMU	New	1	0	0	0	0
230.	% of building plans approved within 90 days	Planning and Development	100%	95%	95%	95%	95%	95%
231.	% of building inspection requests conducted as per request	Planning and Development	100%	95%	95%	95%	95%	95%
232.	Number of households inspected for illegal buildings and business operations	Planning and Development	200	200	200	200	200	200
233.	% of letters issued on all illegal land use identified	Planning and Development	New	100%	100%	100%	100%	100%
234.	Appointment of panel of consultants	Planning and Development	New	5	5	5	5	5

No	Key Performance Indicator	Department	Baseline	Targets				
				2017-18	2018-19	2019-20	2020-21	2021-22
235.	Number of townships established, and areas formalised	Planning and Development	New	0	1	1	1	1
236.	Pre-feasibility study for township establishment	Planning and Development	New	0	1	-	-	-
Key Performance Area (KPA): Health and social development								
237.	Number of sports fields constructed and refurbished	PMU	1	1	1	1	1	1
238.	Number of women and children events organised	Corporate Services	2	2	2	2	2	2
239.	Number of municipal publications produced	Corporate Services	4	4	4	4	4	4
240.	Number of community halls upgraded	Corporate Services	New	1	1	1	1	1
241.	Number of fire stations constructed	Community Services	New	0	0	1	1	0
242.	Number of fire awareness campaigns conducted	Community Services	15	16	16	16	16	16
243.	Number of sports tournaments and cultural events held	Community Services	3	3	3	3	3	3
244.	Number of library outreach programmes held	Community Services	4	4	4	4	4	4
245.	Number of HIV, STI and AIDS programmes held	Corporate Services	4	4	4	4	4	4
Key Performance Area (KPA): Road Safety								
246.	Number of road blocks conducted	Community Services	20	30	34	38	42	46
247.	Number of road safety awareness campaigns conducted	Community Services	32	34	36	38	40	42