

MKHONDO LOCAL MUNICIPALITY INTEGRATED DEVELOPMENT PLAN 2019-2020



MKHONDO LOCAL MNICIPALITY
INTERGRATED PLAN 2019-2020

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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	TRANSVAAL WATTLE GROWERS CO-OPERATIVE LIMITED
UN	UNITED NATIONS
WSA	WATER SERVICES AUTHORITIES
WSDP	WATER SERVICES DEVELOPMENT PLAN

FOREWORD OF THE EXECUTIVE MAYOR



By the power vested in me as Mkhondo Local Municipality, Executive Mayor. I humbly present the Integrated Development Plan (IDP) Review for 2019/2020 which was compiled and is guided by the Municipal Systems Act no. 32 of 2000 Section 34 of local government planning principles. Mkhondo Local Municipality was allocated R687 million as an annual budget for the year under review.

The vision of the year under review, the municipality continued on a positive trajectory to provide quality service delivery to the people of Mkhondo. The municipality has managed to complete 50% of infrastructure. We affirm that education remain a significance in South Africa. Given our country's history on education, we have managed to intervene on youth empowerment programs by awarding 23 bursaries to youth for tertiary tuitions. 166 learners benefited on Learnership and Skills Development programme. 52 Youth who required learner's licenses were fully paid for. In addition, through the Local Economic Development programme called Small Business Drive, 26 young entrepreneurs were trained by the National Youth Development Agency, preparing them for funding opportunities. 5 Cooperatives were awarded with farming and sewing equipment. We again embarked on to empowering 25 women. The municipality has also hosted a Business and Investment Breakfast Seminar to strengthen Public Private Partnership between the municipality and the business community, and also to attract investors.

Good Governance and Public Participation has since become a priority, the municipality does not limit public participation to the legislated meetings between the institution and the public to discuss the annual IDP/Budget.

As a law governed society, it was required that the budget be adopted by council which was duly done in terms of Section 160 of the Municipal Constitutional Act, it is also a feature of law governing municipalities that in addition to adopt the budget, Council also approved expenditures above certain thresholds and retains any functions and powers that it has not delegated. A good understanding of this would eliminate many challenges.

The municipality will see an additional growth in citizenship as a result of the new development of the sites situated in ward 14 as well as the newly built RDP houses. This will create a new and exciting challenge for Council to be able to change the lives of the new communities that will join the ward as the Council is striving to roll back the injustices of the past and ensure that all citizens are well equipped for the fight against poverty, inequality and unemployment.

Over the past month Mkhondo Local Municipality has spent more than R8.3 million in upgrading the existing electricity infrastructure to enhance security of supply. This town is providing domestic electricity supply to 100% of the municipal licenced area and connected a number of households within

the existing financial year. All other services including Local Economic Development, Financial Viability, Planning and Infrastructure, Institutional Transformation.

To provide motivation at a strategic level, the Council have appointed seven new personnel in managerial positions with much needed expertise to complement the existing managers. I believe that this management, with the support of council and employees, will steer the municipality in the next financial year and beyond, and make a significant contribution needed.

Conclusion

It is not difficult to acknowledge that a lot of work has been done by Council, but a number of challenges still remain. Through the old phrase, "Rome was not built in a day" we find comfort in the fact that what we have already achieved, will benefit many generations to come.

God Bless You!

Executive Mayor
CLLR Vusi Motha

OVERVIEW BY THE MUNICIPAL MANAGER



The presentation of this Integrated Development Plan (IDP) to Council is guided by Section 152 of the Constitution of the Republic of South Africa, 1996. It carries the voices of the majority of people of Mkhondo Local Municipality who expressed their aspiration during the process of public consultation the Municipality conducted with an objective of fulfilling the essential element of successful good local governance.

In the past years, the Municipality has been regularly engaged with various members of the community to seek their key needs. It is worth mentioning that we, in the current financial year, the Municipality managed to deliver the key basic services as enshrined in the Constitution of the RSA and the Vision and Mission of the Municipality.

With the administration I, as an Accounting Officer, am currently leading, I can mention that we managed to achieve the vision and mission of the Municipality a reality. Much of what we set out to do in the current administration period has been implemented with varying degrees of success.

Stealing from the words of wisdom of the late President of the Republic of South Africa, Mr Nelson Mandela; ***“We have vigorously instilled a culture of performance within the institution:”***

Through the networking we had in the term, we managed to uniquely craft to enhance the leadership skills and advance the career of both the municipal employees and community members. We are glad to also mention that the Municipality has attained its strategic vision particularly on the verge of the next administration term of office.

Over the past years, we managed to create new job opportunities and through the programmes we implemented such as the Extended Public Works (EPWP), community Works Programme (CWP) and others, we, strived to alleviate poverty and hunger. However, as we continue to work as a nation to create jobs, end poverty and build a better life for all, this IDP can speak to us all and its content seems to address what the community of Mkhondo at large spoke about when they wowed and spent and sacrificed their time to exercise their time to express what is their future in the next five years fortune of the democratic country and ***“land for all”***.

As the Municipality, we strived, and will continue to achieve a lot in terms of service delivery. However, “we are committed to move faster and the quality of services will be much better”. Mind you, this is just a summary. We need to inform the members of the community to visit the Municipality’s website and our offices for information as and when time required.

Conclusion

My advice to all of us, is : “*The only thing ACHIVED without EFFORT is FAILURE*”. As long as we work together, can we strengthen democracy and grow the community of Mkhondo Local Municipality forward. We are in the A chapter of rebuilding our society and we optimistic that we will turn the corner. We will continue to work as a Municipality to create more jobs, end poverty and build a better life for all.

.....
Mr. M KUNENE
MUNICIPAL MANAGER

CHAPTER 1:

1. HISTORICAL MUNICIPAL BACKGROUND

1.1 VISION, MISSION AND CORE VALUES

VISION

A model municipality of excellence

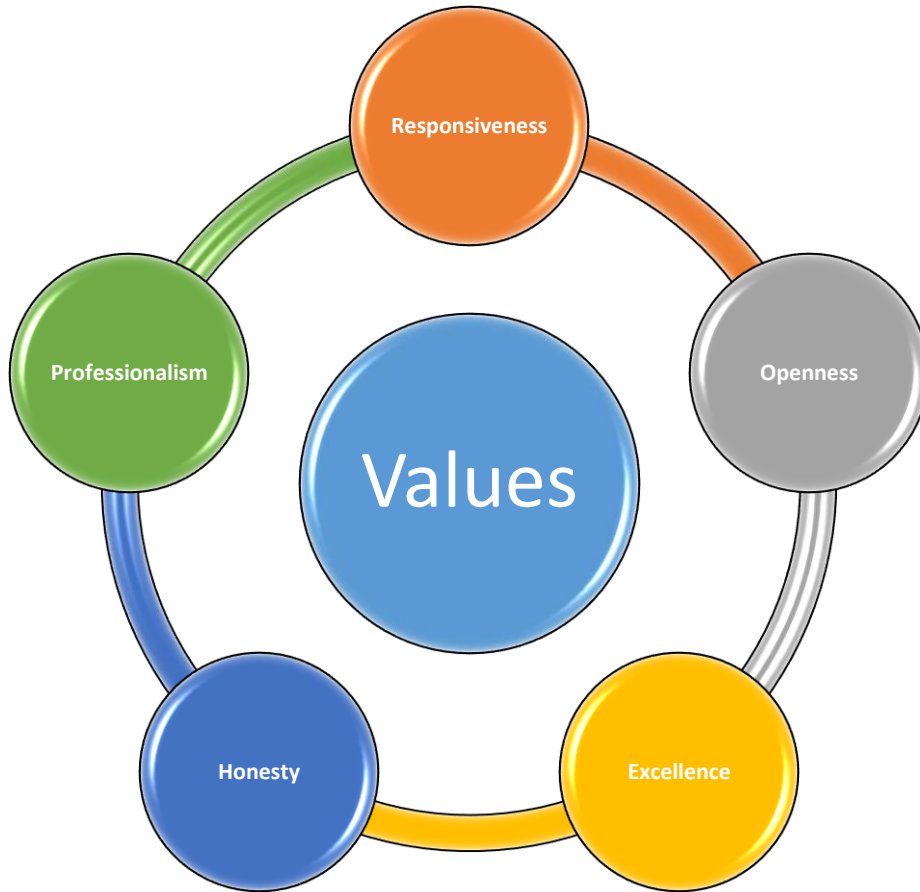
MISSION

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

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.

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:

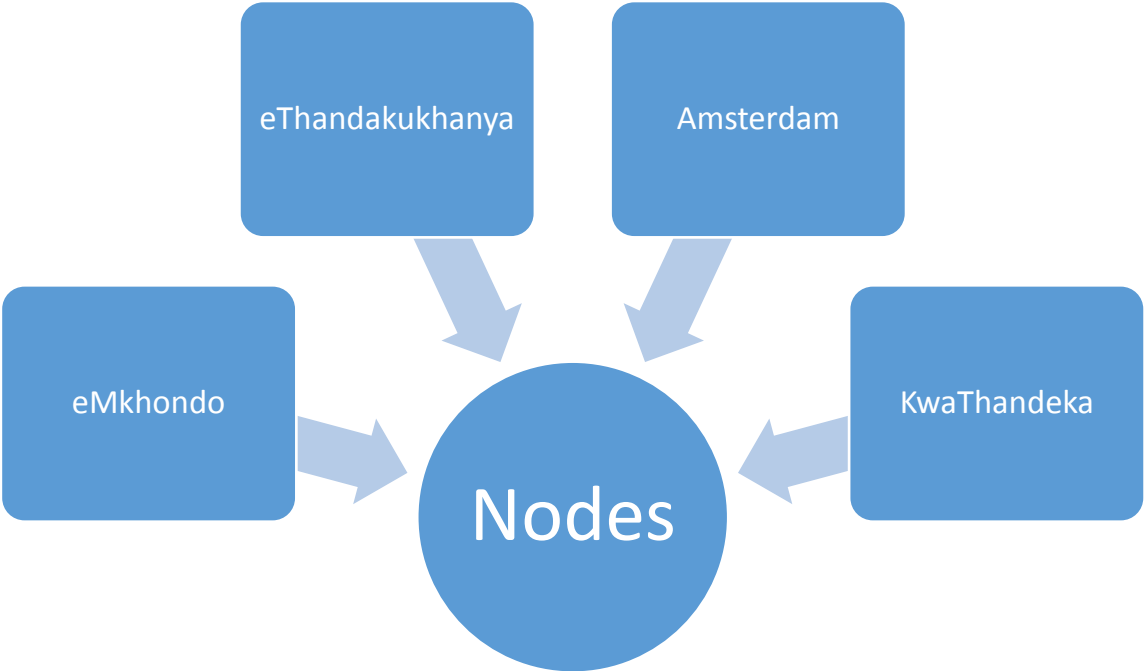
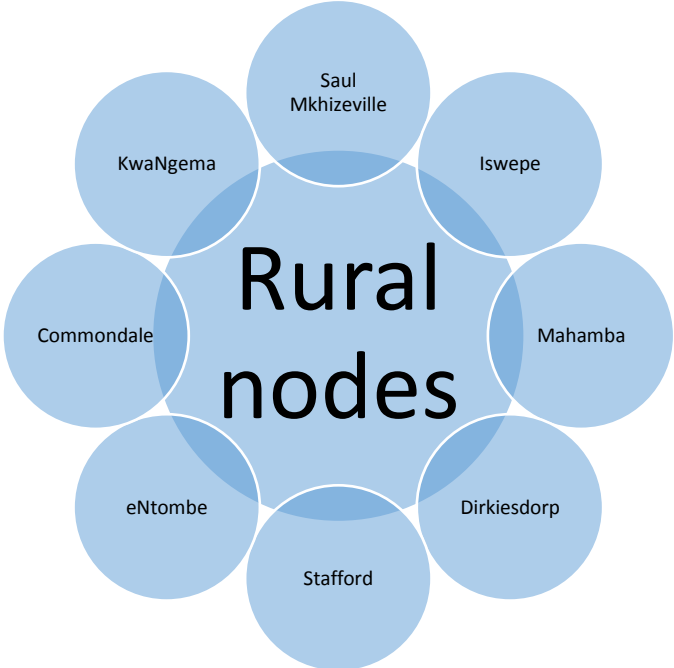


Figure 3: The Municipality includes the following rural nodes/settlements:



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 Mpact, 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.

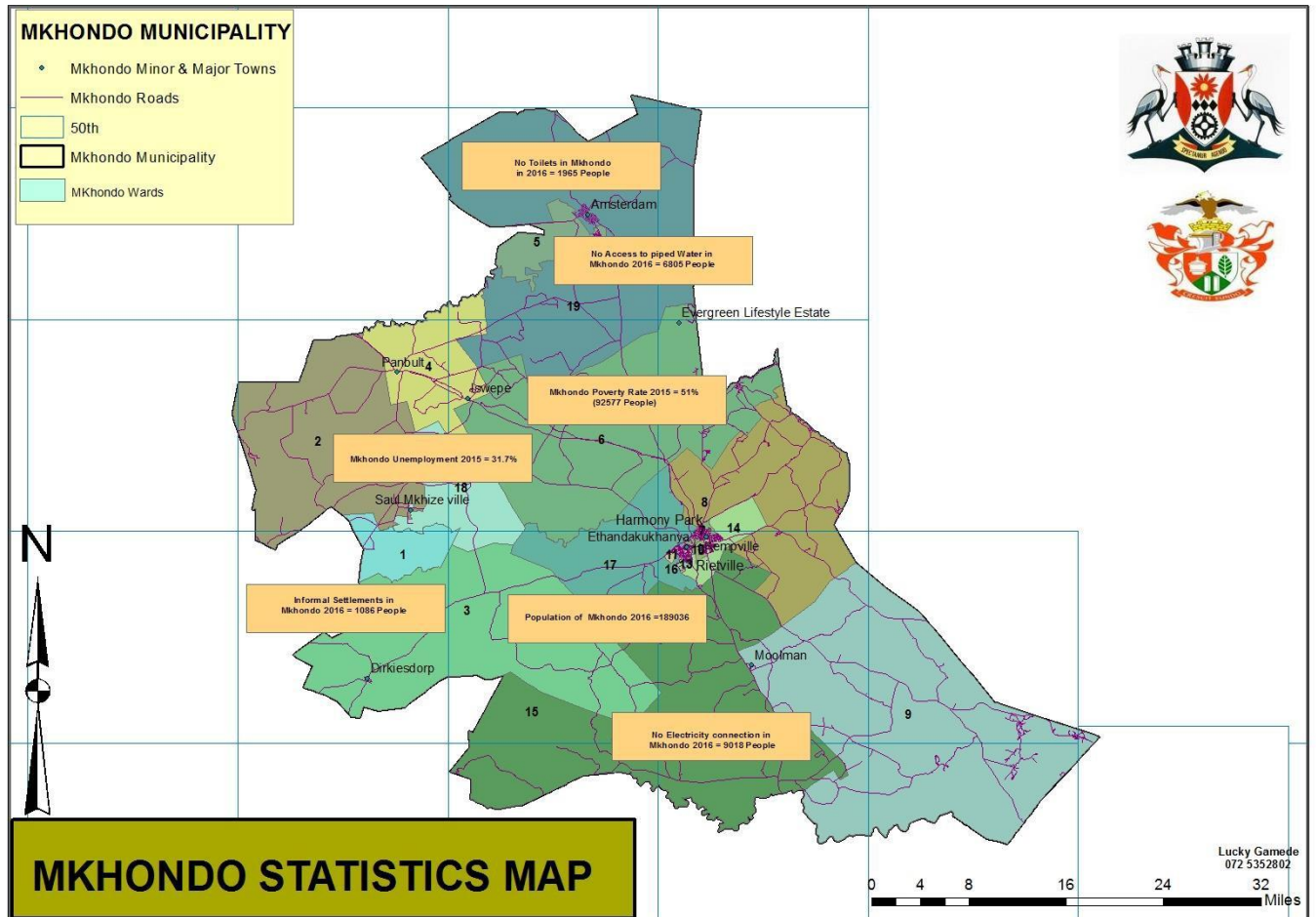
1.3 DEMOGRAPHICS ANALYSIS

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 2.1% per annum. 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 2.1 % per annum. 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	10 342	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)

Leading challenges facing Mkhondo

According to the 2016 Community Survey (CS) of Stats SA the 5 leading **challenges facing Mkhondo as perceived by households** in the municipal area are the following:

1. Lack of safe and reliable **water** supply (in line with Blue and Green Drop reports & scores of Municipalities).
2. Inadequate roads.
3. Lack of/inadequate **employment opportunities** (correlate with **poverty** driver information of the CS).
4. Cost of **electricity**.
5. Inadequate housing.

Source: STATS SA, 2016

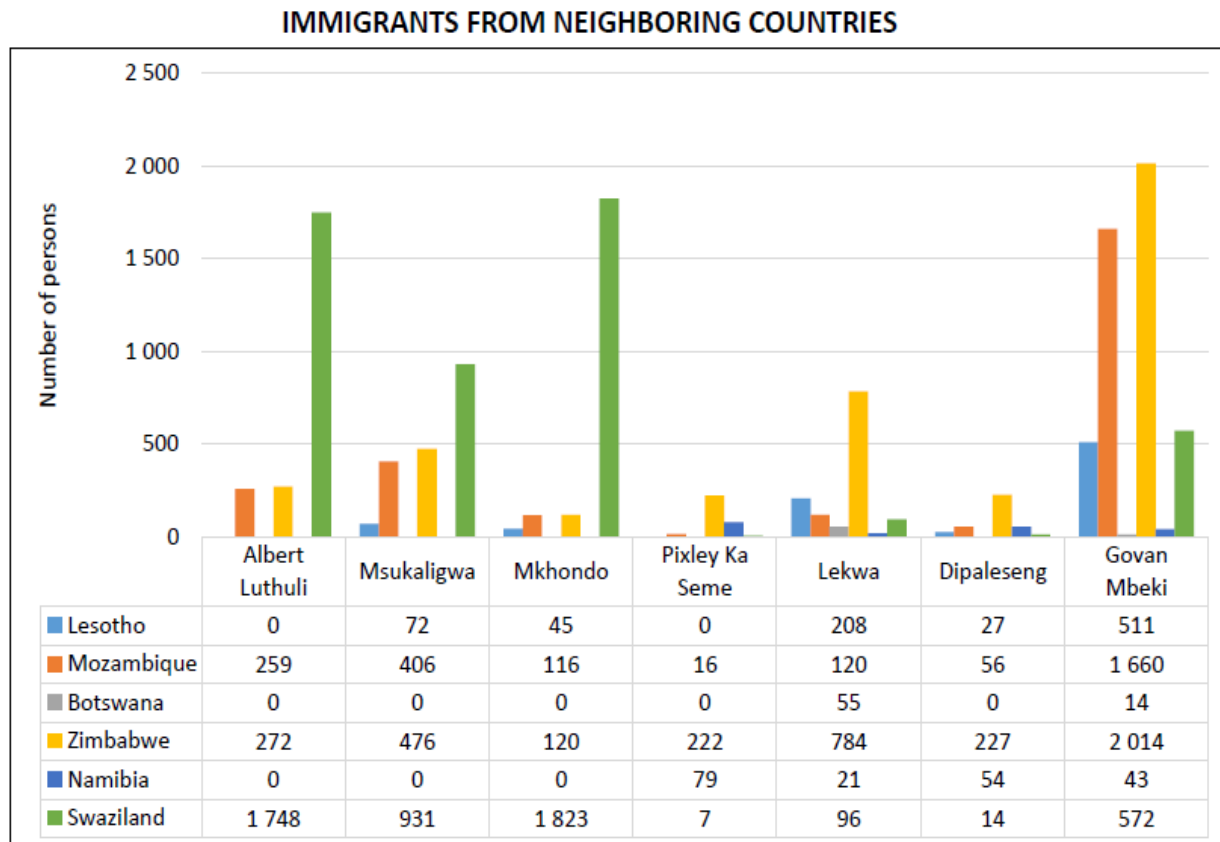
According to STATS SA 2016 most (92 693) people reside in urban areas and 96 343 people reside in rural areas. These figures have remained the same from 2011.

Figure 5: **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 6: 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 7: 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

CHAPTER 2:

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).

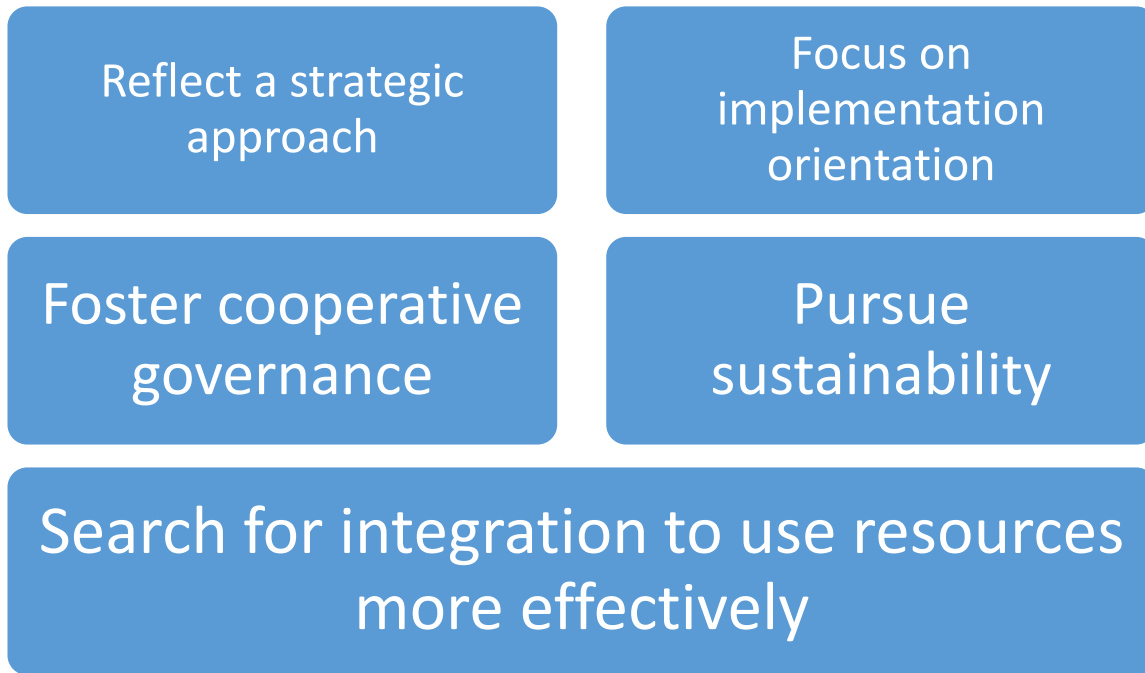
The main objective of an Integrated Development Plan (IDP) is to ensure the sustainable, equitable and inclusive development of a municipal area and to ensure a decent quality of life for all those who live in it.

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:

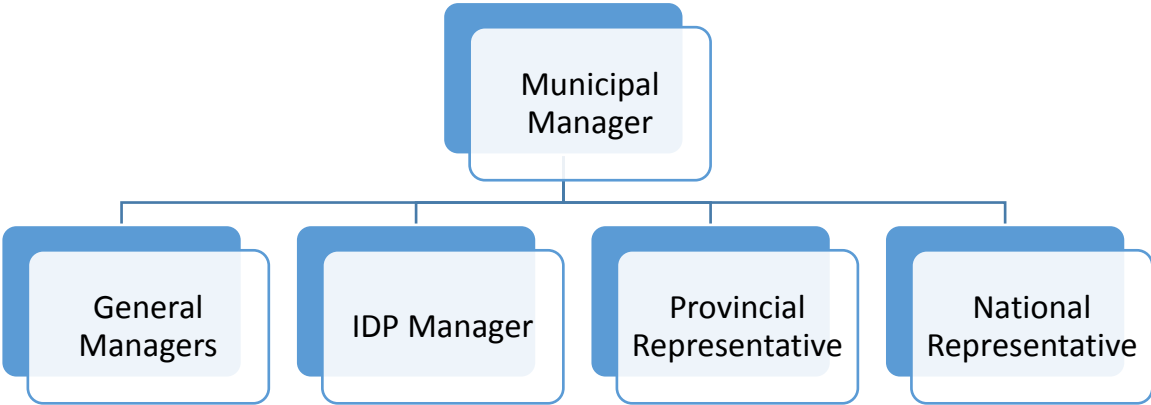
Table 8: Components of an IDP:

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

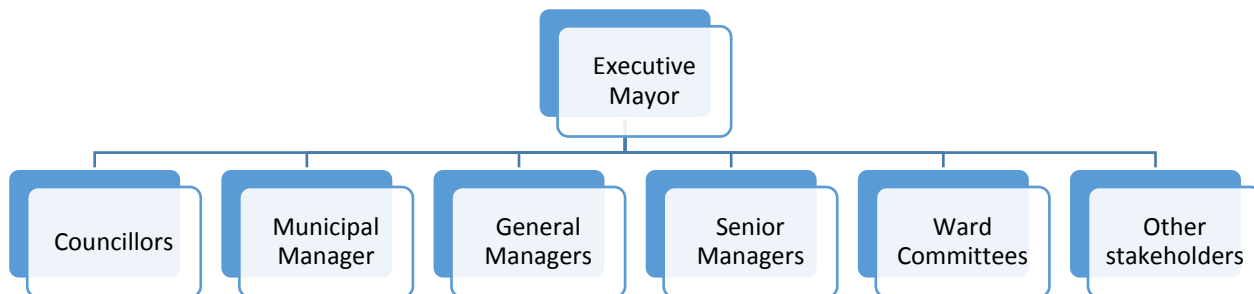
IDP STEERING COMMITTEE

Figure 8: IDP Steering Committee:



2.3 IDP REPRESENTATIVE FORUM

Figure 9: 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 10: 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 11 October 2018. 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 17 October – 25 October 2018. 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 20th of November 2018 to conclude the Analysis Phase.

2.7.2.3 Strategy Phase

Mkhondo Strategic Planning Session was held from the 24 – 27 March 2019. The Mkhondo Strategic Planning Session encompassed all management and all Councillors. The main purpose of the Mkhondo Strategic planning sessions was mainly to formulate or develop key strategies, objectives and baselines and review five-year targets in order to address the identified challenges within the Municipality. The Mkhondo 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 06 February 2019. The purpose of the meeting which was mainly to present the 2019/20 Budget Adjustment Report; to recap on the priorities and development objectives that are outlined in the Integrated Development Plan (IDP) 2019/20 and Service Delivery and Budget Implementation Plan (SDBIP) 2019/20; 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 20 March 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 2019/2020 was tabled to Council for consideration and adoption on the 28 March 2019. 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 12 April 2019. 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 02 April – 30 April 2019. 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	
<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	
IDP Rep Forum	

COMPOSITION	ROLES & RESPONSIBILITIES
<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

2.7.2.6 Public Participation

IDP steering committee

DATE	TIME	VENUE
09 November 2018	10:00	Council Chamber
26 November 2018	10:00	Council Chamber
06 February 2019	10:00	Council Chamber

IDP Rep forum

DATE	TIME	VENUE
11 October 2018	08:00	Council Chamber
20 March 2019	08:00	Council Chamber

2.8. PUBLIC PARTICIPATION FOR 2018-2019 IDP SCHEDULE

DATE ANALYSIS PHASE	DATE PROJECT PHASE	WARD	MEETING VENUES	TIME	ALLOCATED HUMAN RESOURCE		
					COUNCILLORS	CDWS	OFFICIALS RECOMMENDED
23 October 2018	26 April 2019	1	Multi-Purpose Centre	10:00	R.P Hlatshwayo	B Myeni Ward Committee	General Managers and senior Managers
19 October 2018	13 April 2019	2	Sakhisizwe School hall	10:00	T.S Nkosi	s Simelane T Thwala Ward Committee	General Managers and senior Managers
21 October 2018	18 April 2019	3	Ngema	10:00	D.M Ntshakala	W Ngwenya Ward Committee	General Managers and senior Managers
21 October 2018	13 April 2019	4	Iswepe Hall	10:00	S.D Thwala	K Nkosi S Madonsela Ward Committee	General Managers and senior Managers
20 October 2018	13 April 2019	5	Kwathandeka Hall	10:00	J.P Makhathini	Q Shongwe Ward Committee	General Managers and senior Managers
20 October 2018	7 April 2019	6	Amakhaya	10:00	T.S Mafuyeka	M Simelane Ward Committee	General Managers and senior Managers
25 October 2018	24 April 2019	7	Town Hall	10:00	J.L.I Brussow	S Myeni Ward Committee	General Managers and senior Managers
21 October 2018	08 April 2019	8	Ajax	8h00	M.Z Ngwenya	J Msimango Ward Committee	General Managers and senior Managers
Date to be confirmed	27 April 2019	9	CANA	10:00	T.W Manana	M Shabalala and D Manana Ward Committee	General Managers and senior Managers
17 October 2018	10 April 2019	10	Kempville Hall	10:00	M.D Ntuli	T Mokoena Ward Committee	General Managers and senior Managers
18 October 2018	09 April 2019	11	Eziphunzini Hall	15:00	B.C Mkhwanazi	S Hlophe Ward Committee	General Managers and senior Managers
23 October 2018	20 April 2019	12	Sthuli Hleza	10:00	T.B Nkosi	W Mhlanga Ward Committee	General Managers and senior Managers
18 October 2018	09 April 2019	13	Skyfin Hall	15:00	F.C Mthethwa	Ward Committee	General Managers and senior Managers

DATE ANALYSIS PHASE	DATE PROJECT PHASE	WARD	MEETING VENUES	TIME	ALLOCATED HUMAN RESOURCE		
					COUNCILLORS	CDWS	OFFICIALS RECOMMENDED
21 October 2018	14 April 2019	14	River of Life	10:00	Z.J Mnisi	M Nkosi Ward Committee	General Managers and senior Managers
Date to be confirmed	06 April 2019	15	Ekuphileni	10:00	S.M.N Bophela	Ward Committee	General Managers and senior Managers
23 October 2018	24 April 2019	16	Skyfin Hall	10:00	T.S.M Zulu	W Gamede Ward Committee	General Managers and senior Managers
24 October 2018	14 April 2019	17	Skyfin Hall	10:00	S.Z Yende	P Mavuso Ward Committee	General Managers and senior Managers
25 October 2018	02 April 2018	18	Advice Centre	10:00	M.L Yende	Z Yende Ward Committee	General Managers and senior Managers
21 October 2018	19 April 2018	19	Amsterdam Town	16:00	D.L Ngobeza	Z Phakathi &S Sukazi Ward Committee	General Managers and senior Managers

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 opportunities	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.	

Table 10: Ward 1 community needs

WARD 2: CLLR T S NKOSI

NO.	NEEDS	VILLAG-ES/TOWNSHIP/ FARM	NO.OF HOUSE-HOLDS	COMMENTS	RESPONSIBLE SECTOR
1.	Water	Taaibosspuit 1, 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	Taaibosspuit 2, donkerhoek,K wambilitshisi,Kwasicathulo,Masi hambisane west,Nkosinathi,Mva thaza,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
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

NO.	NEEDS	VILLAG-ES/TOWNSHIP/ FARM	NO.OF HOUSE-HOLDS	COMMENTS	RESPONSIBLE SECTOR
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
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 NTSHEKALA

NO.	NEEDS	VILLAGES/TOWNSHIP/FARM	NO.OF HOUSEHOLDS	COMMENTS	RESPONSIBLE SECTOR
1.	Electricity	Goedhope, BosseAlleen, RooiKraal, Malayinini, Ntithane, Amsterdam 2, Mhlongamvula, Bumbanani, S T Helena, Donkerhoek and Driehoek	340		ESKOM/MLM
2.	Water	Goedhope, Alzu Farm, Bosse-Alleen, RooiKraal, Malayinini, Grootriefvlei, Ntithane, Vezimpilo, Amsterdam 2, Mhlongamvula, Nalithuba, Tower, Madanca Annyyspruit, Sangweni CPA, Etshondo, Donkerhoek and Driehoek	417		MLM/GSDM
3.	New sites	Mabola	+800	New township establishment	MLM

NO.	NEEDS	VILLAGES/TOWNSHIP/FARM	NO.OF HOUSEHOLDS	COMMENTS	RESPONSIBLE SECTOR
4.	Grading and Re-gravelling.	Entire ward	Not specific	All roads are damaged there is also a need for storm water drainage and paving	MLM/GSDM
5.	Sportfield Maintenance	Mabola, Nkululeko, Ngema, Ntithane, Etshondo, Matafuleni and Etseni		Many teams share one field for training and league games.	GSDM/MLM
6.	RDP	Entire ward	1400	There is less than 100 RDP in the entire ward	DHS
7.	Toilet and Sanitation	Entire ward		Only part of Kwangema and Mabola has toilets we need to have more throughout the ward	MLM/GSDM
8.	Speed humps	R543 road Madanca, Ematafuleni, Kwangema and Mabola			
9.	Footbridges	Alzu Farm, Matafuleni, Ntithane and Mabola	107	Risk of school children crossing river	MLM
10	Grazing land	Mabola		Cattle graze near the roads, and causing accident at R543	MLM/DARDLEA and Kangra
11	Multipurpose centre and Community Hall	Mabola, Ngema	Not specified	To be utilized by youth for access to internet and information Centre	MLM
12	Educational facilities	Ntintane, Etsheni, Etshondo, Mabola, madanca and Nkululeko	Not specified	Most rural school have multi-graded classes. Consider school enrolment.	DOE
13	Sewer services and Maintenance	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

NO.	NEEDS	VILLAGES/TOWNSHIP/FARM	NO.OF HOUSEHOLDS	COMMENTS	RESPONSIBLE SECTOR
14	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
15	Fuel filling station	Mabola and KwaNgema	Not Specified	More than 80KM distance between Mkhondo and Wakkerstroom(R543)no garage	Private sector
16	Hawkers stalls and dumping site	Mabola	549	To reduce the high level of littering and illegal occupation of land	MLM
17	Job opportunity	Entire ward			
18	Taxi rank shelter	Ngema, Mabola	Not specified		MLM

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, Emaphonghle	360	There is no electricity in all private but we manage to get permission for electricity and owner	Mkhondo

NO	NEEDS	VILLAGES/TOWNSHIP/FARM	NO.OF HOUSEHOLDS	COMMENTS	RESPONSIBLE SECTOR
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, Haartebees Farm	944		Mkhondo
6.	Soccer field	Emahoqo, New plaas, Empumalanga, Khalambazo, KaVo, Emakhanga, Emaphongohle, Tryson, Bushmen, Emsinyane, Panbult, KwaVuka, Haartebees Farm	944		Mkhondo
7.	Police station	iswepe			SAPS
8.	Paving	Emahoqo, New plaas, Empumalanga, Khalambazo, KaVo, Emakhanga, Emaphongohle, Tryson, Bushmen, Emsinyane, 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

NO	NEEDS	VILLAGES/TOWNSHIP/FARM	NO.OF HOUSEHOLDS	COMMENTS	RESPONSIBLE SECTOR
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.	Extension of existing cemetery	KwaThandeka		The existing cemetery is full to capacity	
2.	Paving of access road to Ganana and Grave yard	Kwathandeka		This is a link road to the school and grave yard at KwaThandeka	
3.	Decentralisation of Electricity pay point	Kwathandeka		There is a need to sell electricity especially after hours and weekends	
4.	Connection of elect Kwathandeka to 30 HH	Kwathandeka and Winnie Mandelapark	130	People have long been waiting for electricity. However, they paid for connections	
5.	Building of School Halls	All three school			
6.	Water in rural areas	Sarashop, Nkolovane farm, Sterkfonfontein		Some areas do not have clean drinkable water	
7.	New creche	Kwathandeka			
8.	Building of new high school			There is overcrowding and crime in the key issue	
9.	Paving of road to Athole school				
10.	Administration building at Buhlebuyeza School	Winnie Mandela Park	Not specified	We had to walk all the to town to buy electricity	Mkhondo
11.	Sites for Churches	Whole ward			

NO.	NEEDS	VILLAGES/ TOWNSHIP/ FARM	NO. OF HOUSEHOLDS	COMMENTS	RESPONSIBLE SECTOR
12.	Bus Taxi Shelters	RDP Sections KwaThandeka			
13.	Multipurpose centre	Winnie Mandela Park			
14	Community Park and Gymnasium	KwaThandeka Winnie Mandela Park			
15.	Paving and car sports at Athole Primary School	KwaThandeka			
16.	Thusong centre	Municipality office		To help the community	Mkhondo
17.	Stadium renovation	KwaThandeka		Our sport field need renovation	
18.	Water tank and electricity	Nkolovane farm		They have been struggling with water and electricity 0	Mkhondo
19.	Multi-purpose centre	Ext 2, Ext 3	Not specified	There is a need for community centre	Mkhondo

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

NO.	NEEDS	VILLAGES/ TOWNSHIP/ FARM	NO.OF HOUSE-HOLDS	COMMENTS	RESPONSIBLE SECTOR
2.	Electricity	Kroomriver farm, Emarondweni, Kamancele farm, Smith Farm, Derby Madalasi Kwamavumabuka, Harlem, Cascade, Derby Mission, & Derby Ntintinyane, Kamatatazela farm, Emetshisini, Ndlozane, Mafour, Assegai, Idalia, Enambe, Makhwabane, Mehlomane, Evergreen, Kromriver, Metshisweni, Metshisweni Manzamnyama	Not specified	They have access to electricity although there are some challenges that need the attention of Eskom	MLM/Eskom
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, manzamnyama, evergreen	Not specified	-	Mkhondo
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, manzamnyama, evergreen	Not specified	-	DHS
6.	Clinics	Rustplaas one 24 hour Clinic. Dalia or Witrand 8 Clinics, Maswazini 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	Mkhondo

NO.	NEEDS	VILLAGES/ TOWNSHIP/ FARM	NO.OF HOUSE-HOLDS	COMMENTS	RESPON-SIBLE SECTOR
				Health to the Rustplaas Clinic to be and 24 hour Clinic and also the name be change to EMZAMOWETHU CLINIC.	
7.	Fencing and signage of road esrtablishment 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		-	
11.	Community halls	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, 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, 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,		-	

NO.	NEEDS	VILLAGES/ TOWNSHIP/ FARM	NO.OF HOUSE-HOLDS	COMMENTS	RESPON-SIBLE SECTOR
		Emetshisweni, Kamancele, Idalia Mission, Endlozane, Mafour,Assegai, manzamnyama, 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 Cell C and other cell phone network	Ndlozane ,Derby ,Belfast, Marondwen,Madalas, Haarlem, Ntintinyane,Dalia Mission,Redklif,Ndlozane.		The network will help the community for communication in these areas for emergene like policy Ambulances. I will be 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		The skills development will help the community to develop the self and that will reduce the unemployed rate in the ward.	

NO.	NEEDS	VILLAGES/ TOWNSHIP/ FARM	NO.OF HOUSE-HOLDS	COMMENTS	RESPON-SIBLE SECTOR
		Madalas,Ndlozane,Haarlem,Witrand 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			
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,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,Evergreen.		The LED will help our business people to grow up in the ward and reduce the unemployment rate in the ward.	
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	

NO.	NEEDS	VILLAGES/ TOWNSHIP/ FARM	NO.OF HOUSE-HOLDS	COMMENTS	RESPON-SIBLE SECTOR
				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			
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.			

NO.	NEEDS	VILLAGES/ TOWNSHIP/ FARM	NO.OF HOUSE-HOLDS	COMMENTS	RESPON-SIBLE SECTOR
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,Witrans 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	
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		The high mast lights will reduce crime in the ward	

NO.	NEEDS	VILLAGES/ TOWNSHIP/ FARM	NO.OF HOUSE-HOLDS	COMMENTS	RESPON-SIBLE SECTOR
		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.			
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,Witrand 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.	
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,Witrand 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	Old Belfast, new Belfast, Rustplaas 2, Rustplaas one, Dalia Village, Dalia mission,Makhwabane,Mavumbuka,Uhlelo		Agriculture will help the communities to cultivate food for themselves and	

NO.	NEEDS	VILLAGES/ TOWNSHIP/ FARM	NO.OF HOUSE-HOLDS	COMMENTS	RESPON-SIBLE SECTOR
	land for Gracing	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		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,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 streets not be damages by water	
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.	Church Street hawkers	CBD		Development of hawker in church street	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 to gain skill and open more doors	All sector

Table 16: Ward 7 community needs

WARD 8: CLLR M Z NGWENYA

NO.	NEEDS	VILLAGES/ TOWNSHIP/FARM	NO.OF HOUSEHOLDS	COMMENTS	RESPONSIBLE SECTOR
	Water	Dr Pols, Mooihoek, Groenfontein,sandbank, Madola, Bothashop and Gadlanga Farm		Boreholes are dry and community get water from the stream	
	Electricity , RDP AND Steet light	Atalia, Ajax and Dr Pols		Communities are staying in a mud house without electricity	
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,Missio n, Portigetershoek	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	

NO.	NEEDS	VILLAGES/ TOWNSHIP/FARM	NO.OF HOUSEHOLDS	COMMENTS	RESPONSIBLE SECTOR
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 centre	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	
6.	Electricity	Dr Pols new stands,Gadlanga, Groenfontein,Kwacilo,Madola, Rooipot Farm,Mission, Portigtershoek,Maliyini 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 removal	All ward no waste removal	Not specified	Our ward is rural some village need removal or management	
8.	Community 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	

NO.	NEEDS	VILLAGES/ TOWNSHIP/FARM	NO.OF HOUSEHOLDS	COMMENTS	RESPONSIBLE SECTOR
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	Maphepheni,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/DWS
14.	RDP houses	All	Not specified	Most people in ward 08 stays in mud houses, they needs assistance for those have land	DHS

Table 17: Ward 8 community needs

WARD 9: CLLR T W MANANA

NO.	NEEDS	VILLAGES/TOWNSHIP/FARM	NO.OF HOUSE- HOLDS	COMMENTS	RESPONSI- BLE SECTOR
1.	Clinic	Sulphursprings (emathendeni)Middle of the ward	3000	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.	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	MLM

NO.	NEEDS	VILLAGES/TOWNSHIP/FARM	NO.OF HOUSE-HOLDS	COMMENTS	RESPONSIBLE SECTOR
				and Agriculture. It cost R100 per trip to access basic services.	
4.	Electricity	Con-go,Alma,Kwandlebe,Madlodlongo,Kwa Jongo,sphuthuma,berbice Sulphersprings,Jakobe,confidance,Mantonga,K wakati,ogwayini,nganeni,Skapraal, Ngu-bevu,Mkhwathibane,Moolman,Esguqe ni	8000	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.	Water	All village	3000	There is a huge water crisis in ward 09.	MLM/GSDM/DWS
6.	Land	All rural area	4000	Communities can't access basic government services as they are not entitled to the land. Farmers evict people in their farms.	
7.	Job opportunities	Entire ward	10000	-	All sectors
8.	RDP Houses	Entire ward	10000	-	DHS
9.	Roads		1000	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		The school in the private land and building is for mission.	DOE

NO.	NEEDS	VILLAGES/TOWNSHIP/FARM	NO.OF HOUSEHOLDS	COMMENTS	RESPONSIBLE SECTOR
11.	Sportground	Con-go,Alma,Kwandlebe,Madlodlongo,Kwa Jongo,sphuthuma,berbice Sulphersprings,Jakobe,confidance,Mantonga,K wakati,ogwayini,nganeni,Skapraal, Ngu-bevu,Mkhwathibane,Moolman,Esguqe ni			MLM

Table 18: Ward 9 community needs

WARD 10: CLLR MD NTULI

NO.	NEEDS	VILLAGES/TOWNSHIP/FARM	NO.OF HOUSEHOLDS	COMMENTS	RESPONSIBLE SECTOR
1	Pipe stands water	Ooslop (New stand)			
2.	Site and RDP	Entire ward		-	MLM
3.	Storm water drainage maintenance	Kempville,Reitville, Magadeni Sgodiphola		-	MLM
NM,. NB 4.	Fence and Gate			-	MLM
5.	Refuse Plastic Bag	Kempville,Reitville, Magadeni Sgodiphola		-	MLM
6.	Speed Harms	Kempville,Reitville, Magadeni Sgodiphola		-	MLM
7.	Notice board of illegal dumping	Kempville,Reitville, Magadeni Sgodiphola		-	MLM
8.	Electricity			-	MLM
9.	EPWP Project and job opportunity	Kempville,Reitville, Magadeni Sgodiphola		-	MLM
10.	Paving of roads	Kempville,Reitville, Magadeni Sgodiphola		-	MLM
11.	Renovation of stadium	Kempville,Reitville		-	MLM
12.	Pedestrian bridge	Kempville,Reitville, Magadeni Sgodiphola		-	MLM
12	Sewer line	Oosloop			MLM

NO.	NEEDS	VILLAGES/ TOWNSHIP/FARM	NO.OF HOUSEHOLDS	COMMENTS	RESPON- SIBLE SECTOR
14.	Multipurpose centre	Kempville,Reitville, Magadeni Sgodiphola		-	MLM
15	Fixing of potholes	Kempville,Reitville, Magadeni Sgodiphola			MLM
16	Satellite police station	Thanda flats (Hotel)			SAPS and PWRT

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.	Speed Humps	Entire ward	06	Reducing speed, and speed control	Mkhondo
4.	Open Site	Entire ward		Cleaning of open site	Mkhondo
5.	2 pedestrian bridges	Entire ward	04	Easy to bypass between Phola Park and Richards bay	Mkhondo
6.	Educational satellite branch	Entire ward		Empower and skill development of youth	DHE
7.	Library	Entire ward		Empower and skill development of youth	DSCR
8.	Recreation facilities	Entire ward		Playing facilities for kids	Mkhondo/DSCR
9.	Community gardens	Entire ward		To help women and youth with food security	Mkhondo
10.	Mini complex welding & Thusong Centre	Entire ward		Empower youth and ensure of Batho Pe-le	Mkhondo
11.	Job opportunities				
12	Streets light	Entire ward	All	To high crime in night	Mkhondo
13.	V Drains	Entire ward		To clean and maintain	Mkhondo
14	Potholes	Entire ward		To close potholes	Mkhondo
15	Roads Maintenance	Entire ward		Refilling of gravel streets and paving	Mkhondo
16	Electricity	Entire ward		Infill in other household	Mkhondo
17	Sewerage	Entire ward		Maintain of sewerage system	Mkhondo
18	Grass cutting	Entire ward		Nearby the main road and vacant sites	Mkhondo

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

NO.	NEEDS	VILLAGES/ TOWNSHIP/FARM	NO.OF HOUSEHOLDS	COMMENTS	RESPONSIBLE SECTOR
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, Harmony		-	Mkhondo
2.	RDP Houses/Residential sites			-	DHS

NO.	NEEDS	VILLAGES/ TOWNSHIP/FARM	NO.OF HOUSE- HOLDS	COMMENTS	RESPONSIBLE SECTOR
3.	Roads	Mangosuthu, Harmony		-	Mkhondo
4.	Storm water drainage	Mangosuthu, Harmony		-	Mkhondo
5.	High mast light/Street light	Mangosuthu, Harmony		-	Mkhondo
6.	Cultural ,Sport and recreation	Mangosuthu, Harmony		-	DSCR
7.	Community Hall/Multipurpose Centre	Mangosuthu, Harmony		-	Mkhondo
8.	Job opportunities	Mangosuthu, Harmony		-	All sector
9.	Maintenance of short streets	Mangosuthu, Harmony		-	Mkhondo
10.	Business Sites	Mangosuthu, Harmony		-	Mkhondo
11.	Mobile police station	Mangosuthu, Harmony		-	SAPS
12.	Extension of Harmony Park Combine School	Mangosuthu, Harmony			DOE
13.	Primary School	Mangosuthu, Harmony			DOE
14.	Free EDC at Harmony Park Combine school	Mangosuthu, Harmony			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
2.	Water	All village	800		
3.	Job op- portunities	All village	1000		MLM
4.	Electrici- ty and infills	All Village	850		ESKOM/MLM

NO.	NEEDS	VILLAGES/TOWNSHIP/FARM	NO.OF HOUSEHOLDS	COMMENTS	RESPONSIBLE SECTOR
5.	RDP house	All village	1000		DHS
6.	Clinic	Commondale	1000		DOH
7.	Sanitation	Obumbane, Emkhonjwane, Kwakhisela, Kwa Mhanga, Ntombe mission, Bazane, Nederland, sqintini, mqongo.			
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
16.	Foot bridge	emajikampondo			MLM

Table 24: Ward 15 community needs

WARD 16: CLLR T SM ZULU

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

Table 25: Ward 16 community needs

WARD 17: CLLR S Z YENDE

NO.	NEEDS	VILLAGES/TOWNSHIP/FAR M	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

NO.	NEEDS	VILLAGES/TOWNSHIP/FARM	NO. OF HOUSEHOLDS	COMMENTS	RESPONSIBLE SECTOR
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, CWP, MRTT, Phezukomkhondo	All sectors
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

NO.	NEEDS	VILLAGES/TOWNSHIP/FARM	NO. OF HOUSEHOLDS	COMMENTS	RESPONSIBLE SECTOR
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 HOUSEHOLDS	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 house	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

NO	NEEDS	VILLAGES/TOWNSHIP/FARM	NO.OF HOUSEHOLDS	COMMENTS	RESPONSIBLE SECTOR
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
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

NO.	NEEDS	VILLAGES/TOWNSHIP/FARM	NO.OF HOUSEHOLDS	COMMENTS	RESPONSIBLE SECTOR
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
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

Table 28: Ward 19 community needs

Table 10: SUMMARY OF CRITICAL COMMUNITY NEEDS RAISED:

2.9. NEED ANALYST REPORT PER WARD AS PER IDP PUBLIC PARTICIPATION (OCTOBER 2018)

No.	WARD 1	WARD 2	WARD 3	WARD 4	WARD 5	WARD 6	WARD 7	WARD 8	WARD 9	WARD 10	WARD 11	WARD 12	WARD 13	WARD 14	WARD 15	WARD 16	WARD 17	WARD 18	WARD 19
1.	Roads	Water	Electricity	Electricity	Electricity selling point	water	Resident site	Land	Clinic	Site and RDP	Park Renewal	Sites	Electricity	Sewer reticulation	Grading of roads	Sewer system	Electricity	Road	Water
2.	Toilets	Electricity	Water	Toilets	Seminary	Electricity	Electric main Substation	Water	Hall	Storm water drainage maintenance	Tarred Road	RDP Houses	Water	RDP Houses	Water	Job Opportunities	High Mast Light	Houses	Sewer Network
3.	Tittle deeds	Sanitation	New sites	RDP Houses	Electricity installation households	Toilets	Roads	School	Thusing Centre	Gate	Primary School	Streets light	Toilet	es/Residential sites	Job opportunities	RDP Houses	Sewer	Water	RDP Houses
4.	Job opportunities	Roads construction and maintenance	Grading and Re-gravelling.	Roads	(Infills)	Housing	Street light	Transport	Electricity	Refuse Plastic Bag	Library	Potholes	Sewer System	Roads	opportunities	Youth centre	Township establishment	High mast	Toilets
5.	ties	Employment opportunities	Sportfield	Water	Electricity	Clinics	Road signs & street naming	Primary school	Water	Speed Harms	toilet	V Drains	Roads	Storm water drainage	Electricity	Sport facilities	Community Hall and Clinic	light	Electricity
6.	CWP working	Land for farming /grazing	Maintenance	Soccer field	Toilets	Fencing and signage of road establishment	Electricity	Youth centre	Land	Notice board of illegal dumping	Pedestrian bridge	Open Site	Primary School	High mast	ty and	Bursaries	Sports field	Sport field	

No.	WARD 1	WARD 2	WARD 3	WARD 4	WARD 5	WARD 6	WARD 7	WARD 8	WARD 9	WARD 10	WARD 11	WARD 12	WARD 13	WARD 14	WARD 15	WARD 16	WARD 17	WARD 18	WARD 19
						of streets, paving of roads													
7.	tools	Bridges	RDP	Police station	Community garden	ECD	Railings, sidewalks/bridges	tree	Job opportunities	Electricity	Electricity	Speed Humps	Sites	light/Street light	infills	Secondary School	Water reticulation	Shopping complex	Road
8.	Street light	Bursaries	Sanitation	Paving	water	Bulk sewer	Hall	Electricity	RDP Houses	EPWP Project and job opportunity	Job opportunity	Roads Maintenance	RDP Houses	Cultural, Sport and recreation	RDP house	Street lights	Borehole	Job opportunities	
9.	Mall	Community	Sanitation	Dumping	School Hall primary	Pegging of stands	Extension/Upgrade	Waste removal	Roads	Paving of roads	ties	Recreation facilities	Job Opportunity	Community	Clinic		Job opportunities	Fencing of Cementries	
10.	Storm water system	Hall	Speed humps	site	Community	Community	of the clinic	removal	School	Pipe stands water	Sites	ities	Pedestrian Bridge	Hall/Multipurpose Centre	Sanitation		RDP Houses	Grazing Land	Mobile police station
11.	Paving	Police station	Footbridges	High school	crèche	halls	Church Street	Community	Sportground	Renovation of stadium	TVET College	Electricity		Job opportunities	disludging		Road	Satellite Police Station	
12.	V drain	Skills centre	Grazing land	Taxi rank	Fencing of dumping site	Sport facility	hawkers	ty projects	Toilets	Pedestrian bridge	RDP Houses	2 pedestrian bridges		Maintenance of short streets	Fencing of ceme-		Ploughing tools	Old age	Network line
13.	Electricity	Shopping centre	Multipurpose centre and	Community	High school	Brigade	Taxi Rank	Sport field		Community hall	Sport facilities	Educational satellite branch	Business Sites	teries		Sanitation	Home	Youth centre	

No.	WARD 1	WARD 2	WARD 3	WARD 4	WARD 5	WARD 6	WARD 7	WARD 8	WARD 9	WARD 10	WARD 11	WARD 12	WARD 13	WARD 14	WARD 15	WARD 16	WARD 17	WARD 18	WARD 19
			Community Hall																
14.	Ambulance	Petrol Garage	Educational	hall	Church sites	Satellite Police station	High school	Roads		Multipurpose centre	Street light	Library		Mobile police station	Creches		Youth Centre	Orphanage home	Shopping centre
15.		Cooperatives support	facilities	Speed hump	Bus Shelters	Cell phone network Vodacom and MTN	Job Opportunity/skill development	Cemeteries			Water	Sewerage		Extension of Harmony Park Combine School	Fencing of school		Fencing of graveyard	Storm water	
16.		Clinic	Sewer services and Maintenance	Sites	Tarred road to Nganana secondary	Cell C and other cell phone network	Clinic			tap/reticulation	Grass cutting		Primary School	Youth centre			Footbridges	Sport facilities	
17.			Cemetery site and fencing		Thuson g cen-	School that need to be revamped		Sanitation sewer			Pedestrian bridge	Community gardens		Free EDC at Harmony Park Combine school	Sport field grading			Electricity	Primary school
18.			Fuel filling station		tre	Job Opportunity's and skills Development	RDP houses			Solar Gezer	Mini complex welding & Thuson g Centre		Satellite police station					Hawker stalls	
19.	to		Hawker stalls			LED					Taxi road				Network			Toilets	

No.	WARD 1	WARD 2	WARD 3	WARD 4	WARD 5	WARD 6	WARD 7	WARD 8	WARD 9	WARD 10	WARD 11	WARD 12	WARD 13	WARD 14	WARD 15	WARD 16	WARD 17	WARD 18	WARD 19
			and dumpin g site																
20.			Job opportu nity		Stadiu m renovat ion	Townsh ip establis hments .					Connec tion of sewer				Foot bridge				
21.			Taxi rank shelter		Water tank	Roads and sports					Crèche								
22.					and electric ity	ground s grading .													
23.					Multi- purpos e centre	Paving of Derby road													
24.					Shoppi ng comple x	Elderly Centres													
25.					Job opport unity	Day Care Centres													

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	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	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		X
Job opportunities	x	X	X	x	x	x	X	x	X	x	X	x	X	x	X	X	X	X	X
Shopping centre	X	X			X														X
Bridge(pedestrian and crossing)	x	x	x		x	x		x	x	x	x	x			x			x	x

CHAPTER 3:

3.1 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.

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:

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: The SDF is a framework that seeks to guide, overall spatial distribution of current and desirable land uses within a municipality. The Mkhondo Local Municipality Final Draft SDF was approved and by Council in May 2017. The Final Draft SDF outlines the follow key components: alignment and integration, status quo analysis, spatial development vision, objectives & strategies to name a few.

Table 11: **Spatial Development Objectives:**

No.	Objective
1.	Expanding the involvement in and benefit extracted from the farming and forestry activities in the MLM
2.	Ensuring that the sensitive ecological systems and the national Strategic Water Source Areas in the municipal area are not compromised
3.	Enhancing, strengthening and maintaining the economic vitality, attractiveness and quality of life of the main towns in the MLM
4.	Improving and maintaining the road and rail connectivity on the MLM on the local, provincial, national and international level
5.	Developing and expanding manufacturing, agro-processing and beneficiation in the MLM
6.	Developing and enhancing the ecological, cultural and historical tourism opportunities in the MLM
7.	Developing a viable, affordable, efficient and effective settlement model for the villages in “Non-Urban Mkhondo”
8.	Strengthening and enhancing skills development, training and a culture of inquiry, learning and research in the MLM

Corridors and linkages

The N2/N17 Road and Freight Corridor

The aim would be to focus Industrial and Agro-processing activities along the N2, taking advantage of (1) provincial plans for the corridor, and (2) the easy access it provides to the wider region.

Local access

The following roads need to be upgraded and maintained to ensure effective municipal, district, provincial and national connectivity:

- ✓ N2;
- ✓ R543;
- ✓ R33; and
- ✓ R65.

Urban & rural linkages

These linkages should be upgraded:

- ✓ Links between the Saul Mkhizeville and KwaNgema and the N2; and
- ✓ Links between N2 and R33 running through the north-western section of MLM.

Nodal hierarchy

- ✓ eMkhondo – secondary
- ✓ Amsterdam (and KwaThandeka) – tertiary with focus on tourism
- ✓ Saul Mkhizeville (and KwaNgema) - Dense Rural Settlement (with focus on tourism and agriculture)
- ✓ Ngema Tribal Trust - Dense Rural Settlement (with focus on tourism and agriculture)
- ✓ Iswepe Rural Node (with focus on transport and small-scale industry)
- ✓ Dirkiesdorp - Rural Node (with focus on tourism)

Conservation areas:

The following areas should be protected:

Protected areas, critically biodiversity areas, ecological support areas and strategic water source areas (see Map 63)

Forestry and agricultural land

It is crucial that these areas are protected and effectively utilised (see Map 63)

Tourism

To take advantage of several tourism opportunities in or close to the MLM:

- ✓ The Mahamba (R543) and Sandlane (R65) and Sicunusa border posts
- ✓ Heyshope Dam
- ✓ The tourism corridor related to the Mpumalanga Lake District running from Chrissiesmeer in the north to Wakkerstroom in the south
- ✓ The natural beauty of the natural environment in MLM

4.2. SPATIAL DEVELOPMENT FRAMEWORK PROJECTS

SDF Spatial Development Strategies	IDP projects
1. Expanding the involvement in and benefit extracted from the farming and forestry activities in the MLM	
SDF projects/programmes	
1.1 A project to ensure optimisation of the Agri-park status afforded to the MLM	DARDLEA included 2 projects to establish an Agri-park: <ul style="list-style-type: none"> • Upgrading of access road, fencing and bulk services at Mkhondo Agripark/ hub • Construction of training facilities, office block and pack shed for the Mkhondo Agri-Hub site
1.2 A programme to establish and strengthen collaboration, support and mentoring between established and emerging farmers	<ul style="list-style-type: none"> • No support programme
1.3 A well-planned, well-supported and well-executed land reform programme.	<ul style="list-style-type: none"> • No land reform programme • DARLEA has budgeted for 4 Land Acquisition projects
1.4 A holistic financial, input and market support programme in support of emerging farmers.	<ul style="list-style-type: none"> • No support programme. • DARLEA has budgeted to support Kwa-Mashabalane Co-operative (production costs), Libhabha CPA (production costs) and for the construction and equipping of a Mechanization Centre • “Number of SMMEs and co-ops supported” is a key performance indicator to ensure LED
2. Ensuring that the sensitive ecological systems and the national Strategic Water Source Areas in the municipal area are not compromised	
2.1 A programme for ensuring enforcement and implementation of the national, provincial and district environmental management laws, regulations and frameworks	<ul style="list-style-type: none"> • No specific project or programme • Other instruments used to ensure environmental management include: SDF, LUMS (currently under review), EMF (Environmental Management Plan/Framework), SPLUM By-law
2.2 A detailed plan and programme for future settlement design, establishment, upgrading, maintenance and expansion in the MLM	<ul style="list-style-type: none"> • No specific project or programme • The LM is implementing the Housing Charter, approved by Council in 2016. The Human Settlements- and Housing Strategy has to be reviewed • The DHS has committed a number of housing projects throughout the municipality

SDF Spatial Development Strategies	IDP projects
<p>2.3 A comprehensive master plan and programme for providing municipal services, notably refuse removal, sewerage and sewerage treatment services to all the major settlements in the MLM</p>	<ul style="list-style-type: none"> • The municipality has a number of projects to address access to services, but not comprehensive master plan • The IDP reflects the status of municipal sector plans, pertaining to service delivery, is indicated below: <ul style="list-style-type: none"> - Water Services Development Plan – draft exists, busy to review - Water and sanitation master plan – does not exist - Integrated waste management plan – does not exist, using the district plan - Water and wastewater master plan – does not exist - Sanitation plan • The Municipality has no Comprehensive Infrastructure Plan (CIP) in place
<p>3. Enhancing, strengthening and maintaining the economic vitality, attractiveness and quality of life of the main towns in the MLM</p>	
<p>3.1 A land-use management system for the MLM</p>	<p>The LM has funding to complete the LUMS review</p>
<p>3.2 An urban design and local economic development plan for each of the main towns in the MLM.</p>	<p>LED Strategy was approved by Council 2015, but no project to develop a LED Plan or Urban Design Plan for each of the main towns</p>
<p>3.3 A beautification and municipal service provision programme for enhancing and maintaining the physical appearance of the main towns in the MLM.</p>	<p>No programme, but the IDP includes 2 projects that relates to the SDF programme:</p> <ul style="list-style-type: none"> • Number of parks and recreational facilities maintained • Number of green projects established
<p>3.4 A safety and security programme for the main towns in the MLM</p>	<p>No programme in the IDP. The “Number of health and safety workshops conducted” is the only project that relates to the SDF priority</p>
<p>4. Improving and maintaining the road and rail connectivity on the MLM on the local, provincial, national and international level</p>	
<p>4.1 A master plan for improving and managing the N2-interface with the town of eMkhondo.</p>	<p>No project in the IDP to develop a Master Plan, this could be addressed in an “Integrated Transport Plan”, which does not exist</p>
<p>4.2 A roads-building, maintenance and improvement programme for the MLM</p>	<ul style="list-style-type: none"> • The IDP includes a few MIG-funded road projects, unfunded municipal road projects and no road projects from DPWRT. • No dedicated programme in the IDP to address the SDF priority
<p>4.3 A programme of land use management enforcement along the N2 and the railway line</p>	<p>The LM has allocated funding to complete the LUMS review. This tool should assist land use management along the N2 and railway line</p>

SDF Spatial Development Strategies	IDP projects
4.4 A project to explore and propose way of enhancing rural access and connectivity in the MLM.	The continuous re-gravelling of rural roads is an IDP priority, the IDP includes it as a project “Km’s of roads maintained and graded” , but no budget
5. Developing and expanding manufacturing, agro-processing and beneficiation in the MLM	
5.1 A study into the opportunities for manufacturing, agro-processing and beneficiation in the MLM.	<ul style="list-style-type: none"> The manufacturing, agro-processing and beneficiation opportunities and projects identified in the District Rural Development Plan need to be filtered through to the IDP
5.2 A project aimed at identifying land, buildings and existing infrastructure that could be used in manufacturing, agro-processing and beneficiation in the MLM.	<ul style="list-style-type: none"> No project in the IDP to identify land or buildings that could be used, apart from the 4 Land Acquisition projects by DARLEA
5.3 A programme of enhancement of municipal infrastructure and service provision to enhance manufacturing, agro-processing and beneficiation in the MLM.	<p>DARDLEA included 2 projects to support the establishment of an Agri-park:</p> <ul style="list-style-type: none"> Upgrading of access road, fencing and bulk services at Mkhondo Agripark/ hub Construction of training facilities, office block and pack shed for the Mkhondo Agri-Hub site
5.4 A programme of support to large, medium and small-scale investors and entrepreneurs in the manufacturing, agro-processing and beneficiation sector.	<ul style="list-style-type: none"> No programme in IDP, but DARLEA has budgeted to support Kwa-Mashabalane Co-operative (production costs), Libhabha CPA (production costs) and for the construction and equipping of a Mechanization Centre
6. Developing and enhancing the ecological, cultural and historical tourism opportunities in the MLM	
6.1 A study into the tourist attractions and tourism development opportunities in the MLM	<ul style="list-style-type: none"> No project in the IDP to conduct a study 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.
6.2 An upgrading, beautification and sign-boarding programme for the main tourist attractions in the MLM	No programme in the IDP to upgrade/beautify tourist attractions
6.3 A tourism safety and security programme for the MLM	No programme/project in the IDP to promote safety and security of tourists

SDF Spatial Development Strategies	IDP projects
6.4 A study into the potential for the development of luxury residential estates in the MLM	No project in the IDP to conduct a study on luxury residential estates
7. Developing a viable, affordable, efficient and effective settlement model for the villages in “Non-Urban Mkhondo”	
7.1 A programme that will establish a multi-stakeholder forum to ensure deliberation on the servicing of the villages in “Non-Urban Mkhondo	No programme/projects in IDP to establish a multi-stakeholder forum
7.2 A study into the challenges, opportunities, costs and benefits of various options for attending to the connectivity and municipal service needs of the inhabitants of the villages in “Non-Urban Mkhondo”.	No programme/project in the IDP to conduct such a study
7.3 A programme for the implementation of the decisions taken by the MLM after the study and the conclusion of the engagements by the multi-stakeholder forum	N/A – The GSDM Rural Development Plan has to be a key directive in formulating such a model for the villages in “non-urban Mkhondo
8. Strengthening and enhancing skills development, training and a culture of inquiry, learning and research in the MLM	
8.1 A study into the introduction of tertiary education and research centres/facilities in the MLM.	<ul style="list-style-type: none"> • No project in the IDP to conduct a study to introduce tertiary education
8.2 A study to identify sites and existing structures/buildings that could be used as teaching, skills development and research facilities and student accommodation.	<ul style="list-style-type: none"> • No project in the IDP to conduct a study to identify sites/structures that could be used for teaching, skills development and student accommodation
8.3 A multi-stakeholder programme to introduce and fund skills development, education and research facilities to the MLM.	<ul style="list-style-type: none"> • As part of the Social Labour Plans of the 2 Mining Houses in MLM, is the promotion of employment of local labour, sub-contracting, skills improvement/transfer, bursaries, internships and infrastructure development, amongst other things.

The SDF priority areas are further reflected in the maps below including the SDF Concept, the Short-Term Focus and the MLM Spatial Development Framework:

Forestry-related tourism and luxury residential development. Figure 11: Mkhondo Local Municipality SDF

MKHONDO LOCAL MUNICIPALITY SDF CONCEPT

Tourism & Forestry: Optimise on overlap between tourism opportunities (provincial tourism corridor related to the Mpumalanga Lake District) and forestry

Improve rural access & mobility: Upgrading the roads linking Saul Mkhizeville and KwaNgema with surrounding area will also provide improved access for the Mondli Agri-villages and Permanent Forest Settlements and create a foundation for expanding forest tourism in the area

Iswepe: Optimise on (1) Presence of railway station and related activities; (2) Location on N2; and (3) Proximity to other industrial/agri-processing facilities

Saul Mkhizeville and KwaNgema: Optimise on (1) Presence of Heyshope dam; (2) Tourism Corridor to the west; (3) Proximity to agricultural and forestry activities in surrounding area; and (4) Presence of RID programme & FPSU

Ngema Tribal Trust: Optimise on (1) Location on R543; and (2) Proximity to Heyshope Dam

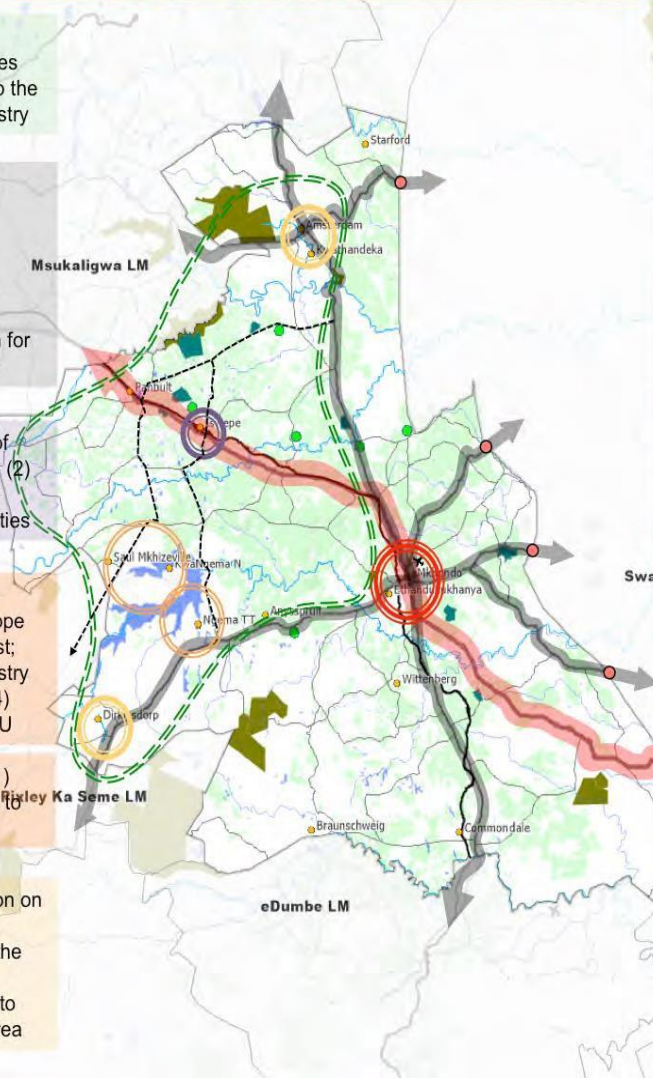
Dirkiesdorp: Optimise on (1) position on R543 (link between Mpumalanga & Swaziland); (2) Tourism Corridor to the west; (3) Conservation areas in surrounding area; and (4) Proximity to agricultural activity in surrounding area

Amsterdam: Optimise on (1) position on R65 (link between Mpumalanga & Swaziland linking to large number of tourism attractions in Swaziland); (2) Tourism Corridor to the west; (3) Proximity to conservation areas in surrounding area; and (4) Proximity to agricultural activity in surrounding area

eMkhondo: Optimise on (1) location on axis of N17/2 Corridor, R33 and R543 – freight corridor, tourism route, link to Swaziland; (2) Centre of financial, commercial, government and business services (3) Possible location of Agri-Park; (4) Large population; (5) airport & railway station

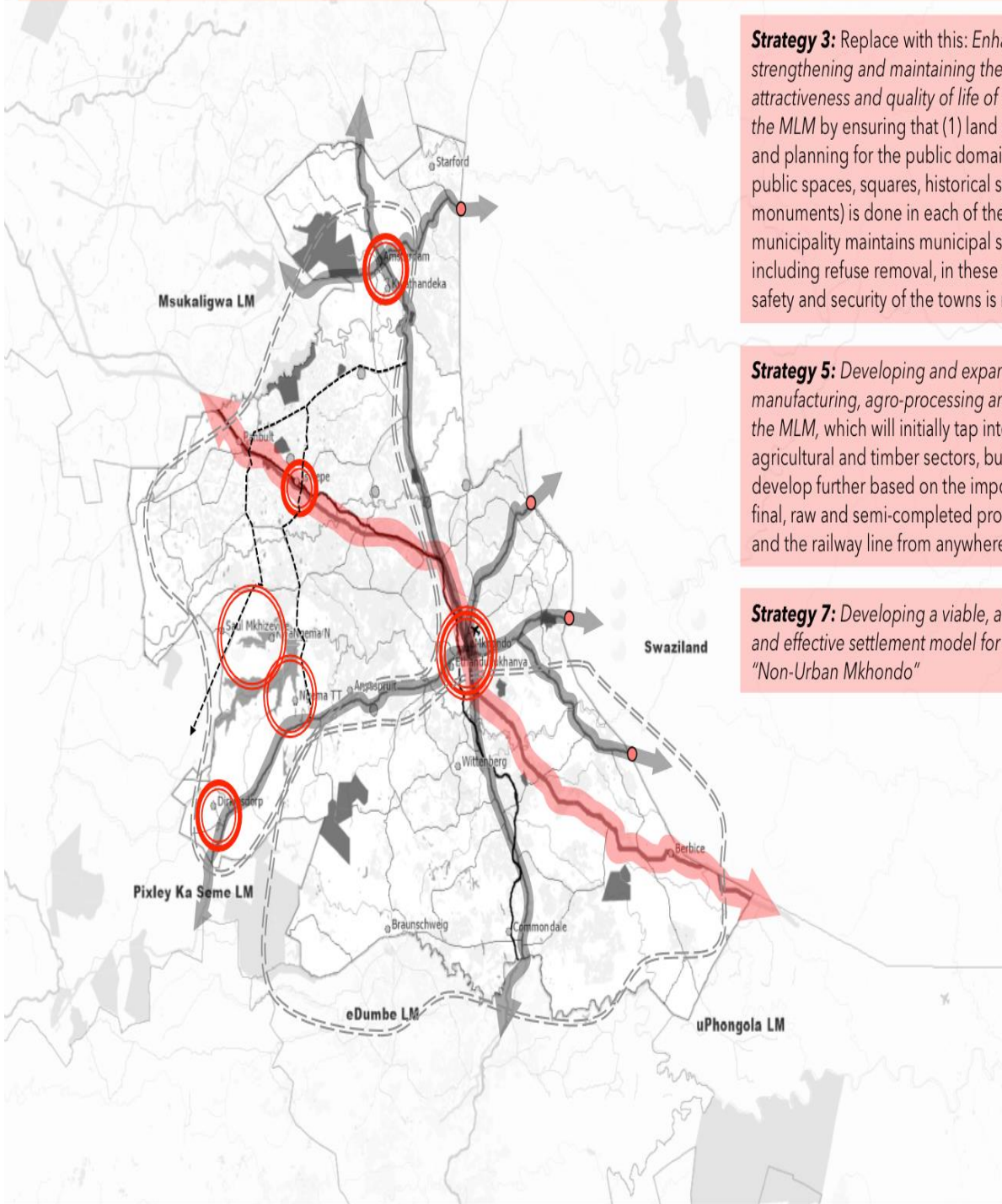
N17/N2 Road and Freight Corridor: Optimise on national and provincial plans by focussing industrial and agri-industry development along N2

Improve and Maintain main Road and Rail Network: Effectively take advantage of presence of N2, R543, R33 and R65 by upgrading and maintaining these roads. Ensure effective use of railway lines and stations in MLM



Concept:

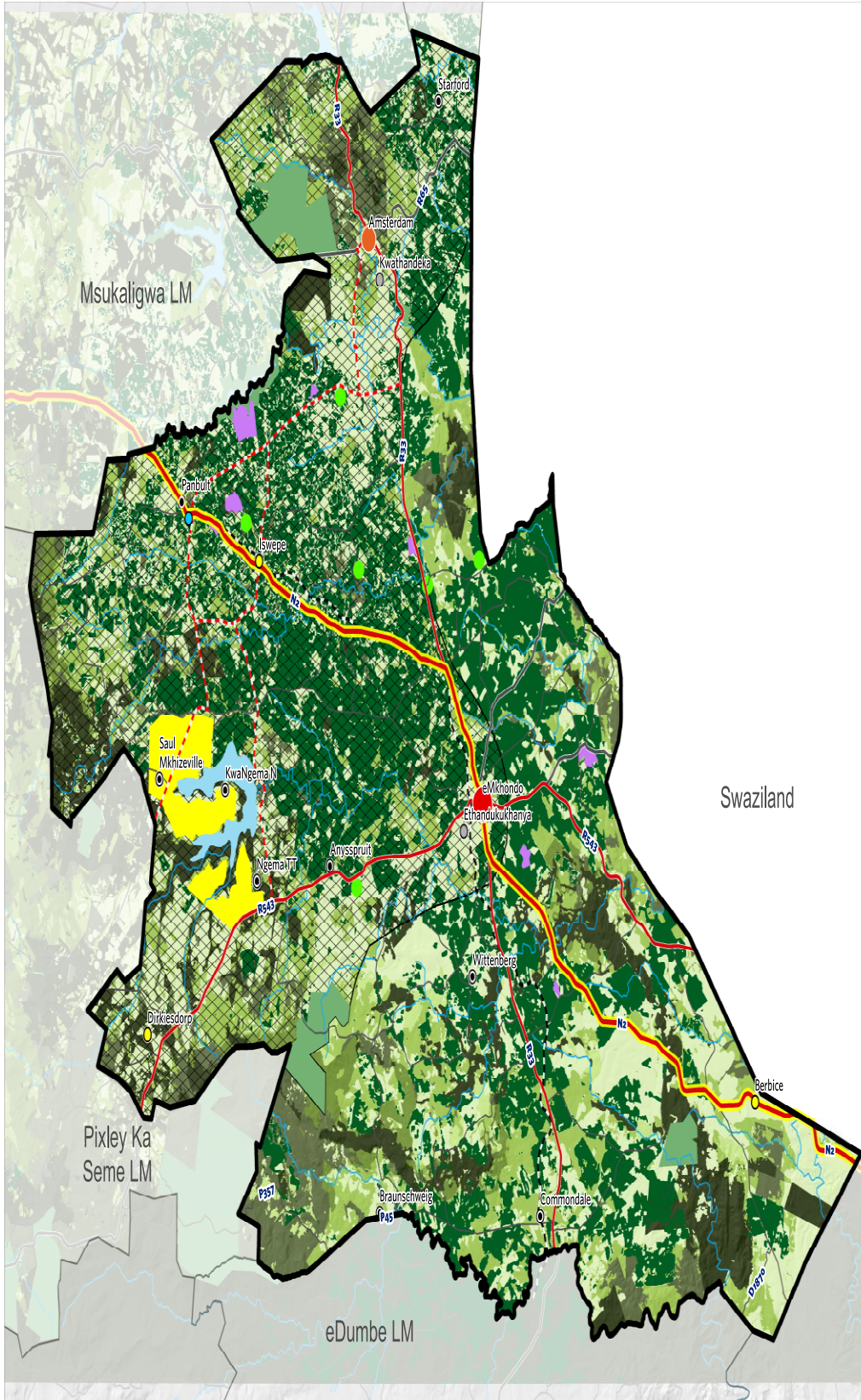
MKHONDO LOCAL MUNICIPALITY SDF CONCEPT - SHORT-TERM FOCUS



Strategy 3: Replace with this: *Enhancing, strengthening and maintaining the economic vitality, attractiveness and quality of life of the main towns in the MLM by ensuring that (1) land use management and planning for the public domain (sidewalks, public spaces, squares, historical spaces and monuments) is done in each of the towns, (2) the municipality maintains municipal service provision, including refuse removal, in these towns, and (3) safety and security of the towns is maintained.*

Strategy 5: *Developing and expanding manufacturing, agro-processing and beneficiation in the MLM, which will initially tap into the local agricultural and timber sectors, but which could also develop further based on the import and export of final, raw and semi-completed products via the N2 and the railway line from anywhere in the world.*

Strategy 7: *Developing a viable, affordable, efficient and effective settlement model for the villages in "Non-Urban Mkhondo"*

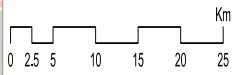


Mkhondo Local Municipality
Spatial Development Framework

Mkhondo Spatial Development Framework

Legend

- Mkhondo
- Proposed Solar Plant
- Secondary Node
- Tertiary Node
- Rural Node
- Informal Settlement
- Rural Settlement
- Road and Freight Corridor
- Mobility Road
- Strategic road upgrade (in support of tourism)
- Railway line
- Dams
- Rivers
- Mondi Agri-Villages
- Mondi Permanent Forest Settlements
- Dense traditional areas
- Conservation areas
- Tourism area
- Forestry Areas
- "No-go Areas"
- Very High Control Zones
- High Control Zone
- Medium-High Control Zone
- Medium Control Zone
- Limited Control Zone



Date created: March 2017
 Author: Willem Badenhorst (MandalaGIS)
 Email: willem@mandalagis.co.za
 Spatial Projection: EPSG 4326, WGS84

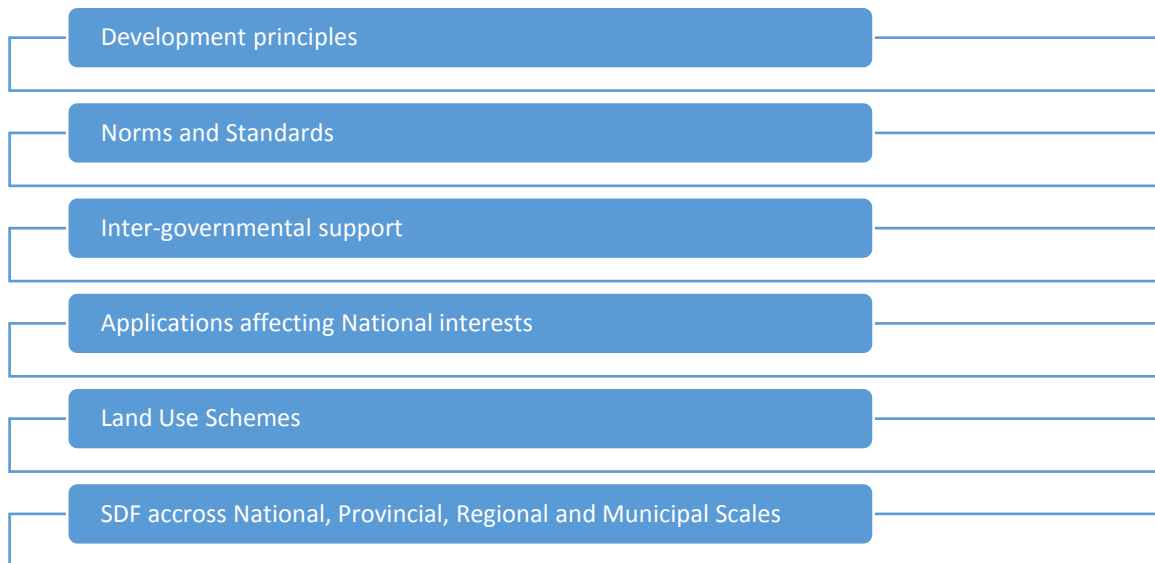
4.3. SPATIAL RATIONALE

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.

4.4. SPLUMA IMPLEMENTATION

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

Figure 12: 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.

4.5. 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

4.6. RURAL DEVELOPMENT PLAN

Rural development is defined as “a process of endless variety having as its main objective the overall balanced and proportionate well-being of rural people. This process leads to a rise in the capacity of rural people to control their environment resulting from more extensive use of the benefits which ensue from such a control” (Poostchi, 1986:1).

The Agricultural Information Bank (2011) defines rural development as “the overall development of rural areas to improve the quality of life of rural people. It is an integrated process, which includes social, economic, political and spiritual development of the poorer sections of the society”.

Katar Singh defines rural development as “the overall development of rural areas, which aims at improving quality of life of rural people”. (Rural Development: Principles, Policies and Management, 2009).

Uma Lele (1984:20) defines rural development as “improving living standards of the mass of the low-income population residing in rural areas and making the process of their development self-sustaining”.

The World Bank defines rural development as “a strategy designed to improve the economic and social life of a specific group of people – the rural poor” (1975a:3). The “rural poor” include small-scale farmers, tenants and the landless (ibid).

The Guidelines for the Development of Spatial Development Framework as prepared by DRDLR defines rural development as “primary economic activities which generally includes: agriculture, agro-processing, mining, tourism, resource extraction, water, energy”.

Summary: Rural Development Key Features

- Improving the living standards of the subsistence population. This involves mobilisation and allocation of resources so as to reach a sustainable balance overtime between the welfare and productive services available to the subsistence rural sector.
- Mass participation which ensures that rural people take control of their environment and destiny.
- Development of the appropriate skills and capacity of the communities involved.
- Integrated/ comprehensive approach involving economic, social, institutional and physical development.
- The presence of institutions at the local, regional and national levels to ensure the effective use of existing resources and to foster the mobilisation of additional financial and human resources.

4.6.1. RURAL DEVELOPMENT PLAN OBJECTIVES

Integrated Rural Development Objectives

OBJECTIVE	DESCRIPTION
Improve Quality of Life	To improve the living standards or well-being of the mass of the people by ensuring that they have security and that their basic needs such as food, shelter, clothing and employment are met.
Enhance Competitiveness	To make rural areas more productive and less vulnerable to natural hazards, poverty and exploitation, and to give them a mutually beneficial relationship with other parts of the regional, national and international economy
Comprehensive Community Participation	To ensure that any development is self-sustaining and involves the mass of the people. In addition to ensure as much local autonomy and as little disruption to traditional custom as possible

CRITICAL SUCCESS FACTORS

SUCCESS FACTOR	DESCRIPTION
Participation	Rural development should be a needs-based participatory approach, developed for the local people by the local people through a process of continued dialogue (local solutions to local challenges).
Commitment	Rural communities must make commitments and contributions in terms of labour and other resources for implementation of projects. They must have a reason to bring about the ultimate objective of a progressive rural community
Agriculture and Diversification	The agricultural sector plays an important role in rural development, food security and job creation. Diversifying the rural economic basis while stabilizing and developing agriculture as unique economic sector is essential
Access and Connectivity	Access to job opportunities should be created by means of connectivity (proper road and rail linkages).
Capacity Building	Enhance social development by means of local skills development programmes based on the resources available in surrounding areas
Environmental management	Sustainability in terms of protecting open spaces and landscapes, both natural and man-made, and integrating them with the rural landscape is advised
Sense of Place	Should be encouraged by means of planning and developing farm and countryside as a unique form of rural life with a distinct character
Scale	Rural development programmes should be small and include relatively simple, easy to attain objectives which show results in a short period of time

RURAL DEVELOPMENT MECHANISMS

MECHANISM	DESCRIPTION
Economic Infrastructure	Invest in infrastructure that will enhance economic development and job creation: irrigation systems, dams, electricity networks, transport infrastructure, agro industries, farming equipment and markets
Market Infrastructure Development	Support the development of agro -food market infrastructure

MECHANISM	DESCRIPTION
Agricultural Business Mechanism	Improving food security by means of the development of a more professional, intensive, organized and open agricultural business/ market mechanism that will help ensure food safety and improve farmers' income
Rural Industrialization	Encourage investment in the agro-industrial sector
Land reform	Effective land reforms and agricultural services are needed in all regions to be able to reduce poverty
Productivity and Competitiveness	Offering financial incentives to increase small farmer productivity by means of improving the productivity and competitiveness of agriculture and the whole food production chain
Technical Support	Providing technical assistance and research information for farmers. Programmes which initially involve a limited number of activities and employ simple, practical technologies should get preference
Institutional Structure	Institutional structures involving public and private sector are required to facilitate support programmes and funding

KEY ISSUES

The following is a summary of some of the most prominent development issues in the Gert Sibande District Municipality that have relevance to the GSDM Rural Development Plan:

- **Fragmented Urban and Rural Settlement Structure:** Towns and settlements in the urban and rural parts of the District are all characterised by the Apartheid spatial configuration.

At district level the large clusters of isolated and scattered rural settlements in the former homeland areas place enormous challenges on government to provide social and economic infrastructure in a sustainable manner. Locally, former township areas are still spatially removed from the business and industrial areas (job opportunities) of towns, and residential areas are still not inclusive in terms of all income groups/ races. Community facilities and services are also not equally accessible to all.

- **Urban and Rural Restructuring:** The issues raised above necessitate the consolidation of the District's urban and rural settlements around its main economic activity areas and rural nodes in order to:
 - Create the critical densities needed for the sustainable provision of bulk infrastructure and community facilities.
 - Facilitate targeted infrastructure spending and avoid unnecessary and costly duplication of infrastructure and services.

Create higher densities around economic nodes thereby stimulating purchasing power and economic development which eventually leads to higher levels of asset ownership and standards of living.

- **Severe Environmental Degradation:** The district continuously experiences challenges related to the degradation of bio-diversity and environmentally sensitive areas. This is caused by factors such as extensive agriculture, mining, forestry and urban development continuously encroaching onto these sensitive areas.
- **Environmental Management:** Poor environmental management processes lead to excessive water and air pollution, and the insufficient rehabilitation of land when coal deposits are depleted. This sterilises the land permanently for agriculture and/ or tourism activities.
- **Conflicting Economic Activities:** Mining, agriculture and tourism are in constant conflict over the use of land. More often, this results in the loss of high value agricultural land and/ or land featuring high biodiversity or eco-tourism potential. In many instances this is at the expense of short term benefits associated with mining.
- **Connectivity and Accessibility:** The former homeland area of KaNgwane is geographically isolated from areas of work and economic activities in the remaining parts of the District.
- **Land Use-Transport Integration:** There is a need to improve transport planning in the district and have it integrated with land use planning. Multi-modal transport facilities and transport oriented developments must be prioritised and linked to land use planning in order to achieve spatial integration.
- **Road Maintenance:** Maintenance of coal routes remains a challenge and concerted effort to support the 'Road to Rail' Initiative is required.
- **Swaziland Linkages:** The missing rail link between the GSDM and Swaziland limits economic activity and growth between the two areas which would hugely benefit the rural communities of Chief Albert Luthuli. Similarly, the border posts with Swaziland are not optimally utilised for economic co-operation between the two areas.
- **Community facilities:** The areas currently displaying the highest population densities (not necessarily the areas displaying highest population) indicate where the best value for money will be with regards community services investment. However, the concept of multi-functional Thusong Centres is still not properly implemented in the District due to a lack of co-operative governance and alignment of programmes. The following issues need to be addressed in future:
 - Equitable distribution of facilities across the District as per the ensuring spatial dynamics;
 - Optimal and efficient use of these facilities by communities;
 - Coherent approach to construction and maintenance of these facilities and those that may be further required among all stakeholders.
- **Housing Backlog:** The District Housing Backlog is estimated at approximately 80 672 units of which 36 274 represent informal settlements, 27 146 informal housing in traditional areas and

backyard units. The largest backlogs are in Govan Mbeki (26 136 units), Mkhondo (13 770 units) and Chief Albert Luthuli (11 829 units).

-
- **Engineering Services:** The dispersed nature of the rural settlements in Mkhondo and Chief Albert Luthuli local municipalities makes it difficult to deliver basic services like water, sanitation and electricity infrastructure. These areas have been identified in the GSDM SDF as service upgrade priority areas and the projects and budget allocation must reflect the commitment of the GSDM to improve the service availability in these former homeland areas.
- **Water Quality Challenges:** Possible raw water pollution due to mining and industrial activities leads to declining drinking water quality in some local municipalities.
- **Water Supply Issues:** Mkhondo and Chief Albert Luthuli communities are vulnerable as 47% and 32% of the respective populations rely on boreholes, springs etc. as source of water (not regional water schemes). These two municipalities also recorded high numbers of households having no access to piped water (27% in Mkhondo and 20% in Chief Albert Luthuli).
- **Sanitation:** About 57% of households in Mkhondo make use of non-ventilated pit latrines, bucket systems or alternative informal sanitation systems while the corresponding figure in Chief Albert Luthuli is also very high at 41% households.
- **Electricity:**
 - The current capacity is a challenge at the provincial level as there is limited capacity to cater for new developments.
 - The electrical reticulation programme in the rural areas has also slowed down due to the construction of bulk electrical infrastructure in the District which requires extensive funding.
- **Lacking Public Investment:** The economic growth and investment that has gone to the Elukwatini node in Chief Albert Luthuli municipality (due to, amongst others, the Komati mine in Manzana), has to be harnessed and supported by public investment in order to improve the local economy of the former KaNgwane area and make available socio-economic opportunities in the area.
- **Population Income:** The strongest individual municipality in terms of income is Govan Mbeki which recorded 39% of its population with an income higher than R3200 per month. All the other municipalities recorded significantly lower figures with Mkhondo and Chief Albert Luthuli recording figures of only 12% and 11% respectively. This indicates that the level of poverty in these two municipalities is higher than any of the other municipalities in the district.
- **Human/ Social Development Issues:**
 - The Gini-coefficient for GSDM suggests that levels of inequality have worsened in almost all municipalities over the past decade. Most LM's within GSDM have levels of inequality that are above the national levels. Growing inequality points to the slow pace of economic integration between the first and second economy.
 - Approximately 37% of the population which are 20 years and older, have not obtained matric which will make it difficult for these people to find employment.

- Poverty incidence predominates in rural areas and mostly among women.
 - The absence of focused strategies and investment in education and skill-training are contributing factors of low levels of competitiveness, lack of beneficiation, poor growth of the entrepreneurial sector, and transition of the informal to the formal economy.
- **Land Reform and Security of Tenure:** The majority of rural communities in the District have no/ limited access to land (as an economic resource) and even if they legally occupy land in rural areas they do not have security of tenure. This applies to communities in traditional authority areas, commercial farming areas and in the forestry areas.

Economic Issues:

- The mining and petrochemical industries made a significant contribution to the overall increase in economic output in GSDM, but have limited impact in reducing unemployment in the District. These sectors also are characterised by very weak linkages with the rest of the economy.
- Agriculture and forestry, both of which are labour intensive, continue to under-perform due to lack of investment in critical infrastructure, market development and lack of beneficiation. This represents failure to translate comparative to competitive advantages.
- Farmers also need support services, mentorship and investment towards ensuring sustainability and effective utilisation of farms attained through Land Reform Programme.
- There is a need for identification and implementation of high impact LED projects/ programmes like Bio-Fuel Plant as part of rural economic development in response to Land Reform Programmes.
- Need for informal sector development and second economy interventions (i.e. skills development).
- Constraints within the mining sector include a lack of forward and backward linkages, especially in terms of the beneficiation of mining produce. The vulnerability of the mining sector to volatile commodity prices and exchange rates also warns against an overreliance on this sector.
- The tourism industry encounters the following challenges:
 - **Lack of well-developed tourism product.** One of the recurring criticisms levelled against GSDM is *failure to develop and market a common product for the entire district*. In the absence of such a product, tourism development has been characterised by fragmentation, ineffectiveness, and inefficiency. Potential tourism resources in the eastern parts of the district especially are neglected and/ or not optimally utilised.
 - **Lack of effective public, private and community collaboration:** While the public sector has an important role to play in facilitating an enabling environment, it is the private sector that drives tourism. *The lack of a common vision, which is capable of unifying all major stakeholders including government, private sector, and communities* is also a major weakness.

- **Lack of transformation.** The integration of the community (previously disadvantaged) sector into the industry has been quite slow.
- **Tourism expenditure:** Equally critical is the need to ensure that adequate financial resources are provided to complement the private sector efforts product development and marketing spend.
- **Enabling infrastructure:** The provision of both soft and hard infrastructure including access roads to heritage sites, air travel needs to be significantly improved.

RURAL VISION

From the priority issues identified and briefly discussed above, it is evident that the Gert Sibande District faces an extensive range of challenges in its rural areas that need to be addressed as part of the District Rural Development Plan. These issues should also provide guidance in terms of features to be analysed in the District Situational Analysis to follow during Phase 3.

Eventually, the Rural Development Plans for the respective Rural Functional Areas should, amongst other, formulate proposals and strategies aimed at addressing these issues. The Spatial Vision for the urban and rural parts of the Gert Sibande District as illustrated on **Figure 4 of GSDM Rural Development Plan** provides important directives towards the GSDM Rural Development Plan as noted below:

- Continuation of regional ecological corridors into surrounding districts of Ehlanzeni, Nkangala, Sedibeng, Fezile Dabi, Thabo Mofutsanyane, Amajuba and Zululand District Municipalities and protection of wetland and high biodiversity areas within the GSDM area;
- Strengthening of sub-continental road and rail corridors with specific reference to the N17-N2 corridor between Gauteng Province and the export harbours of Richards Bay and Durban-eThekweni in KwaZulu- Natal; route N11 between Botswana, Limpopo province, Mpumalanga and KwaZulu-Natal; and enhancement of the Gauteng-Maputo, Gauteng-Swaziland-Richards Bay and Gauteng-Durban-eThekweni rail corridors;
- Providing for a four tier nodal hierarchy in the district ranging from the two largest economic hubs around Secunda and Ermelo, up to smaller rural nodes like Elukwatini, Driefontein, KwaNgema and Manzana;
- Developing industry-specific economic clusters around nodal areas based on local potential;
- Focusing economic and social infrastructure development towards these nodal areas and containing urban sprawl by way of an urban edge;
- Providing for Environmental Management mechanisms to ensure that mining areas are sufficiently rehabilitated to continue agricultural activity/production on the land in future.

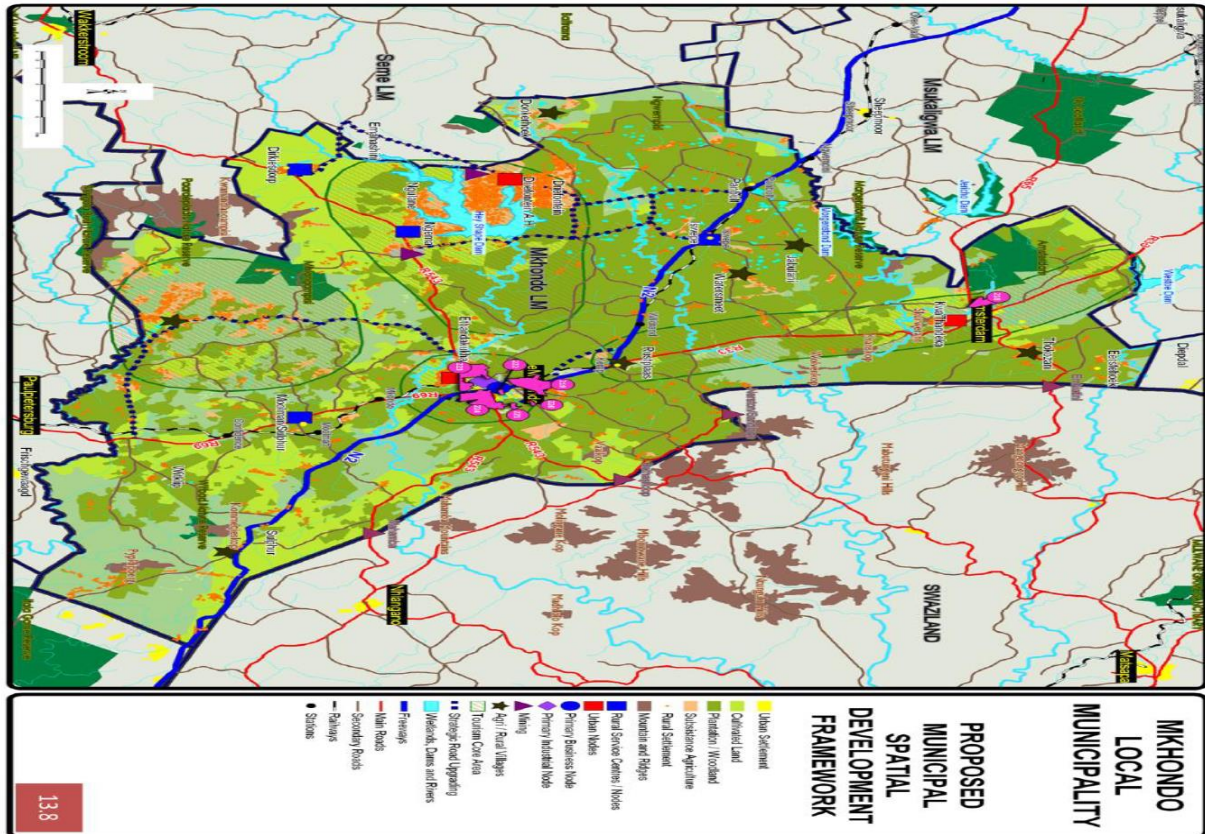
The Gert Sibande District SDF delineated a hierarchy of activity nodes to guide urban development and infrastructure investment in the District.

Secunda (Govan Mbeki LM), Standerton (Lekwa LM), Ermelo (Msukaligwa LM), and eMkhondo/ Piet Retief (Mkhondo LM) were identified as the District's primary activity nodes (priority nodes)

- The identified secondary activity nodes are namely Balfour (Dipaleseng LM), Evander and Bethal (Govan Mbeki LM), Carolina (Chief Albert Luthuli LM), and Volksrust (Dr Pixley ka Isaka Seme LM).
- The primary and secondary activity nodes are supported by a network of tertiary activity nodes/ rural service centres.
- A strategic road network was delineated to connect all activity nodes to one another, including the N11, N17 and N2 freeways, as well as routes R23, R546, R35 and R33. It is important that these strategic linkages be well-maintained and prioritised for upgrading projects.
- In line with NSDP principles, the SDF proposed that infrastructure investment be focused in and around areas with potential for growth, namely the identified activity nodes. This includes engineering services upgrades, the provision of housing and community facilities, urban revitalisation interventions etc.
- The Strategic Development Areas (SDAs) in the District were derived from the respective SDFs and Precinct Plans per Local Municipality.
- It is evident that the majority of SDAs in the District are located in Govan Mbeki, Msukaligwa and Mkhondo Local Municipalities.
- The spatial economy of the District may be broadly divided as follows:
 - Evander in the north-west was identified as a primary Industrial Cluster.
 - Mining focus areas are namely around Evander, Secunda and Leandra; around Standerton; along the belt between Carolina- Breyten-Ermelo-Sheepmoor; and south of Amsterdam.
 - The area around eMkhondo (formerly Piet Retief) town is home to large-scale forestry activity and was identified as a Forestry Cluster.
 - Balfour, Bethal, Standerton and Ermelo were identified as Agricultural Clusters. Generally, the western extents of the District were earmarked for extensive commercial agriculture.
 - The eastern extents of the District comprise a number of nature reserves and conservation areas, as well as proposed conservancies. Accordingly, the area from Carolina, Chrissiesmeer and Daggakraal eastwards up to the Swaziland border was earmarked as the primary tourism corridor.
 - The rural area to the south of Nkomazi Wilderness and Songimvelo Nature Reserve in Albert Luthuli LM was earmarked as a subsistence farming focus area.

4.6.2. MKHONDO LOCAL MUNICIPALITY SDF: SALIENT FEATURES

- Urban settlement in the Mkhondo municipal area is concentrated mainly in eMkhondo Town (formerly Piet Retief) and Amsterdam in the centraleastern and northern extents respectively (see Figure 13.8).
- Extensive rural settlement is concentrated around Heyshope Dam at Driefontein/ KwaNgema. Smaller concentrations of rural settlement are found throughout plantations in the Municipality, as well as a relatively large concentration of settlements in the southern mountainous areas.
- The SDF identified eMhondo, Amsterdam and Driefontein as Urban Nodes, while Dirkiesdorp, KwaNgema, Iswepe, and Moolman/ Sulphur were identified as Rural Nodes.
- The majority of the land cover in the Municipality comprises woodland, interspersed with pockets of cultivated land. Forestry is the primary economic sector in Mkhondo and related companies such as Mondi and Sappi invest in human settlements in the region.
- In this regard, four agri-villages (based on the CRDP) were proposed in Mkhondo, including Thokozani and Donkerhoek.
- The Precinct Plan for eMkhondo town delineated an urban edge to protect surrounding natural resources from urban sprawl. Within the urban edge, ten Strategic Development Areas (SDAs) were identified where future urban development should preferably be consolidated.
- Some of the SDAs comprise informal settlement which should be formalised as part of future development processes.
- The proposed infill development will, amongst others, facilitate more efficient service delivery and strengthen local economic potential. And the development of SDAs 1, 10 and 2 especially will strengthen the link between eMkhondo and EThandakukhanya Township.
- Note that there are plans to build a N2 bypass road around the town (see Figure B5.2), which will have a significant impact on the town's economy and related development pressure.
- The Precinct Plan for Amsterdam proposes that the town's vacant erven be developed before expansion of the urban footprint is allowed. However, an SDA was indicated to the south-west of the town along route R65 to accommodate long term expansion of the urban footprint.
- The Precinct Plan for Driefontein did not propose any SDAs seeing as the informal settlement needs to be formalised first.



RURAL INTERVENTION AREAS

Diagram 13, on GSDM Rural Development plan illustrates the anticipated/ proposed CRDP workflow process as defined by Department of Rural Development and Land Reform. Important to note from Diagram 13 is the fact that the District Rural Development Plan leads to the identification of wards/ farms for which Community Based Plans need to be compiled in future. Such planning process will bring about proposals pertaining to community/ social organisation and a Business Plan for the area comprising a number of projects earmarked for implementation. Because of the scale of the Gert Sibande District the GSDM Rural Development Plan did not identify specific wards/ farms for Community Based Plans.

HIGHVELD SOUTH REGION

RIA 1.1: This represents the rural communities in Dipaleseng local municipality and specifically around Greylingstad, Balfour and Grootvlei.

RIA 1.2: Leandra is the central node to this area and during the consultation process it was indicated that there is significant potential (and interest) in the establishment of agro industries in this area.

RIA 1.3: The Lekwa Municipality requested that this rural hinterland between Secunda and Standerton be identified as a Rural Intervention Area with the focal point being a potential Rural Node in the vicinity of Thuthukani.

RIA 1.4: This RIA serves the rural hinterland between Standerton and Volksrust with Perdekop as the Rural Node serving the large number of rural communities in the surrounding area.

RIA 1.5: The same principle was applied in the triangular shaped rural area between Bethal, Ermelo and Amersfoort where Morgenzon can be strengthened as a Rural Node serving surrounding rural communities.

RIA 1.6: Daggakraal is the focal point for this Rural Intervention Area which mainly covers the area between Wakkerstroom, Volksrust, Amersfoort and Driefontein.

RIA 1.7: The Breyten-Kwazanele node is central to this Rural Intervention area which is located between Bethal, Ermelo and Carolina. This area is characterised by a number of Land Reform initiatives.

EASTERN ESCARPMENT CENTRAL AND SOUTH

RIA 2.1: This is a rural cluster around Manzana (Badplaas) in the northern extents of Chief Albert Luthuli municipality and which also links up with RIA 3.4 in Emakhazeni in Nkangala District Municipality.

RIA 2.2: Represents the central part of the rural villages in Chief Albert Luthuli Municipality with Elukwatini being the central focal point.

RIA 2.3: Represents the southern cluster of rural villages in Chief Albert Luthuli Municipality with Dundonald being the main node serving the area.

RIA 2.4: Lothair is the most prominent node within this Rural Intervention Area. It forms part of the forestry belt and a number of Land Reform initiatives are located in the area.

RIA 2.5: This area includes the forestry areas to the north of route N2 between Ermelo and Piet Retief with Sheepmoor and Iswepe being the main nodal points. There are several incidences of informal settlement in these forested areas with Mondi currently working on the establishment of a number of agri villages in the area (nine in total).

RIA 2.6: This represents the Driefontein-KwaNgema-Emahashini cluster of rural settlement in the vicinity of the Heyshope Dam. This is also a CRDP priority area and represents one of the largest rural concentrations of people in the Gert Sibande District Municipality. Mining was also introduced into the area over the past decade. Mkhondo Local Municipality and includes two proposed Rural Nodes at Sulphur Springs and Nthombe respectively.

Figure 25 on GSDM Rural Development plan depicts the extent of Land Reform initiatives in the various Rural Intervention Areas. From this it is evident that the largest concentration of activities area located in the eastern, and specifically the north-eastern parts of the District. Most notable in this regard is RIA 2.1 around Manzana; RIA 1.7 around Breyten-Kwazanele; RIA 1.6 in the vicinity of Daggakraal and RIA 2.5 around Sheepmoor and Iswepe. There are also a significant number of Land Reform related activities located in RIA 1.5 around Morgenzon.

A matter of concern is, however, the spatial extent of mining license applications in the District, and more specifically within the Rural Intervention Areas as illustrated on Figure 26. Almost all Rural Intervention Areas in the Highveld area are subject to mining license applications which may hamper future Land Reform initiatives in these areas.

Figure 27 on GSDM Rural Development plan shows that all Rural Intervention Areas comprise two or more agricultural activities and/ or tourism potential. Table below reflects the potential value chains identified per Rural Intervention Area in the Gert Sibande District. This confirms that there is significant economic development potential in each of these areas. (Refer to Annexures A and B in this document for more detail on each of the value chains).

Figure 28 on GSDM Rural Development plan shows that all the Rural Intervention Areas are served by a proper Farmer Production Support Unit within and/ or in close proximity

GERT SIBANDE DISTRICT MUNICIPALITY														
	Functional Area 1							Functional Area 2						
Value Chain	RIA 1.1	RIA 1.2	RIA 1.3	RIA 1.4	RIA 1.5	RIA 1.6	RIA 1.7	RIA 2.1	RIA 2.2	RIA 2.3	RIA 2.4	RIA 2.5	RIA 2.6	RIA 2.7
Maize	√	√	√	√	√	√	√			√	√		√	
Sunflower			√	√	√									
Soyabean	√		√	√	√	√								
Vegetable	√	√	√	√	√	√	√	√		√		√	√	√
Fruit					√	√	√					√	√	√
Beef	√	√	√	√	√	√	√	√	√	√			√	√
Feedlot	√	√	√	√	√	√	√	√						
Pork	√	√	√											
Poultry	√	√	√	√	√									
Dairy						√								
Aqua Culture								√						
Forestry										√	√	√	√	√

GERT SIBANDE DISTRICT MUNICIPALITY														
Value Chain	Functional Area 1							Functional Area 2						
	RIA 1.1	RIA 1.2	RIA 1.3	RIA 1.4	RIA 1.5	RIA 1.6	RIA 1.7	RIA 2.1	RIA 2.2	RIA 2.3	RIA 2.4	RIA 2.5	RIA 2.6	RIA 2.7
Tourism			√	√					√	√	√	√	√	√
Coal Mining		√					√						√	
Sheep			√	√	√	√	√				√	√	√	

4.7. 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 13: PGDS priority areas:



4.8. 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.

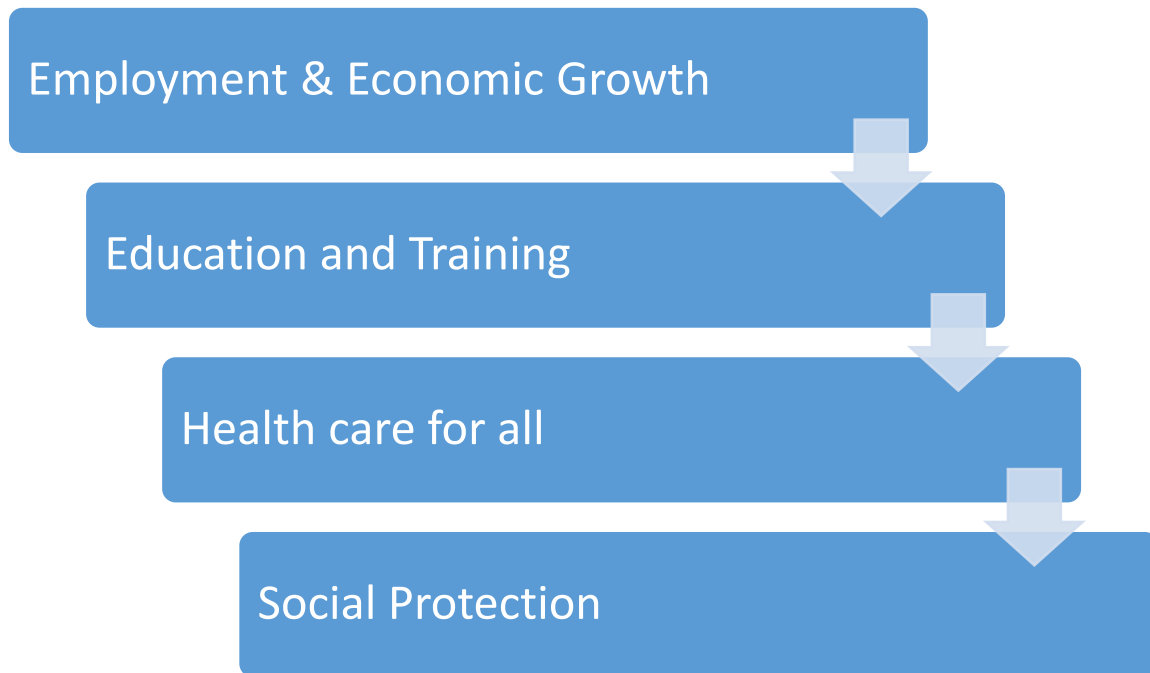
Mpumalanga Vision 2030 informs and is linked to the Municipal IDP through the following sector plans:

Figure 14: **Sector plans**



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

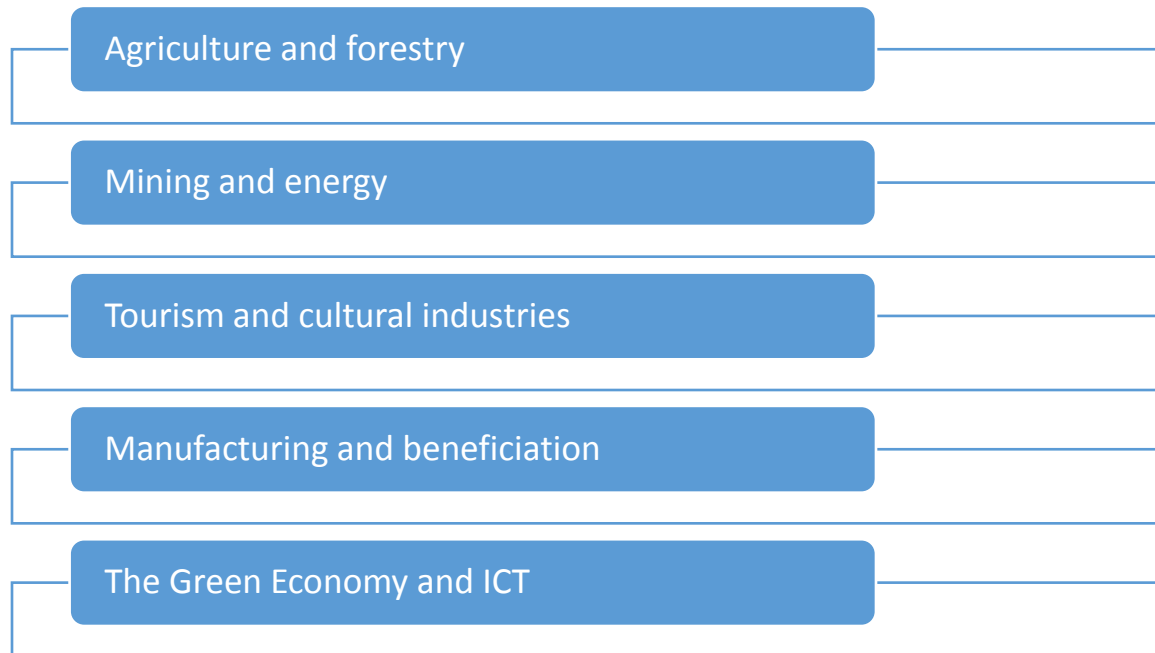
Figure 15: Socio Economic Outcome Priorities:



4.9. 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 16: 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.

4.10. 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.

4.11. 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

4.11.1 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.

4.12. 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

4.13. 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

4.14. 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.

4.15. 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.

4.16. 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.

4.17. 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

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:

5.1. 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.

SUPPLY CHAIN MANAGEMENT COMMITTEE

The Municipal Finance Management Act, Act 56 of 2003 in chapter 11, requires that all municipalities should have Supply Chain Management policies to implement all tendering processes. The municipality has considered the provision of the MFMA and Supply Chain Management Policy of the municipality when implementing and awarding tenders.

In terms of the MFMA Circular 46 of the Municipal Finance Management Act, Act 56 of 2003, on “ Checking the prohibition status of recommended bidders”. The municipality fully complies with the provisions of this circular

ESTABLISHMENT OF BIDDING COMMITTEES:

All the Competitive bidding Committees, Bid Specification Committee, Bid Evaluation Committee, and the Bid Adjudication Committee, are established and appointed by the Accounting Officer as per SCM Regulation 26(1) (b). **Annexure A** to this report shows proof of the appointed Committee members by the Accounting Officer.

SCM COMMITTEES

BID SPECIFICATION COMMITTEE	BID EVALUATION COMMITTEE	BID ADJUDICATION COMMITTEE
6 Members	7 Members	6 Members

SCM committee members are appointed on quarterly basis and they change, they sit wen there is need.

5.2.17 Indigent Policy

The purpose of indigent management policy is to ensure that households that are unable to pay for basis 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.

Operating Revenue Framework

Total operating revenue for 2019/20 financial year is R564, 2million, when compared to the 2018/19 Adjustment Budget of R505, 8million. For the two outer years, operational revenue will increase by 5.4 per cent respectively.

Revenue High Level Summary A4 & A7

Budget Summary:

MP303 Mkhondo - Table A1 Budget Summary										
Description	2015/16	2016/17	2017/18	Current Year 2018/19				2019/20 Medium Term Revenue & Expenditure Framework		
R thousands	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
Financial Performance										
Property rates	34 003	40 351	39 807	46 852	46 436	46 436	35 274	49 495	52 191	55 033
Service charges	120 702	164 140	148 156	170 562	190 840	190 840	106 053	213 174	224 752	236 465
Investment revenue	–	–	21 186	14 149	785	–	15 064	1 797	1 894	1 996
Transfers recognised - operational	158 480	–	192 106	219 071	219 071	–	161 515	244 129	249 892	263 386
Other own revenue	51 640	–	35 660	30 464	48 624	21 293	2 357	59 312	62 689	65 957
Total Revenue (excluding capital transfers and contributions)	364 826	204 491	436 915	481 097	505 755	258 569	320 261	567 907	591 417	622 837
Employee costs	127 232	148 774	158 495	166 126	161 137	161 137	93 665	186 258	166 544	175 537
Remuneration of councillors	13 086	–	13 953	15 724	14 491	–	8 722	16 913	18 097	19 364
Depreciation & asset impairment	1 969	–	234 263	72 847	72 847	72 847	(7 278)	76 854	80 850	85 055
Finance charges	6 832	–	14 656	–	–	–	6 269	7 634	11 839	12 478
Materials and bulk purchases	99 469	115 583	137 013	141 087	168 247	146 795	98 379	163 513	146 794	154 465
Transfers and grants	3 942	–	5 473	5 281	4 937	–	2 289	–	–	–
Other expenditure	115 481	102 933	192 036	174 388	206 650	155 150	88 045	153 525	182 695	192 452
Total Expenditure	368 012	367 291	755 889	575 454	628 309	535 929	290 089	604 697	606 820	639 351
Surplus/(Deficit)	(3 186)	(162 800)	(318 974)	(94 358)	(122 554)	(277 361)	30 172	(36 790)	(15 403)	(16 514)

MP303 Mkhondo - Table A1 Budget Summary										
Description	2015/16	2016/17	2017/18	Current Year 2018/19				2019/20 Medium Term Revenue & Expenditure Framework		
Transfers and subsidies - capital (monetary allocations) (National / Provincial and District)	–	–	136 996	115 104	115 104	–	65 023	118 419	115 720	16 040
Contributions recognised - capital & contributed assets	366	70 178	29 141	–	–	–	–	–	–	–
Surplus/(Deficit) after capital transfers & contributions	(2 820)	(92 622)	(152 836)	20 746	(7 450)	(277 361)	95 194	81 629	100 317	(474)
Share of surplus/ (deficit) of associate	–	–	–	–	–	–	–	–	–	–
Surplus/(Deficit) for the year	(2 820)	(92 622)	(152 836)	20 746	(7 450)	(277 361)	95 194	81 629	100 317	(474)
Capital expenditure & funds sources										
Capital expenditure	–	167	138 226	115 704	130 926	–	(14 015)	144 720	128 392	113 942
Transfers recognised - capital	–	–	144 755	–	–	–	279 610	118 420	104 062	91 781
Borrowing	–	–	–	–	–	–	–	–	–	–
Internally generated funds	–	–	–	–	–	–	–	26 300	24 330	22 161
Total sources of capital funds	–	–	144 755	–	–	–	279 610	144 720	128 392	113 942
Financial position										
Total current assets	72 976	1 396 415	78 752	(22 110)	(65 529)	–	137 644	37 513	131 723	152 791

MP303 Mkhondo - Table A1 Budget Summary										
Description	2015/16	2016/17	2017/18	Current Year 2018/19				2019/20 Medium Term Revenue & Expenditure Framework		
Total non current assets	1 517 005	2 668 621	1 632 423	42 856	1 583 273	–	2 163 902	1 587 275	47 146	21 995
Total current liabilities	358 909	530 190	362 937	–	–	–	291 182	296 000	–	–
Total non current liabilities	32 976	58 430	20 967	–	–	–	20 960	–	–	–
Community wealth/Equity	1 209 795	2 411 828	1 377 325	20 746	(7 450)	(277 361)	1 472 519	81 629	100 317	(474)
Cash flows										
Net cash from (used) operating	(14 545)	–	1 465 512	87 593	65 397	–	(193 749)	136 005	313 385	130 935
Net cash from (used) investing	12 881	–	(133 820)	(121 704)	(130 926)	–	14 030	(138 933)	(127 996)	(107 050)
Net cash from (used) financing	(631)	371	21 547	–	–	–	(44 561)	–	–	–
Cash/cash equivalents at the year end	(403)	2 287	1 359 189	(34 110)	(65 529)	–	(262 058)	513	185 901	209 786
Cash backing/surplus reconciliation										
Cash and investments available	4 557	8 590	3 867	(22 110)	(65 529)	–	(31 951)	513	185 901	209 786
Application of cash and investments	309 879	552 871	(104 524)	–	–	–	184 328	267 608	65 231	63 181
Balance - surplus (shortfall)	(305 322)	(544 281)	108 391	(22 110)	(65 529)	–	(216 279)	(267 095)	120 670	146 605
Asset management										
Asset register summary (WDV)	–	–	–	–	–	–	–	–	–	–

MP303 Mkhondo - Table A1 Budget Summary										
Description	2015/16	2016/17	2017/18	Current Year 2018/19				2019/20 Medium Term Revenue & Expenditure Framework		
Depreciation	-	-	-	72 512	72 512	-	-	76 854	80 850	85 055
Renewal and Upgrading of Existing Assets	-	-	4 288	24 706	39 666	-	-	61 400	68 810	80 178
Repairs and Maintenance	-	-	13 050	32 141	29 356	-	-	20 300	33 746	31 562
<u>Free services</u>										
Cost of Free Basic Services provided	-	-	-	-	-	-	-	-	-	-
Revenue cost of free services provided	-	-	-	-	-	-	-	-	-	-
<u>Households below minimum service level</u>										
Water:	-	-	-	-	-	-	-	-	-	-
Sanitation/sewerage:	-	-	-	-	-	-	-	-	-	-
Energy:	-	-	-	-	-	-	-	-	-	-
Refuse:	-	-	-	-	-	-	-	-	-	-

MP303 Mkhondo - Table A3 Budgeted Financial Performance (revenue and expenditure by municipal vote)										
Vote Description	Ref	2015/16	2016/17	2017/18	Current Year 2018/19			2019/20 Medium Term Revenue & Expenditure Framework		
R thousand		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
Revenue by Vote	1									
Vote 1 - Executive and Council		140 971	–	174 300	205 796	199 024	–	242 557	248 235	261 640
Vote 2 - Budget and Treasury Office		46 693	–	99 009	192 596	189 133	–	184 482	187 783	93 853
Vote 3 - Corporate Services		527	–	230	1 408	642	–	1 496	1 577	1 662
Vote 4 - Planning and Development		876	–	4 902	4 827	4 879	–	4 936	5 266	3 035
Vote 5 - Community Services		18 285	–	14 318	19 596	13 435	–	29 750	33 786	33 706
Vote 6 - Technical Services		126 420	–	281 145	163 518	194 681	–	214 863	221 802	235 824
Vote 7 - Afforestation		18 594	–	29 151	14 459	19 066	–	8 243	8 688	9 157
Vote 8 - null		–	–	–	–	–	–	–	–	–
Vote 9 - null		–	–	–	–	–	–	–	–	–
Vote 10 - null		–	–	–	–	–	–	–	–	–
Vote 11 - null		–	–	–	–	–	–	–	–	–
Vote 12 - null		–	–	–	–	–	–	–	–	–
Vote 13 - null		–	–	–	–	–	–	–	–	–
Vote 14 - null		–	–	–	–	–	–	–	–	–
Vote 15 - null		–	–	–	–	–	–	–	–	–
Total Revenue by Vote	2	352 365	–	603 053	602 200	620 859	–	686 326	707 137	638 877
Expenditure by Vote to be appropriated	1									
Vote 1 - Executive and Council		32 723	–	246 713	124 541	130 926	–	132 134	137 225	143 341

MP303 Mkhondo - Table A3 Budgeted Financial Performance (revenue and expenditure by municipal vote)										
Vote Description	Ref	2015/16	2016/17	2017/18	Current Year 2018/19			2019/20 Medium Term Revenue & Expenditure Framework		
R thousand		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
Vote 2 - Budget and Treasury Office		52 091	122	95 184	59 089	68 394	–	67 899	66 104	69 922
Vote 3 - Corporate Services		20 333	–	26 469	29 980	29 461	–	33 142	29 178	30 750
Vote 4 - Planning and Development		3 580	–	39 101	90 581	89 442	–	92 778	98 633	65 675
Vote 5 - Community Services		59 108	–	67 354	47 264	44 026	–	50 621	57 838	75 297
Vote 6 - Technical Services		182 843	–	224 481	212 123	233 945	–	229 687	209 253	245 281
Vote 7 - Afforestation		13 385	–	56 586	17 876	32 115	–	11 728	21 518	22 689
Vote 8 - null		–	–	–	–	–	–	–	–	–
Vote 9 - null		–	–	–	–	–	–	–	–	–
Vote 10 - null		–	–	–	–	–	–	–	–	–
Vote 11 - null		–	–	–	–	–	–	–	–	–
Vote 12 - null		–	–	–	–	–	–	–	–	–
Vote 13 - null		–	–	–	–	–	–	–	–	–
Vote 14 - null		–	–	–	–	–	–	–	–	–
Vote 15 - null		–	–	–	–	–	–	–	–	–
Total Expenditure by Vote	2	364 064	122	755 889	581 454	628 309	–	617 989	619 751	652 954
Surplus/(Deficit) for the year	2	(11 699)	(122)	(152 836)	20 746	(7 450)	–	68 337	87 386	(14 077)
<i>References</i>										
1. Insert 'Vote'; e.g. department, if different to functional classification structure										
2. Must reconcile to Budgeted Financial Performance (revenue and expenditure)										

MP303 Mkhondo - Table A3 Budgeted Financial Performance (revenue and expenditure by municipal vote)										
Vote Description	Ref	2015/16	2016/17	2017/18	Current Year 2018/19			2019/20 Medium Term Revenue & Expenditure Framework		
R thousand		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
<i>3. Assign share in 'associate' to relevant Vote</i>										
<i>check Surplus/(Deficit) for the year</i>		-	-	-	-	-	-	-	-	-

MP303 Mkhondo - Table A4 Budgeted Financial Performance (revenue and expenditure)											
Description	Ref	2015/16	2016/17	2017/18	Current Year 2018/19				2019/20 Medium Term Revenue & Expenditure Framework		
R thousand	1	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
Revenue By Source											
Property rates	2	34 003	40 351	39 807	46 852	46 436	46 436	35 274	49 495	52 191	55 033
Service charges - electricity revenue	2	89 198	121 437	107 982	121 377	138 837	138 837	79 876	156 983	165 147	173 734
Service charges - water revenue	2	15 091	23 561	19 989	24 854	23 659	23 659	13 810	26 345	27 715	29 156
Service charges - sanitation revenue	2	7 703	9 153	9 440	12 523	16 969	16 969	5 731	17 868	18 798	19 775
Service charges - refuse revenue	2	8 711	9 989	10 745	11 808	11 374	11 374	6 635	11 977	13 093	13 800
Rental of facilities and equipment		10 659	–	306	1 543	1 376	–	118	2 457	2 653	2 797
Interest earned - external investments		–	–	21 186	14 149	785	–	15 064	1 797	1 894	1 996
Interest earned - outstanding debtors		10 659	–	–	14 500	25 030	–	–	16 446	17 301	18 201
Dividends received		–	–	–	–	–	–	–	–	–	–
Fines, penalties and forfeits		564	–	2 428	2 188	925	–	598	1 044	1 322	1 393
Licences and permits		32	–	57	55	–	–	58	113	119	126
Agency services		7 662	–	–	–	–	–	–	–	–	–
Transfers and subsidies		158 480	–	192 106	219 071	219 071	–	161 515	244 129	249 892	263 386

MP303 Mkhondo - Table A4 Budgeted Financial Performance (revenue and expenditure)											
Description	Ref	2015/16	2016/17	2017/18	Current Year 2018/19				2019/20 Medium Term Revenue & Expenditure Framework		
R thousand	1	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
Revenue By Source											
Other revenue	2	24 080	–	32 868	12 178	21 293	21 293	1 582	39 252	41 293	43 441
Gains on disposal of PPE		(2 017)	–	–	–	–	–	–	–	–	–
Total Revenue (excluding capital transfers and contributions)		364 826	204 491	436 915	481 097	505 755	258 569	320 261	567 907	591 417	622 837
Expenditure By Type											
Employee related costs	2	127 232	148 774	158 495	166 126	161 137	161 137	93 665	186 258	166 544	175 537
Remuneration of councillors		13 086	–	13 953	15 724	14 491	–	8 722	16 913	18 097	19 364
Debt impairment	3	–	–	65 278	51 500	51 500	–	–	51 500	54 178	56 995
Depreciation & asset impairment	2	1 969	–	234 263	72 847	72 847	72 847	(7 278)	76 854	80 850	85 055
Finance charges		6 832	–	14 656	–	–	–	6 269	7 634	11 839	12 478
Bulk purchases	2	99 469	115 583	116 535	121 922	146 795	146 795	85 598	148 814	128 262	134 932
Other materials	8	–	–	20 478	19 165	21 452	–	12 781	14 699	18 532	19 533
Contracted services		2 333	40 981	72 701	65 568	74 910	74 910	51 712	50 049	64 345	67 820
Transfers and subsidies		3 942	–	5 473	5 281	4 937	–	2 289	–	–	–
Other expenditure	4, 5	113 148	61 952	54 057	63 320	80 240	80 240	36 333	51 976	64 172	67 637

MP303 Mkhondo - Table A4 Budgeted Financial Performance (revenue and expenditure)											
Description	Ref	2015/16	2016/17	2017/18	Current Year 2018/19				2019/20 Medium Term Revenue & Expenditure Framework		
R thousand	1	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
Revenue By Source											
Loss on disposal of PPE		–	–	–	(6 000)	–	–	–	–	–	–
Total Expenditure		368 012	367 291	755 889	575 454	628 309	535 929	290 089	604 697	606 820	639 351
Surplus/(Deficit)		(3 186)	(162 800)	(318 974)	(94 358)	(122 554)	(277 361)	30 172	(36 790)	(15 403)	(16 514)
Transfers and subsidies - capital (monetary allocations) (National / Provincial and District)		–	–	136 996	115 104	115 104	–	65 023	118 419	115 720	16 040
Transfers and subsidies - capital (monetary allocations) (National / Provincial Departmental Agencies, Households, Non-profit Institutions, Private Enterprises, Public Corporations, Higher Educational Institutions)	6	366	70 178	–	–	–	–	–	–	–	–

MP303 Mkhondo - Table A4 Budgeted Financial Performance (revenue and expenditure)											
Description	Ref	2015/16	2016/17	2017/18	Current Year 2018/19				2019/20 Medium Term Revenue & Expenditure Framework		
R thousand	1	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
Revenue By Source											
Transfers and subsidies - capital (in-kind - all)		–	–	29 141	–	–	–	–	–	–	–
Surplus/(Deficit) after capital transfers & contributions		(2 820)	(92 622)	(152 836)	20 746	(7 450)	(277 361)	95 194	81 629	100 317	(474)
Taxation		–	–	–	–	–	–	–	–	–	–
Surplus/(Deficit) after taxation		(2 820)	(92 622)	(152 836)	20 746	(7 450)	(277 361)	95 194	81 629	100 317	(474)
Attributable to minorities		–	–	–	–	–	–	–	–	–	–
Surplus/(Deficit) attributable to municipality		(2 820)	(92 622)	(152 836)	20 746	(7 450)	(277 361)	95 194	81 629	100 317	(474)
Share of surplus/ (deficit) of associate	7	–	–	–	–	–	–	–	–	–	–
Surplus/(Deficit) for the year		(2 820)	(92 622)	(152 836)	20 746	(7 450)	(277 361)	95 194	81 629	100 317	(474)
<u>References</u>											
1. Classifications are revenue sources and expenditure type											
2. Detail to be provided in Table SA1											

MP303 Mkhondo - Table A4 Budgeted Financial Performance (revenue and expenditure)											
Description	Ref	2015/16	2016/17	2017/18	Current Year 2018/19				2019/20 Medium Term Revenue & Expenditure Framework		
R thousand	1	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
Revenue By Source											
3. Previously described as 'bad or doubtful debts' - amounts shown should reflect the change in the provision for debt impairment											
4. Expenditure type components previously shown under repairs and maintenance should be allocated back to the originating expenditure group/item; e.g. employee costs											
5. Repairs & maintenance detailed in Table A9 and Table SA34c											
6. Contributions are funds provided by external organisations to assist with infrastructure development; e.g. developer contributions (detail to be provided in Table SA1)											
7. Equity method (Includes Joint Ventures)											
8. All materials not part of 'bulk' e.g. road making materials, pipe, cable etc.											
check balance		8 878 820	-92 499 381	-	-	-	-277 360 601		13 291 996	12 931 061	13 603 596
Total revenue		365 192	274 669	603 053	596 200	620 859	258 569	385 284	686 326	707 137	638 877

MP303 Mkhondo - Supporting Table SA26 Budgeted monthly revenue and expenditure (municipal vote)																					
Description	Ref	Budget Year 2019/20												Medium Term Revenue and Expenditure Framework							
R thousand		July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22					
Revenue by Vote	-																				
Vote 1 - Executive and Council		20 213	20 213	20 213	20 213	20 213	20 213	20 213	20 213	20 213	20 213	20 213	20 213	242 557	248 235	261 640					
Vote 2 - Budget and Treasury Office		15 373	15 373	15 373	15 373	15 373	15 373	15 373	15 373	15 373	15 373	15 373	15 373	184 482	187 783	93 853					
Vote 3 - Corporate Services		125	125	125	125	125	125	125	125	125	125	125	125	1 496	1 577	1 662					
Vote 4 - Planning and Development		411	411	411	411	411	411	411	411	411	411	411	411	4 936	5 266	3 035					
Vote 5 - Community Services		2 479	2 479	2 479	2 479	2 479	2 479	2 479	2 479	2 479	2 479	2 479	2 479	29 750	33 786	33 706					
Vote 6 - Technical Services		17 905	17 905	17 905	17 905	17 905	17 905	17 905	17 905	17 905	17 905	17 905	17 905	214 863	221 802	235 824					
Vote 7 - Afforestation		687	687	687	687	687	687	687	687	687	687	687	687	8 243	8 688	9 157					
Vote 8 - null		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-					
Vote 9 - null		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-					
Vote 10 - null		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-					
Vote 11 - null		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-					
Vote 12 - null		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-					
Vote 13 - null		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-					

MP303 Mkhondo - Supporting Table SA26 Budgeted monthly revenue and expenditure (municipal vote)																					
Description	Ref	Budget Year 2019/20												Medium Term Revenue and Expenditure Framework							
R thousand		July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22					
Vote 14 - null		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-					
Vote 15 - null		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-					
Total Revenue by Vote		57 194	57 194	57 194	57 194	57 194	57 194	57 194	57 194	57 194	57 194	57 194	57 194	686 326	707 137	638 877					
<u>Expenditure by Vote to be appropriated</u>																					
Vote 1 - Executive and Council		11 011	11 011	11 011	11 011	11 011	11 011	11 011	11 011	11 011	11 011	11 011	11 011	132 134	137 225	143 341					
Vote 2 - Budget and Treasury Office		5 658	5 658	5 658	5 658	5 658	5 658	5 658	5 658	5 658	5 658	5 658	5 658	67 899	66 104	69 922					
Vote 3 - Corporate Services		2 762	2 762	2 762	2 762	2 762	2 762	2 762	2 762	2 762	2 762	2 762	2 762	33 142	29 178	30 750					
Vote 4 - Planning and Development		7 732	7 732	7 732	7 732	7 732	7 732	7 732	7 732	7 732	7 732	7 732	7 732	92 778	98 633	65 675					
Vote 5 - Community Services		4 218	4 218	4 218	4 218	4 218	4 218	4 218	4 218	4 218	4 218	4 218	4 218	50 621	57 838	75 297					
Vote 6 - Technical Services		19 141	19 141	19 141	19 141	19 141	19 141	19 141	19 141	19 141	19 141	19 141	19 141	229 687	209 253	245 281					

MP303 Mkhondo - Supporting Table SA26 Budgeted monthly revenue and expenditure (municipal vote)																						
Description	Ref	Budget Year 2019/20												Medium Term Revenue and Expenditure Framework								
R thousand		July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22						
Vote 7 - Afforestation		977	977	977	977	977	977	977	977	977	977	977	977	11 728	21 518	22 689						
Vote 8 - null		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-						
Vote 9 - null		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-						
Vote 10 - null		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-						
Vote 11 - null		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-						
Vote 12 - null		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-						
Vote 13 - null		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-						
Vote 14 - null		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-						
Vote 15 - null		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-						
Total Expenditure by Vote		51 499	51 499	51 499	51 499	51 499	51 499	51 499	51 499	51 499	51 499	51 499	51 499	617 989	619 751	652 954						
Surplus/(Deficit) before assoc.		5 695	5 695	5 695	5 695	5 695	5 695	5 695	5 695	5 695	5 695	5 695	5 695	68 337	87 386	(14 077)						
Taxation		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-						
Attributable to minorities		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-						
Share of surplus/ (deficit) of associate		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-						

MP303 Mkhondo - Supporting Table SA26 Budgeted monthly revenue and expenditure (municipal vote)																
Description	Ref	Budget Year 2019/20												Medium Term Revenue and Expenditure Framework		
R thousand		July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
Surplus/(Deficit)	1	5 695	5 695	5 695	5 695	5 695	5 695	5 695	5 695	5 695	5 695	5 695	5 695	68 337	87 386	(14 077)
<i>References</i>																
<i>1. Surplus (Deficit) must reconcile with Budgeted Financial Performance check</i>														-13 291 996	-12 931 061	-13 603 596

MP303 Mkhondo - Supporting Table SA30 Budgeted monthly cash flow																
MONTHLY CASH FLOWS	Budget Year 2019/20												Medium Term Revenue and Expenditure Framework			
	R thousand	July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
Cash Receipts By Source																
Property rates	2 681	2 681	2 681	2 681	2 681	2 681	2 681	2 681	2 681	2 681	2 681	2 681	32 172	82 832	55 033	
Service charges - electricity revenue	11 293	11 293	11 293	11 293	11 293	11 293	11 293	11 293	11 293	11 293	11 293	11 293	135 514	219 325	230 729	
Service charges - water revenue	1 427	1 427	1 427	1 427	1 427	1 427	1 427	1 427	1 427	1 427	1 427	1 427	17 124	27 715	29 156	
Service charges - sanitation revenue	968	968	968	968	968	968	968	968	968	968	968	968	11 614	18 798	19 775	
Service charges - refuse revenue	649	649	649	649	649	649	649	649	649	649	649	649	7 785	13 093	13 800	
Rental of facilities and equipment	205	205	205	205	205	205	205	205	205	205	205	205	2 457	2 653	2 797	
Interest earned - external investments	150	150	150	150	150	150	150	150	150	150	150	150	1 797	1 894	1 996	
Interest earned - outstanding debtors	754	754	754	754	754	754	754	754	754	754	754	754	9 045	17 301	18 201	
Dividends received	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Fines, penalties and forfeits	87	87	87	87	87	87	87	87	87	87	87	87	1 044	2 411	1 393	
Licences and permits	9	9	9	9	9	9	9	9	9	9	9	9	113	119	126	
Agency services	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	

MP303 Mkhondo - Supporting Table SA30 Budgeted monthly cash flow																								
MONTHLY CASH FLOWS	Budget Year 2019/20												Medium Term Revenue and Expenditure Framework											
R thousand	July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22									
Cash Receipts By Source																								
Transfer receipts - operational	20 344	20 344	20 344	20 344	20 344	20 344	20 344	20 344	20 344	20 344	20 344	20 344	244 129	249 892	263 386									
Other revenue	3 271	3 271	3 271	3 271	3 271	3 271	3 271	3 271	3 271	3 271	3 271	3 271	39 252	41 978	43 441									
Cash Receipts by Source	41 837	41 837	41 837	41 837	41 837	41 837	41 837	41 837	41 837	41 837	41 837	41 837	502 047	678 010	679 833									
Other Cash Flows by Source																								
Transfer receipts - capital	9 868	9 868	9 868	9 868	9 868	9 868	9 868	9 868	9 868	9 868	9 868	9 868	118 419	115 720	16 040									
Transfers and subsidies - capital (monetary allocations) (National / Provincial Departmental Agencies, Households, Non-profit Institutions, Private Enterprises, Public Corporations, Higher Educational Institutions) &	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-									

MP303 Mkhondo - Supporting Table SA30 Budgeted monthly cash flow																										
MONTHLY CASH FLOWS	Budget Year 2019/20												Medium Term Revenue and Expenditure Framework													
R thousand	July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22											
Cash Receipts By Source																										
Transfers and subsidies - capital (in-kind - all)																										
Proceeds on disposal of PPE	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-											
Short term loans	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-											
Borrowing long term/refinancing												-														
Increase (decrease) in consumer deposits	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-											
Decrease (Increase) in non-current debtors	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-											
Decrease (increase) other non-current receivables	-	-	-	-	-	-	-	-	-	-	-	-	-	(1 900)	(900)											
Decrease (increase) in non-current investments	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-											
Total Cash Receipts by Source	51 705	51 705	51 705	51 705	51 705	51 705	51 705	51 705	51 705	51 705	51 705	51 705	620 466	791 830	694 973											

MP303 Mkhondo - Supporting Table SA30																
Budgeted monthly cash flow																
MONTHLY CASH FLOWS	Budget Year 2019/20												Medium Term Revenue and Expenditure Framework			
	R thousand	July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
Cash Receipts By Source																
Cash Payments by Type																
Employee related costs	15 522	15 522	15 522	15 522	15 522	15 522	15 522	15 522	15 522	15 522	15 522	15 522	15 522	186 258	166 544	175 537
Remuneration of councillors	1 409	1 409	1 409	1 409	1 409	1 409	1 409	1 409	1 409	1 409	1 409	1 409	1 409	16 913	18 097	19 364
Finance charges	636	636	636	636	636	636	636	636	636	636	636	636	636	7 634	11 839	12 478
Bulk purchases - Electricity	12 401	12 401	12 401	12 401	12 401	12 401	12 401	12 401	12 401	12 401	12 401	12 401	12 401	148 814	128 262	134 932
Bulk purchases - Water & Sewer	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other materials	1 225	1 225	1 225	1 225	1 225	1 225	1 225	1 225	1 225	1 225	1 225	1 225	1 225	14 699	18 532	19 533
Contracted services	4 931	4 931	4 931	4 931	4 931	4 931	4 931	4 931	4 931	4 931	4 931	4 931	4 931	59 167	72 899	135 457
Transfers and grants - other municipalities																
Transfers and grants - other	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other expenditure	4 248	4 248	4 248	4 248	4 248	4 248	4 248	4 248	4 248	4 248	4 248	4 248	4 248	50 976	64 172	67 637

MP303 Mkhondo - Supporting Table SA30															
Budgeted monthly cash flow															
MONTHLY CASH FLOWS	Budget Year 2019/20												Medium Term Revenue and Expenditure Framework		
	R thousand	July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2019/20	Budget Year +1 2020/21
Cash Receipts By Source															
Cash Payments by Type	40 372	40 372	40 372	40 372	40 372	40 372	40 372	40 372	40 372	40 372	40 372	40 372	484 461	480 345	564 938
Other Cash Flows/Payments by Type															
Capital assets	11 578	11 578	11 578	11 578	11 578	11 578	11 578	11 578	11 578	11 578	11 578	11 578	138 933	126 096	106 150
Repayment of borrowing	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other Cash Flows/Payments	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Cash Payments by Type	51 949	51 949	51 949	51 949	51 949	51 949	51 949	51 949	51 949	51 949	51 949	51 949	623 393	606 441	671 088
NET INCREASE/(DECREASE) IN CASH HELD	(244)	(244)	(244)	(244)	(244)	(244)	(244)	(244)	(244)	(244)	(244)	(244)	(2 927)	185 389	23 885
Cash/cash equivalents at the month/year begin:	3 440	3 196	2 952	2 708	2 464	2 220	1 976	1 732	1 488	1 244	1 000	756	3 440	513	185 901

MP303 Mkhondo - Supporting Table SA30 Budgeted monthly cash flow																								
MONTHLY CASH FLOWS	Budget Year 2019/20												Medium Term Revenue and Expenditure Framework											
R thousand	July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22									
Cash Receipts By Source																								
Cash/cash equivalents at the month/year end:	3 196	2 952	2 708	2 464	2 220	1 976	1 732	1 488	1 244	1 000	756	513	513	185 901	209 786									
<u>References</u>																								
1. Note that this section of Table SA 30 is deliberately not linked to Table A4 because timing differences between the invoicing of clients and receiving the cash means that the cashflow will differ from budgeted revenue, and similarly for budgeted expenditure. However for the MTREF it is now directly linked to A7.																								
				40 372	40 372	40 372	40 372	40 372	40 372	40 372	40 372	40 372	484 461	480 345	564 938									
				(244)	(244)	(244)	(244)	(244)	(244)	(244)	(244)	(244)	(2 927)	185 389	23 885									

5.4. MUNICIPAL INFRASTRUCTURE GRANT 2019-2020 PROJECTS

PROJECT NAME	APPOINTMENT VALUE (Engineer + Contractor)	2019/20FY PROPOSED BUDGET	COMMENTS
PMU Management	R 3 916 800.00	R 3 916 800.00	Functional
Construction of Driefontein to Iswepe and Haartebeesfontein Water Bulk Line	R 114 537 567.94	R 9 530 553.00	Construction
Installation of Storm water drainage	R 13 358 580.60	R 1 000 000.00	Construction
Construction of Dr Pauls Village bulk water and reticulation network	R 22 272 994.00	R 22 552 647.00	Construction
Construction of Multi-Purpose Community Hall in Harmony Park	R 35 788 069.53	R 9 000 000.00	Registered
Construction of Dignified Sanitation	R 34 592 051.76	R 4 336 000.00	Registered
Installation of Water Bulk line to Rustplaas, Maphepheni, Malayinini and Forest View	R 83 785 119.19	R 4 000 000.00	Registered
Construction of Main Access Road in Sandbank	R 15 868 855.00	R 5 000 000.00	Registered
Upgrading of gravel roads to paving in Extension 7 of Mkhondo Local Municipality	R 33 707 488.54	R 19 000 000.00	Registered
Total	R 357 827 526.56	R 78 336 000.00	

WSIG	2019/20 Budget	2020/21 Budget
Ethandakukhanya WWTW	20 000 000	20 000 000
Amsterdam Sewer Reticulation	10 000 000	6 000 000
Total WSIG	30 000 000	26 000 000

INEP	2019/20 Budget	2020/21 Budget
Upgrading of Phillip Greyling Substation	10 000 000	20 000 000

EESDMS	2019/20 Budget	2020/21 Budget
Energy Efficiency Programme	4 000 000	-

5.5. OWN FUNDING

2019/20 - OWN CAPITAL FUNDING			
Operational Grants	2019/20	2020/21	2021/22
LAPTOPS/DESKTOPS	500 000	550 000	600 000
FURNITURE	400 000	300 000	400 000
GENERATORS WWTW	600 000	1 200 000	1 200 000
5KM ASBESTOS PIPES	500 000	1 000 000	2 000 000
CONSTRUCT MANHOLES	200 000	220 000	250 000
UPGRADE PUMP STATION	500 000	1 000 000	1 000 000
UPGRADE OF SEWER LINES	500 000	750 000	1 250 000
AUDIT LICENSE	200 000	200 000	200 000
MICROSOFT LICENSE	500 000	750 000	700 000
ICT EQUIPMENTS	300 000	350 000	300 000
BULK METERS	800 000	400 000	240 000
Total OCF	5 000 000	6 320 000	7 900 000

5.5. MUNICIPAL PROJECTS 2019/2020

The following represents a list of projects to be implemented in Mkhondo Municipality over the next five (3) 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 AND BUDGET					
				2019-20	Budget	2020-21	Budget	2021-22	Budget
1.	Number of by-laws approved gazetted	Legal Services	3	3	100 000	4	200 000	5	500 000
2.	% of disputes attended within 90 days	Legal Services	95%	95%	6Mil	95%	6Mil	95%	6 Mil
3.	% of external audit findings resolved within 60 days	MM	60%	80%	-	90%	-	100%	-
4.	% of internal audit finding resolved within 90 days from date of internal audit report	MM's Office	60%	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	-

No	Key Performance Indicator/s	Department	Baseline 2017/18 Actuals)	TARGETS AND BUDGET					
				2019-20	Budget	2020-21	Budget	2021-22	Budget
6.	% of mid-year performance evaluation conducted on all senior management	PMS	100%	100%	R553230	100%	R566784	100%	R580670
	% of year end performance evaluation conducted on all senior management	PMS	100%	100%	R368820	100%	R377856	100%	R387113
7.	Number of meetings and forums held	Corporate Services	64	60	-	60	-	60	-
8.	Number of outreach mayoral programmes conducted	Corporate Services	4	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 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 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 AND 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)	-	-	-	-	-	-
12.	Review of Wall to wall Land Use Scheme (LUS)	Planning and development	Draft 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		-	-	-	-	-	-
15.	Number of PMS feedback sessions conducted	MM's Office	4	4	-	4	-	4	-
16.	Approval and review of audit committee charter	Audit Committee	Approved audit committee charter	1					
17.	Approval of Internal Audit (IA) plan	Internal Audit	Approved IA plan		R180,000 IT audit				

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

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

No	Key Performance Indicator	Department	Baseline 2018/19 Actuals)	TARGETS AND BUDGET					
				2019-20	Budget	2020-21	Budget	2021-22	Budget
24.	% of customers billed within 10 days of each month	Finance Department	100%	100%	R330	100%	R400	100%	R400
25.	% of monthly revenue collected	Finance Department	60%	85%	R800	90%	R800	95%	R800
26.	% of capital budget spent on capital projects	Finance Department	95%	95%		95%		95%	
27.	% of operational budget spent on operational projects	Finance Department	95%	95%		95%		95%	
28.	Number of fixed assets verification conducted	Finance Department	12	12	R600	16	R500	16	R400
29.	Number of monthly asset reconciliation conducted	Finance Department	12	12	-	12	-	12	-
30.	Number of stock counts conducted	Finance Department	4	12	-	12	-	12	-

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

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

No	Key Performance Indicator	Department	Baseline 2018/19 Actuals)	TARGETS AND BUDGET					
				2019-20	Budget	2020-21	Budget	2021-22	Budget
37.	% of ICT queries responded to within 24 hours	ICT	100%	R700	100%	R600	100%	R600	100%

No	Key Performance Indicator	Department	Baseline 2018/19 Actuals)	TARGETS AND BUDGET					
				2019-20	Budget	2020-21	Budget	2021-22	Budget
38.	Number of monthly offsite backups conducted	ICT	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%

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

No	Key Performance Indicator	Department	Baseline 2018/19 Actuals)	TARGETS AND BUDGET					
				2019-20	Budget	2020-21	Budget	2021-22	Budget
40.	Number of exhibitions organised	Planning and Development	4	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
42.	Number of green projects established	Community Services	2	3	Opex	3	Opex	3	Opex

No	Key Performance Indicator	Department	Baseline 2018/19 Actuals)	TARGETS AND BUDGET					
				2019-20	Budget	2020-21	Budget	2021-22	Budget
				43.	Number of hectares (ha) replanted	Forestry	100		
44.	Number of jobs created through EPWP programme	PMU	New						
45.	% reduction in vacancy rates	Corporate Services	100	70	500000	70	500000	70	500000
46.	Number of unemployed youth trained	Corporate Services	150	50	220 000	50	250 000	55	300 000
47.	Number of health and safety workshops conducted	Corporate Services	20	20	-	20	-	20	-
48.	Number of interns employment offered	Corporate Services	5	5	50 000	5	50 000	5	50 000
49.	Number of bursaries offered	Corporate Services	10	10	1400 000	10	1450 000	10	150 000
50.	% of new employees inducted	Corporate Services	100%	100%	-	100%	-	100%	-
51.	Number of work-place skills plan	Corporate Services	1	1	-	1	-	1	-

No	Key Performance Indicator	Department	Baseline 2018/19 Actuals)	TARGETS AND BUDGET					
				2019-20	Budget	2020-21	Budget	2021-22	Budget
					submitted annually				
52.	Number of monthly reports prepared on employee wellness and assistance programme offered	Corporate Services	12	12	138000	12	156000	12	180000
53.	Number of wellness days conducted	Corporate Services	New	1	200000	1	250000	1	300000
54.	Number of councillors trained	Corporate Services	38	38	100 000	38	120 000	38	150 000
55.	Number of employees trained	Corporate Services	152	150	350 000	155	400 000	170	500 000
56.	Number of SMMEs and co-ops supported	LED	5	5	450 000	5	500 000	5	550 000

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 2018/189Act uals)	TARGETS AND BUDGET					
				2019-20	Budget	2020-21	Budget	2021-22	Budget
57.	Maintenance of electrical network	Electrical Services	118						
58.	Number of electricity meters installed	Electrical Services	700		8 000		10 000		5 000
59.	Number of meter boxes replaced	Electrical Services	20	R 20 000	20	R 20 000	20	R 20 000	30
60.	% of faulty traffic lights responded to	Electrical Services	100%	R 100 000	100%	R 120 000	100%	R 120 000	100%
61.	% of new electrical connection applications attended to	Electrical Services	95%	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	R 50 000	50	R 50 000	10	R 10 000	10
63.	Number of new street lights installed	Electrical Services	20	R 150 000	20	R 150 000	10	R 200 000	10

No	Key Performance Indicator	Department	Baseline 2018/189Act uals)	TARGETS AND BUDGET					
				2019-20	Budget	2020-21	Budget	2021-22	Budget
64.	Number of street lights maintained	Electrical Services	350	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%	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%
67.	Number of registered indigent households receiving free basic electricity services.	Finance department	1043	2000	R400	2000	R400	2000	R400
68.	% of electricity losses reduced to	Electrical Services	19%						
69.	Number of water conservation and water demand management programmes implemented	Water and Sanitation	11	11	R34 900	11	R34 900	11	R34 900

No	Key Performance Indicator	Department	Baseline 2018/189Act uals)	TARGETS AND BUDGET					
				2019-20	Budget	2020-21	Budget	2021-22	Budget
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 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 565 300	10	R3 565 300	10	R3 565 300
72.	Number of water meters replaced	Water and Sanitation	100	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)	0	0
74.	Gazetting of water and wastewater bylaws	Water and Sanitation	0	0	0	0	0	0	0
75.	% of new water	Water and Sanitation	95%	95%	R3 565 300	95%	R3 565 300	95%	R3 565 300

No	Key Performance Indicator	Department	Baseline 2018/189Act uals)	TARGETS AND BUDGET					
				2019-20	Budget	2020-21	Budget	2021-22	Budget
	connection applications attended to								
76.	Megaliters of waste water and sceptic tanks drained	Water and Sanitation	2 555	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 and sceptic tanks drained	Water and Sanitation	2 555						
79.	% of water losses reduced to	Roads and Storm Water	5%						
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						

No	Key Performance Indicator	Department	Baseline 2018/189Act uals)	TARGETS AND BUDGET					
				2019-20	Budget	2020-21	Budget	2021-22	Budget
82.	KMs of storm water pipes maintained	Roads and Storm Water	5						
83.	Number of waste transfer stations maintained	Waste Management	1						
84.	Number of disposal sites constructed in rural areas	Waste Management	5	3	30 000	2	25 000	2	25 000
85.	Number of waste bins acquired	SCM	12	15	25 000	10	13 000	10	14 000
86.	Number of waste cells constructed in the landfill site	Waste Management	1			1	200 000		
87.	Number of refuse collections trips to serviced areas	Waste Management	816	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

No	Key Performance Indicator	Department	Baseline 2018/189Act uals)	TARGETS AND BUDGET					
				2019-20	Budget	2020-21	Budget	2021-22	Budget
89.	% of illegal dumping sports identified cleared	Waste Management	100%	100%	Opex	100%	Opex	100%	Opex
90.	Number of mass refuse container trips made	Waste Management	208	208	Opex	208	Opex	208	Opex
91.	Number of reports on landfill sites compliance	Waste Management	4	4		4		4	
92.	Number of stakeholders awareness and cleanup campaigns held	Waste Management	4	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 Management	12	12		12		12	

No	Key Performance Indicator	Department	Baseline 2018/189Act uals)	TARGETS AND BUDGET					
				2019-20	Budget	2020-21	Budget	2021-22	Budget
	Waste Information System								
94.	Number of waste summits on waste and environmental management coordinated	Community Services	1	-	-	1	250 000	-	-
95.	Number of new boreholes drilled and equipped	PMU	2						
96.	Number of bridges constructed (Sandbank)	PMU	2	0		0	1	5 500 000	
97.	KMs of roads constructed	PMU	7	23 689 752		6	25 000 000	5	24 694 907
98.	Number of gabions installed	PMU	1	1 500 000		1	1 500 000	1	1 500 000
99.	Number of dignified sanitation constructed	PMU	200	4 500 000		200	4 500 000	200	4 500 000

No	Key Performance Indicator	Department	Baseline 2018/189Act uals)	TARGETS AND BUDGET					
				2019-20	Budget	2020-21	Budget	2021-22	Budget
100.	KMs of bulk pipe line installed	PMU	10	20 260 378	10	17 272 994		0	
101.	Number of pump stations constructed	PMU	1						
102.	Construction of package plants	PMU	Appointment of contract and site establishment	17 000 000		30 744 656		44 934 743	
103.	Number of hawker stalls constructed	PMU	1	0		0		0	

Table 30: Strategic Objective 6: Spatial Planning and Rationale

No	Key Performance Indicator	Department	Baseline 2018/19 Actuals)	TARGETS AND BUDGET					
				2019-20	Budget	2020-21	Budget	2021-22	Budget
104.	Number of cemeteries established	PMU	95%						
105.	% of building plans processed within 30 and 60 days	Planning and Development	95%	100%	-	100%	-	100%	-

No	Key Performance Indicator	Department	Baseline 2018/19 Actuals)	TARGETS AND BUDGET					
				2019-20	Budget	2020-21	Budget	2021-22	Budget
106.	% of building inspection requests conducted as per request	Planning and Development	100%	100%	-	100%	-	100%	-
107.	Number of households inspected for illegal buildings and business operations	Planning and Development	7000	6000	-	6000	-	6000	-
108.	% of non-compliance notices issued on all illegal land use identified	Planning and Development	New	100%	-	100%	-	100%	-
109.	Appointment of panel of consultants	Planning and Development	New	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
111.	% of Section 86 applications processed	Planning and Development	100%	100%	-	100%	-	100%	-
112.	Number of sports fields	PMU	1	2	R7 000 000.00	-	-	-	-

No	Key Performance Indicator	Department	Baseline 2018/19 Actuals)	TARGETS AND BUDGET					
				2019-20	Budget	2020-21	Budget	2021-22	Budget
	constructed and refurbished								
113.	Number of women and children events organised	Corporate Services	2						
114.	Number of municipal publications produced	Corporate Services	4	4	800000	6	1000000	8	1200000
115.	Number of community halls upgraded	Corporate Services	1	8	2000000	10	2200000	12	2500000
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	-	24	-	30	-
118.	Number of sports tournaments and cultural events held	Community Services	3	4	350 000	3	350 000	4	350 000

No	Key Performance Indicator	Department	Baseline 2018/19 Actuals)	TARGETS AND BUDGET					
				2019-20	Budget	2020-21	Budget	2021-22	Budget
119.	Number of library outreach programmes held	Community Services	4	4	R5000	4	R5000	4	R5000
120.	Number of HIV, STI and AIDS programmes held	Corporate Services	12	18	500000	20	500000	22	600000
121.	Number of road blocks conducted	Community Services	30	36	-	40	-	42	-
122.	Number of road safety awareness campaigns conducted	Community Services	34	40	-	42	-	45	-

CHAPTER 6:

6.1. 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)

6.2. 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

No.	Millennium Development Goals	Sustainable development goals
3	Promote gender equality and empower women.	Achieve gender equity and empower all women and girls.
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.	<p>Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.</p> <p>Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels.</p> <p>Strengthen the means of implementation and revitalize the global partnership for sustainable development.</p>

Source: UN Habitat

6.3. 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.

6.4. 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

6.5. 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 2019

SONA	SOPA	SOMA
<p>Working together, we must undertake the following tasks:</p> <ul style="list-style-type: none"> • Firstly, we must accelerate inclusive economic growth and create jobs. • Secondly, our history demands that we should improve the education system and develop the skills that we need now and into the future. • Thirdly, we are duty bound to improve the conditions of life for all South Africans, especially the poor • Fourthly, we have no choice but to step up the fight against corruption and state capture. • Fifthly, we need to strengthen the capacity of the state to address the needs of the people 	<p>We will continue to engage our private sector partners with a view of forming strong partnerships and creating an enabling environment that will allow big and small business to flourish.</p> <p>We promised our electorate that we would focus on;</p> <ul style="list-style-type: none"> • Growing the economy and creating decent employment to address the triple challenges of • unemployment, poverty, and inequality; • Improving the quality of education; • Improving our health care system to ensure that we increase life expectancy and mitigate the • negative impact of HIV and AIDS, and other opportunistic diseases; and • Ensuring that our people have access to basic services to improve their quality of life. 	<p>The municipality will hel 18 of HIV, STI and AIDS programmes</p>
<p>The inaugural South Africa Investment Conference in October last year provided great impetus to our rive to mobilise R1.2 trillion in investment over five years. The Investment Conference attracted around R300 billion in investment pledges from South African and international companies</p>	<p>Madam Speaker, yet again, our R300 million enterprise development partnership with Standard Bank is beginning to attract bankable business proposals. We are confident that as more of our people enter into the mainstream of the economy, this Fund will assist them with the necessary start-up capital to develop and sustain their businesses.</p>	<p>Support of SMME's and cooperatives</p>
<p>To stimulate growth in the economy, to build more businesses and employ more people, we need to find new and larger markets for our goods and services. We will therefore be focusing greater attention on expanding exports. In line with Jobs Summit commitments, we will focus on the export of manufactured goods and trade in services such as business process outsourcing and the remote delivery of medical services.</p>	<p>Through infrastructural investment, economic and social objectives have been achieved with participation in construction activities. A large number of emerging enterprises have benefited from the infrastructure sector skills and business development programmes. The following programs are in place to alleviate poverty in the Province:</p> <ul style="list-style-type: none"> • Learner contractors developed through the Sakha'bakhi Programme; • Support of National Youth Service (NYS) cooperatives; 	<p>Construction of Multi-Purpose Community Hall in Harmony Park. Budget - R 9 000 000.00</p>

SONA	SOPA	SOMA
<p>We will also be looking at establishing special economic zones that are dedicated to producing specific types of products, such as clothing and textiles, for example. To improve the competitiveness of our exports, we will complete the studies that have begun on reducing the costs of electricity, trade, communications, transport and other costs.</p>	<ul style="list-style-type: none"> • Siyatentela Programme for general road maintenance; • General Building Maintenance contracts; • Patch work and reseal contracts for road maintenance works. 	
<p>Our greatest challenge is to create jobs for the unemployed of today, while preparing workers for the jobs of tomorrow</p>	<p>Honourable Speaker, the high youth unemployment rate of 43.5% calls for more innovative and collaborative partnership with the social sector and the private sector to craft a strategy that will be more responsive to skills development, unemployment and economic growth. The provincial unemployment rate has increased from 26.6% in 2014 to 32% in 2018. The expanded unemployment rate which includes discouraged workers, who have stopped looking for work, was 41.1% at the end of 2018 and the total number of unemployed people according to the expanded definition was 868 809. Madam Speaker, despite the current unemployment challenges, it is imperative to note that from 2014, we have recorded a net job creation of 107 350 between 2014 and 2018. The highest job creation was recorded in finance and utilities industries, with 32 264 and 22 321 jobs created respectively. However, we have recorded job losses in mining and construction during the same period. Madam Speaker, through the Expanded Public Works Programme (EPWP), we created more than 346 000 work opportunities and over 142 000 full time equivalents, which translates into an overall figure of 488 000 employment opportunities. This has had a significant impact on our people as it has afforded them an opportunity to learn new Skills and has contributed to the alleviation of poverty of the 488 000 job opportunities created, 328 876 were apportioned to women, 292 803 youth and 8 872 people with disabilities. For economic empowerment, through our Department of Public Works, Roads</p>	<p>The Municipality will train 50 unemploy youth 38 Councillors 150 Employees</p>

SONA	SOPA	SOMA
	and Transport, we awarded 30% of all contracts to women and 15% to youth.	
<p>There are around 250,000 small emerging farmers who are working the land and need support in fully developing their businesses.</p> <p>Agricultural exports are an important source of revenue for our economy, and developing our agricultural sector is key to enhancing our food security and for attracting investment.</p> <p>We are fortunate to have an agricultural sector that is well-developed, resilient and diversified.</p> <p>We intend to use it as a solid foundation to help develop agriculture in our country for the benefit of all.</p> <p>Through an accelerated programme of land reform, we will work to expand our agricultural output and promote economic inclusion</p>	<p>In the current term, special focus has been placed on incubating some of the youth through the Mpumalanga Young Farmer Incubation Programme commonly known as Fortune 40. The programme was initiated in 2015.</p> <p>Furthermore, Government has collaborated with some of the commercial farmers and commodity associations to support interventions towards increasing the production level of the resourced poor farmers. Furthermore, Government has collaborated with some of the commercial farmers and commodity associations to support interventions towards increasing the production level of the resourced poor farmers. To date, two Agri-hubs, (one in Dr JS Moroka and another in Bushbuckridge Municipalities) have been completed in terms of the top structure and will be operational soon. We are planning to complete the third Agri-hub in Mkhondo which is also in process of construction.</p>	Construction of Agri Hub at Mkhondo
Government has committed to contribute R100 billion into the Infrastructure Fund over a 10 year period and use this to leverage financing from the private sector and development finance institutions.	Province, we continue to implement the Mpumalanga Vision 2030 , which provides a provincial expression of the key priorities, objectives and targets enumerated in the NDP, as well as expressed in the ruling party's manifesto. We also made significant progress towards securing a long and healthy life for our citizens. Over R2, 7 billion has been spent since 2014 on upgrading and construction of 2 hospitals (Sabie and Mmammetlhake) and 6 primary health care facilities as well as renovations and rehabilitation in at least 94 health facilities	Construction of Enthandakukhanya CHC
The Housing Development Agency will construct an additional 500,000 housing units in the next five years, and an amount of R30 billion will be provided to municipalities and provinces to enable them to fulfil their respective mandates. However, if we are to effectively address the substantial housing backlog in our country, we need to	As a result, we have since developed and we are implementing the Provincial Human Settlement Master Plan which provides for an integrated Human Settlements development. To this end, we have delivered 66 792 housing opportunities in this MTSF period, consisting of 28 141 serviced sites; 38 004 Individual Housing Units; 224 Social Housing Units; 321 Communal Residential	Incremental-2.2a integrated residential development programme: Phase 1: Planning and services, Township establishment of 262 sites

SONA	SOPA	SOMA
<p>develop different models of financing for human settlements.</p> <p>It is for this reason that we are establishing a Human Settlements Development Bank that will leverage both public and private sector financing to aid in housing delivery.</p> <p>We will also be expanding the People’s Housing Programme, where households are allocated serviced stands to build their own houses, either individually or through community-led housing cooperatives.</p>	<p>Units (CRU) and 102 Finance Linked Individual Subsidy Programme (FLISP) Units</p> <p>In addition, as a way of restoring the dignity of our people as well as ensuring security of tenure, 29 053 Title Deeds have been issued to beneficiaries and 19 incomplete townships have now been proclaimed and will deliver 5 246 title deeds.</p> <p>In collaboration with our Local Municipalities, we are currently implementing 14 Integrated Human Settlements and an additional 33 Integrated Human Settlements are currently at a planning stage. In addition, 16 Informal Settlements are being upgraded.</p> <p>May I take this opportunity to call upon our local municipalities to continue working with us by prioritizing the provision of the much needed Bulk Infrastructure in the identified project areas so as to unlock the developmental potential of the areas identified?</p>	<p>and construction of 300 Houses</p>
<p>More than R1.3 trillion has been invested to build hundreds of schools and two new universities, to build hundreds of thousands of new houses, to electrify more than a million homes, generate new electricity and to expand public transport.</p> <p>These infrastructure investments also helped grow our economy and create many new jobs in construction and other sectors. Infrastructure development has been flywheel of the engine of our economy and has yielded tremendous benefits for the country</p>	<p>Through our provincial Department of Public Works, Roads and Transport (DPWRT) that acts as our implementing agent for infrastructural projects, the Province has made significant progress towards the provision of an efficient, competitive and responsive economic infrastructure network. Madam Speaker, Our Province saw construction of 6 boarding schools, 47 ordinary schools and 2 new special schools. Our continuous improvement against the national benchmark shows that there is an indelible link between the construction of educational infrastructure and the subsequent improvement in the quality of education. Most notably, the Province undertook the eradication of basic services and sanitation backlog in 225 schools. In this regard, we are proud to report that 402 basic services and sanitation projects in these schools were completed. We will continue addressing the backlog of pit latrines sanitation in our schools. Madam Speaker, we also made significant progress towards securing a long and healthy life for our citizens. Over R2, 7 billion has been spent since 2014 on upgrading and construction of 2 hospitals (Sabie and Mmammetlhake) and 6</p>	<p>Mkhondo Boarding school And consruction of dignified sanitation at different schools around Mkhondo.</p>

SONA	SOPA	SOMA
	<p><i>primary health care facilities</i> as well as renovations and rehabilitation in at least 94 health facilities.</p>	
	<p>Further R40, 1 million has been spent and 129 work opportunities created for the community. The estimated number of job opportunities to be created by 2020 is 5 500. Our interventions that are facilitated through the Municipal Support programme and the Integrated Rural Mobility and Access (IRMA) programme have yielded positive results. This includes assisting municipalities with road maintenance activities like patching, re-gravelling and blading of municipal roads. To date, we completed the construction of 15 IRMA projects including footbridges and walkways.</p>	<p>Implementation of EPWP, CWP, Siyathuthuka programme and MRTT</p>

6.6. SECTOR DEPARTMENT PLANS 2019/2020

DEPARTMENT OF AGRICULTURE, LAND REFORM AND ENVIRONMENT

Project/Programme Name	Ward/ Location	2018/19 Target	2019/20 Budget R'000	Total project cost R'000	Progress to date	Challenges	Remedial Action
Siyahambili	Mkhondo	Completion of the 2 x25 000 birds broiler houses	0	3 200	Project completed	None	N/A
Mkhondo One Stop Centre	Mkhondo	Construction of one stop centre	0	12 100	Project completed	None	N/A

DEPARTMENT CULTURE SPORT AND RECREATION

Project/Programme Name	Ward/ Location	2018/19 Target	2018/19 Budget R'000	Total project cost R'000	Progress to date	Challenges
MONITORING OF MUNICIPAL INFRASTRUCTURE GRANT SPORTS FACILITIES IMPLEMENTED BY MUNICIPALITIES						
Saul Mkhizeville sport facility	Mkhondo	in progress	R2,500	R2,500	Project completed	None

DEPARTMENT OF COMMUNITY SAFETY, SECURITY AND LIAISON

Project/Programme Name	Project Beneficiary/ Ward/ Location	2019/20 Target	2019/20 Budget Allocation (Annual) R'000	Total project cost R'000
GERT SIBANDE REGION				
Municipality: Mkhondo				
COMMUNITY POLICE RELATIONS				
Assess & support Community Safety Forum	Mkhondo LM	01 Community Safety Forum Assessed & supported	Operational	Operational
Assess & support Community Policing Forums	Dirkiesdorp	02 Community policing forums assessed & supported	R5 000	R5 000
Recruit Tourism Safety Monitors (TSMs)	Piet Retief (12)	20 Tourism Safety Monitors (TSMs) recruited	R583 680 R2, 432.22 Stipend per TSM for a period of 12 months	R583 680
	Nerston (3)			
	Mahamba (5)			
TRANSPORT REGULATION				
Safety engineering	Mkhondo LM	05 Transport Regulation programmes implemented	Operational	Operational
Traffic Law enforcement				
Road safety Education				
Traffic administration and licensing				

Project/Programme Name	Project Beneficiary/ Ward/ Location	2019/20 Target	2019/20 Budget Allocation (Annual) R'000	Total project cost R'000
Overload control				

DEPARTMENT OF ECONOMIC DEVELOPMENT AND TOURISM

Municipality	Project/Programme Name/Description	Project Beneficiary/ Ward/Location	2019/20 Target	2019/20 Budget Allocation (Annual) R'000	Total project cost R'000
All	Develop a comprehensive support plan for SMME and Cooperatives to participate in the economy	all	Increase funding to enterprises - SMMEs and Cooperatives <ul style="list-style-type: none"> - Disburse loans to SMMEs valued at R 20 million using MEGA own funds 	R 20m	R 20m
			Provide non-financial support to enterprises - SMMEs and Cooperatives	Operational Budget	Operational Budget
All	Township and Rural Economy Revitalisation programme	All	Facilitate access to funding for SMMEs in township & rural areas through the MEGA/ Standard Bank partnership. <ul style="list-style-type: none"> - Refer loans valued at R 40 million* to Standard Bank for approval 	External Budget	External Budget
All	Government Nutrition Programme	All	The rolling out of Phase II of the project: <ul style="list-style-type: none"> • Increasing the number of hospitals serviced from 9 to 32 and including supplying of the goods to DSD and DCSSL. 	Procurement spent valued at R 25 million* from accredited farmers	Budget from government departments: <ul style="list-style-type: none"> • DoH

Municipality	Project/Programme Name/Description	Project Beneficiary/Ward/Location	2019/20 Target	2019/20 Budget Allocation (Annual) R'000	Total project cost R'000
			<ul style="list-style-type: none"> Increasing project range to include dry goods for schools and hospitals. Increasing the capacity of smallholder farmers, SMME bakeries and government owned milling projects to supply the programme 	and SMMEs supplying the Government Nutrition Programme	<ul style="list-style-type: none"> DoE DSD DCSSL
All	Social Enterprise Development Model	All	<p>Ensure accreditation of SMMEs by SABS</p> <ul style="list-style-type: none"> Facilitation of capacity building of existing SMMEs/Cooperatives Assessment of businesses and facilitate accreditation by SABS 	-	-
All	Business Regulation	All	<p>Local Municipalities and the District assisted in finalising street trading by-laws i.r.o Mpumalanga Business Act</p> <ul style="list-style-type: none"> ✓ Capacity ✓ Development 	-	-

DEPARTMENT OF RURAL DEVELOPMENT AND LAND REFORM

Municipality	Project/Programme Name/Description	Project Beneficiary/ Ward/Location	2019/20Target	2019/20 Budget Allocation (Annual) R'000	STATUS
Mkhondo	Potgieters hoop Farm	Portion 0 of the farm Potgieters hoop 248 Registration Division HT measuring 326.6748 hectares	R 12 000 000.00	R 8 300 000.00	Planning. Received offer. The file is sent to the SCM for appointment of valuer.
Mkhondo	Potgieters hoop Farm	Portion 0 of the farm Potgieters hoop 248 Registration Division HT measuring 326.6748 hectares	R 12 000 000.00	R 8 300 000.00	Planning. Received offer. The file is sent to the SCM for appointment of valuer.

LAND DEVELOPMENT SUPPORT

Municipality	Project/Programme Name/Description	Project Beneficiary/ Ward/Location	2019/20 Target	2018/19 Budget Allocation (Annual) R'000	STATUS
Mkhondo	Sihanahana farm (Mkhondo) 514 ha	Portion 2 of Sihanahana 391 IT Portion 9 of Sihanahana 391 IT Stimulus package	Commodity organization implementing livestock farming	R 10 911 000	Planning- Business plan drafted. Presentation to structures.
Mkhondo	Farm Madola	Portion 12 of the farm Madola 154 IT- 942 ha 1HH1HA	1hh1ha development of the households affected at Madola Farm	R 9 000 000.00	Planning- Identification and social profiling of farm households.

RURAL ENTERPRISE AND INDUSTRIAL DEVELOPMENT PROJECTS

LM	VILLAGE	PROJECTS DESCRIPTION	BUDGET	PROJECT STAGE/STATUS
Mkhondo	Amsterdam	Gert Sibande : Mkhondo FPSU: (Vegetable production) Supply and delivery of production inputs. The inputs will be procured for 20 HA vegetable producing project to support Mkhondo FPSU by vegetable yields. <ul style="list-style-type: none"> Buza Agricultural Co-operative 	R 113 984.23	Planning

LM	VILLAGE	PROJECTS DESCRIPTION	BUDGET	PROJECT STAGE/STATUS
Mkhondo	Amsterdam & Donkerhoek	Gert Sibande: Mkhondo FPSU: (Grain production) Supply and delivery of production inputs. The inputs will be procured for 20HA maize and 20HA dry beans producing project to support Mkhondo FPSU by grain yields. <ul style="list-style-type: none"> Mthwalowethu Agricultural Co-operative (Dry beans). Hlubi PTY LTD (Maize). 	R320 114.000	Planning
Mkhondo	Amsterdam	Gert Sibande: Mkhondo FPSU: (Red meat production) Supply and delivery of breeding stock (cattle). <ul style="list-style-type: none"> Lindani Gumede farming Gert Sibande Mkhondo FPSU: (Red meat production) Supply and delivery of 10 ewes. (Sheep) <ul style="list-style-type: none"> Mkhongwe farming Jimmy B farming 	R350 750.00 R92 000.00	Planning Planning
Mkhondo	Piet Retief	Gert Sibande: Non-agricultural projects. <ul style="list-style-type: none"> Mkhondo Women Paper Winders (toilet paper) Thwalisanani sewing co-operative Simunye sewing primary co-oprreative 	R 350 000.00 R100 000.00 R100 000.00	Planning.

RURAL INFRASTRUCTURE DEVELOPMENT PROJECTS

LOCAL MUNICIPALITY	NAME OF CLAIM	PROPERTY DESCRIPTION	KRP NO	APP INDICATOR	Expected Start Date	Expected End Date	RESPONSIBLE OFFICIAL
Mkhondo	Nkosi Family	Portion 9 of Farm Witkop 507 IT	6549	Financial Compensation	01-Apr-19	18-Dec-19	Frans Tlaka
Mkhondo	Phakathi Family	Portion 0 (Remaining Extent) of the farm Zandkraal 99 HT	10999	Financial Compensation	01-Apr-19	25-Mar-20	Nomthandazo Ndlovu
Mkhondo	MFUNGELWA DAVID ZIGALALA & OTHERS	Heyshope 501 HT	6543	Land Restoration	01-Apr-19	25-Mar-20	Bongani Mabaso

DEPARTMENT OF WATER AND SANITATION

Project Description	Scope	Progress
Amsterdam Water Supply Scheme: Phase 3	New dam upstream of Gabosh weir	Design stage Draft designs to be presented to DWS before end of March 2019.

PROJECT NAME	Project Description	PROJECT SCOPE	PROJECT COST	PROGRAM
MPR027: AMSTERDAM BWS. PHASE 1 &	<p>This project entails the planning, designing, implementation, construction, management, commissioning and handover of a sustainable Bulk Water Supply Scheme to the Amsterdam.</p> <p>The scheme will entail the provision of the required new bulk infrastructure and upgrade and refurbishment of existing infrastructure and will inter alia include new dam, rising mains, pump stations, Water Treatment Works and storage facilities.</p> <p>Ownership: Mkondo Local Municipality Source: Thole river O & M: Mkondo Local Municipality</p>	<p>Phase 1:</p> <ul style="list-style-type: none"> Refurbishment of Dorps Dam and abstraction pump station. <p>Phase2: Raw water pipeline. Raw water pump station. Clear water pipeline to KwaThandeka. New storage facility.</p> <p>Phase 3: New dam in Thole river and upgrade Amsterdam storage facility from 2.25 MI/d to 4 MI/d</p>	<p>Total Project Cost: R 33,156,773.00</p> <p>RBIG R 23,541,308.00</p> <p>Co- Funding R 9,615,464.00</p>	<p>Construction Commencement: 14 March 2017</p> <p>Completion Date: 30 January 2018</p>

DEPARTMENT OF HEALTH

Project Name	Municipality	Budget 2018/19	Progress Report 4 th Quarter 2018/19	Funding
Construction of Ethandukukhanya CHC	Mkhondo	R 120 Million	Project Advertised on DPSA – Briefing of All contractors done on the 19/03/2019 Venue : Sithuli kahleza hall	NDoH budget in-kind grant

DEPARTMENT OF PUBLIC WORKS ROAD AND TRANSPORT

Project/Programme Name	Ward/ Location	2018/19 Target	2019/20 Budget R'000	Total project cost R'000	Progress to date	Challenges	Remedial Action
Design of footbridge in Amsterdam	Amsterdam	10%		2 500	Concept and Viability	None	

Project/Programme Name	Ward/ Location	2018/19 Target	2019/20 Budget R'000	Total project cost R'000	Progress to date	Challenges	Remedial Action
					Report submitted		
Design: Mkhondo Footbridge (IRMA)	Mkhondo	15%		1 600	Concept and Viability Report submitted	None	
Light Rehabilitation: D2486 from N2 to Klipwal (to KZN Boundary - part of Provincial joint plans) Phase 1 (9 km)	Mkhondo	20%	99 140	622 673		None	
Design: Rehabilitation: Road D526 from D395 near Mkhondo to D518 near Mahlathini Border Post (17.8 km)	Mahlathini/ Mkhondo	Contractor appointed	100%	8,950			

Municipality	Project/Programme Name/Description	Project Beneficiary/ Ward/Location	2019/20 Target	2019/20 Budget Allocation (Annual) R'000	Total project cost R'000
All	Cleaning of road reserves	All	100%	996	1 103
All	Culvert maintenance	All	100%	5,892	7 459
All	Distance (km) markers	All	100%	492	539
All	Weed control	All	100%	492	499
All	Fencing	All	100%	696	874
All	Gabions	All	100%	3 996	4 260
All	Grading	All	100%	27 573	35 368
All	Grass cutting	All	100%	3 504	2 258
All	Patching	All	100%	68 220	74 334
All	Guardrails	All	100%	5 796	3 318
All	Municipal Support (Gravel access roads)	All	100%	8 356	35 000
Various	Municipal Support (Towns)	All towns	100%	6 864	28 750
All	Municipal Support (Local street paving)	All townships/villages	100%	10 983	46 000

DEPARTMENT OF ENERGY

Municipality	Project/Programme Name/Description	Project Beneficiary/ Ward/Location	2019/20 Target	2019/20 Budget Allocation (Annual) R'000	Total project cost R'000
Mkhondo LM	Upgrading of Phillip Greyling Substation	Ward 7	Civil work and a transformer	R10,000,000.00	R56,930,000

DEPARTMENT OF HUMAN SETTLEMENT

PROJECT/PROGRAMME NAME/DESCRIPTION	PROJECT BENEFICIARY/WARD/ LOCATION	2019/20 TARGET	2019/20 BUDGET ALLOCATION (ANNUAL) R'000	TOTAL PROJECT COST R'000
Incremental-2.2a integrated residential development programme: Phase 1: Planning and services	PIET RETIEF/TOWNLANDS	262 SITES	R 11 430 012.00	R 11 430 012.00
Incremental-2.2a integrated residential development programme: Phase 1: Planning and services	PIET RETIEF	PROFESSIONAL FEES	R 10 584 573.00	R 10 584 573.00
Incremental-2.2a integrated residential development programme: Phase 1: Planning and services	KEMPVILLE/TOWNLANDS	PROFESSIONAL FEES	R 5 000 000.00	R 5 000 000.00

PROJECT/PROGRAMME NAME/DESCRIPTION	PROJECT BENEFICIARY/WARD/ LOCATION	2019/20 TARGET	2019/20 BUDGET ALLOCATION (ANNUAL) R'000	TOTAL PROJECT COST R'000
Incremental-2.2a integrated residential development programme: Phase 1:Planning and services	PIET RETIEF/TOWNLANDS	PROFESSIONAL FEES	R 5 000 000.00	R 5 000 000.00
Incremental-2.2a integrated residential development programme: Phase 1:Planning and services	PIET RETIEF/TOWNLANDS	100 UNITS	R 11 094 700.00	R 39 464 365.50
Increment -2.4 informal settlement upgrading	KwaThandeka	100 UNITS	R 11 094 700.00	R 12 454 365.00
Increment -2.4 informal settlement upgrading	Various areas	50 UNITS	R 5 547350.00	R 10 994 700.00
Rural-4.2 rural subsidy communal land rights	Various areas	50 UNITS	R 5 547350.00	R 5 547350.00

DEPARTMENT OF SOCIAL DEVELOPMENT

PROJECT/PROGRAMME NAME/DESCRIPTION	PROJECT BENEFICIARY/WARD/ LOCATION	2019/20 TARGET	2019/20 BUDGET ALLOCATION(ANNUAL) R'000	TOTAL PROJECT COST R'000
ECD Infrastructure(Maintenance and repairs)GSD	Kiddies day care centre	Mkhondo/Piet Retief	R 180 000	R 180 000
	Khayelihle	Mkhondo/Amsterdam	R 178 902	R 178 902
	Nkonjaneni day care	Mkhondo/Piet Retief	R 177 873	177 873

DEPARTMENT OF EDUCATION

PROJECT/PROGRAMME NAME/DESCRIPTION	PROJECT BENEFICIARY/WARD/ LOCATION	2019/20 TARGET	2019/20 BUDGET ALLOCATION(ANNUAL) R'000	TOTAL PROJECT COST R'000
Demolition of pit toilets and construction of 11 toilets	Ziwelile Primary School(farm School)		R 181 104.00	R 1 207 360.00
Demolition of pit toilets and construction of 21 toilets	Nokuthula Primary School		R 230 496.00	R 2 304 960.00
Demolition of pit toilets and construction of 21 toilets	Emoyeni primary School		R 230 496.00	R 2 304 960.00
Demolition of pit toilets and construction of 21 toilets	Ekuphileni Primary School		R 230 496.00	R 2 304 960.00

PROJECT/PROGRAMME NAME/DESCRIPTION	PROJECT BENEFICIARY/WARD/ LOCATION	2019/20 TARGET	2019/20 BUDGET ALLOCATION(ANNU AL) R'000	TOTAL PROJECT COST R'000
Demolition of pit toilets and construction of 17 toilets	Berbice Primary School		R 932 960.00	R 1 865 920.00
Demolition of pit toilets and construction of 11 toilets	Cangasa primary School		R 603 680.00	R 1 207 360.00
Demolition of pit toilets and construction of 34 toilets	Zendelingspost Combined School		R 373 184.00	R 3 731 840.00
Demolition of pit toilets and construction of 25 toilets	Kempsiding Primary School		R 274 400.00	R 2 744 000.00
Demolition of 10 existing pit toilets and construction of 15 enviro-loo seats and 5 urinals ,2 x 5000L water tanks with stands	Welgervond Primary School		R 2 096 871.00	R 2 868 207.00
Demolition of 10 existing pit toilets and construction of 15 enviro-loo seats and 5 urinals ,2 x 5000L water tanks with stands	Yellowstone Primary school		R 1 670 871.00	R 2 512 765.00
Demolition of 12 existing pit toilets and construction of 15 enviro-loo seats	Inkululeko Primary School		R 953 155.00	R 2 511 223.00
Demolition of 06 existing pit toilets and construction of 23 enviro-loo seats and 5 urinals ,2 x 5000L water tanks with stands: Renovation of 06 waterborne toilets	Esibusweni Combined School		R 2 805 205.00	R 3 891 282.00
Construction of 23 enviro-loo seats and 8 urinals ,2 x 5000L water tanks	Glen Eland Combined School		R 3 877 340.00	R 3 101 872.00

PROJECT/PROGRAMME NAME/DESCRIPTION	PROJECT BENEFICIARY/WARD/ LOCATION	2019/20 TARGET	2019/20 BUDGET ALLOCATION(ANNU AL) R'000	TOTAL PROJECT COST R'000
with stands: Renovation of 06 waterborne toilets				
Provision of basic services on the new school site(toilets,water,electricity and fencing	Derby Primary School		R 910 000.00	R 1 820 000.00
Phase 1: Maintenance of the boarding	Izimbali Combined Boarding School		R 136 300.00	R 2 726 000.00
Phase 1: Maintenance of the boarding	Ezakheni Combined Boarding School		R 150 00.00	R 3 000 000.00
Replacement of damaged roof structure and roof covering complete with roof trusses,ceiling,faciboards,cornice,ele ctrical connection,wiring,and lights fittings under ceiling	Nokuthula primary school		R 368 978.00	R 368 978.00

ESKOM

Municipality: Mkhondo				
Project/Programme Name/Description	Project Beneficiary/ Ward/Location	2019/20 planned connections	2019/20 Budget Allocation (Annual) R'000	Total project cost R'000
Mkhondo Electrification Projects 2019/2020 Part 1. Kaluka, Kwambilitshisi, Geelhoutboom, Driehoek, Rooikraal, Bumbanani, Boseline, kaVo, Kamatatazela, Kwamancele, Smith Farm, Rustplaas Phase 2, MAdalas, Ntintinyane, Blessbokspruit, Mgodl portion 1 & Mgodl Portion 2(Njuqu), Barnard (close to Red Cliff), Neston & Lionsglen.		326	R 10,258,094.00	
Mkhondo Electrification Projects 2019/2020 Part 2. Mantonga, Kwalutwayi, Schaapkraal Farm, eNgubevu, Sulphur Springs Farm, Mkhabela, Bazane - CTC 1 & 2, Zaaiplaas (KwaHlihli), Bruna, Ezintabeni Ezimnyama, Commondale (Next to Railway line) & Saaiplaas kwaShuku		178	R 5,650,674.00	
Mkhondo Infrastructure 2019/2020		0	R 9,991,280.00	
Mkhondo infills19/20		97	R 580,611.00	
Mkhondo LV ext 19/20		97	R 1,451,586.00	
Mkhondo pre-eng		0	R 890,270.00	
Mkhondo LM Total			R 28,822,514.00	

MONDI

PROJECTS	BUDGET	TOTAL BUDGET
ETHANDUKHANYA		R 1,760,393
Water supply	R 1,135,613	
Roads and storm water	R 584,780	
Solid waste transfer station	R 40,000	
SPEENKOPPIES		R 1,444,023
Water supply	R 1,066,998	
Roads and storm water	R 377,025	
NEW PLAAS		R 1,525,364
Water supply	R 1,244,935	
Roads and storm water	R 240,429	
Solid waste transfer station	R 40,000	
SLUIS		R 1,027,805
Water supply	R 403,300	
Roads and storm water	R 584,505	
Solid waste transfer station	R 40,000	
HARTEBEEST MDUKUZANE		R 357,953
Roads and storm water	R 317,953	
Solid waste transfer station	R 40,000	
RIVERSIDE		R 431,808
Water supply	R 175,232	
Roads and storm water	R 256,576	
ATHALIA		R 504,620
Water supply	R 181,476	
Roads and storm water	R 323,144	
Grand total incl VAT	R 7,051,966	

CHAPTER 7:

7.1. STRATEGIES, SECTOR PLANS AND POLICIES

Table 37: MKHONDO SECTOR PLANS:

STRATEGY/SECTOR PLAN	STATUS QUO 2019/20	CHALLENGES
Water Services Development Plan	Draft exists.	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 has been submitted to section 80 for noting.	None
Wastewater Risk Abatement Plan	The draft wastewater risk abatement plan was reviewed by MISA and has been submitted to section 80 for noting.	None
Blue And Green Drop Improvement Plan	Does exist and reviewed annually	None
Integrated Transport Plan	Currently using District Plan	We are using the District plan due to funding
Integrated Waste Management Plan	The district working together with all 7 LMs of which Mkhondo is one of them, developed an IWMP and that plan was adopted by council.	Waiting for the consultant
Spatial Development Framework	The Final Draft SDF was approved by Council in May 2017. The Final SDF will be tabled to Council for adoption before the end of the 2018/19 Financial year.	None.
Local Economic Development Strategy	Exists, approved by Council in 2015, and be reviewed in 2019	
Electricity Master Plan	Does not exist	
Human Resources Strategy	Draft exist	Waiting for council approval.

STRATEGY/SECTOR PLAN	STATUS QUO 2019/20	CHALLENGES
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.
Land Use Management System	The Draft Land Use Scheme or Wall-to-wall Scheme was adopted by Council in March 2018; in line with the SPLUMA requirements. The Final Land Use Scheme will be tabled to Council for adoption before the end of the 2018/19 financial year.	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.	None
Communication Strategy And Policy	The Communication Strategy was developed and review annual.	None
Supply Chain Management Policy	Exists	None
Risk Management Strategy	Exists	None
Anti Fraud And Corruption Policy	Exists	None
Hiv Intergrated Strategy	Exists	None
Financial Strategy	Exists	None
Multi Year Financial Stragety	Exists	None
Revenue Strategy	Exists	
Capital Asset Strategy	Exists	None

7.2. MUNICIPAL BY-LAWS

No.	Name of By Law	When was the by-law approved by council	Council resolution number	Was the by-law proclaimed?	Was the by-law submitted to the Magistrate Court?	How is the by-law enforced? (Do you have budget and personnel for enforcement)	How was consultation conducted with the Public?	Any challenges encountered
1.	Property Rates By-law	27 May 2016	16/05/434A	Yes	No	Yes	Advertise local newspaper and by-law conveyed strategic places for public comments	None
2.	Outdoor advertising	27 May 2016	16/05/434A	Yes By Cogta	Yes	Yes	Advertise local newspaper and by-law distributed strategic places for public comments	None
3.	Encroachment	27 May 2016	16/05/434A	Yes By Cogta	Yes	Yes	Advertise local newspaper and by-law left strategic places for public comments	None
4.	Credit Control and Debt Collection	27 May 2016	16/05/434A	Yes By Cogta	No	Yes	Advertise local newspaper and by-law left strategic places for public comments	None
5.	Tariff	27 May 2016	16/05/434A	No	No	No	Advertise local newspaper and by-law left strategic places for public comments	None
6.	Street Trading	27 May 2016	16/05/434A	No	No	No	Advertise local newspaper and by-law left strategic places	None
7.	Storm water Management	27 May 2016	16/05/434A	No	No	No	Advertise local newspaper and by-law conveyed strategic places for public comments	None

No.	Name of By Law	When was the by-law approved by council	Council resolution number	Was the by-law proclaimed?	Was the by-law submitted to the Magistrate Court?	How is the by-law enforced? (Do you have budget and personnel for enforcement)	How was consultation conducted with the Public?	Any challenges encountered
8.	Prevention and Suppression of Nuisance	27 May 2016	16/05/434A	No	No	No	Advertise local newspaper and by-law conveyed strategic places for public comments	None
9.	Public Roads	27 May 2016	16/05/434A	No	No	No	Advertise local newspaper and by-law left strategic places for public comments	
10.	Fire Brigade Service	27 May 2016	16/05/434A	No	No values	No	Advertise local newspaper and by-law left strategic places for public comments	
11.	Electricity	27 May 2016	16/05/434A	No	No	No	Advertise local newspaper and by-law left strategic places	None

7.3. POLICIES

POLICIES	APPROVED		WHEN IT WAS APPROVED	COUNCIL RESOLUTION NO:
	YES	NO		
Acting allowance	Yes		13 December 2018	18/12/256A
Inclement Weather	Yes		13 December 2018	18/12/256A
Leave	Yes		13 December 2018	18/12/256A
Occupational Health & Safety	Yes		13 December 2018	18/12/256A
Overtime	Yes		13 December 2018	18/12/256A
Recruitment & Mobility	Yes		13 December 2018	18/12/256A
Sexual Harassment Management	Yes		13 December 2018	18/12/256A
Smoking	Yes		13 December 2018	18/12/256A
Staff Retention	Yes		13 December 2018	18/12/256A
Standby	Yes		13 December 2018	18/12/256A
Training & Development	Yes		13 December 2018	18/12/256A
Working hours & Attendance	Yes		13 December 2018	18/12/256A
Corporate Governance of ICT Charter	Yes		30 May 2019	
Mkhondo ICT Audit and Risk Committee Charter	Yes		30 May 2019	
Mkhondo ICT Business Continuity and Disaster Recovery Plan	Yes		30 May 2019	
Mkhondo ICT Business Continuity and Disaster Recovery Policy	Yes		30 May 2019	
Mkhondo ICT Governance Framework	Yes		30 May 2019	
Mkhondo ICT Policies	Yes		30 May 2019	
Mkhondo ICT Steering Committee Charter	Yes		30 May 2019	
Mkhondo ICT Strategic Plan	Yes		30 May 2019	
Mkhondo Telephone Usage Policy	Yes		30 May 2019	
Financial Services	Yes		30 May 2019	
financial management policies	Yes		30 May 2019	
Asset Management Policies	Yes		30 May 2019	
Disposal policy	Yes		30 May 2019	
Borrowing policy	Yes		30 May 2019	
Fleet Management Policy	Yes		30 May 2019	
Rates Policy	Yes		30 May 2019	
Tariffs Policy	Yes		30 May 2019	
Cash Management Policy	Yes		30 May 2019	
Credit and Debt Control Policies	Yes		30 May 2019	
Subsistence and Travelling Policy	Yes		30 May 2019	
Funds Transfer Policy	Yes		30 May 2019	
Budget Policy	Yes		30 May 2019	
Investment Policy	Yes		30 May 2019	

CHAPTER 8:

8.1. MKHONDO LM ENVIRONMENTAL ANALYSIS

8.1.1. Environmental Management

Environmental management is the management and control of the environment and natural resource system in such a way as to ensure the sustainability of development efforts over a long-term basis, including the actions taken to protect natural resources and ensure their wise use for sustainable growth and development (DEAT, 1998).

8.1.2. Legislative requirements as amended:

- National Environmental Management Act no 107 of 1998
- The National Environmental Management: Air Quality Act 39 of 2004
- The Protected Areas Act no 57 of 2003
- The Biodiversity Act no 10 of 2004
- The National Water Act no 36 of 1998
- The National Water Services Act 108 of 1997
- The National Waste Act no 59 of 2009
- Environmental conservation Act no 73 of 1989

8.1.3. Background

The promulgation of the National Environmental Management Act, Act 107 of 1998 (NEMA) as amended and the subsequent pieces of legislation legitimised environmental sustainability in development planning, service delivery and infrastructure development. This means that our attempts and efforts to meet the needs of the current generation should not impact negatively on the ability of future generations to meet their own. Environmental sustainability as a National Environmental Management Act(NEMA) principle should therefore be considered and incorporated in development planning in national, provincial and local spheres of government.

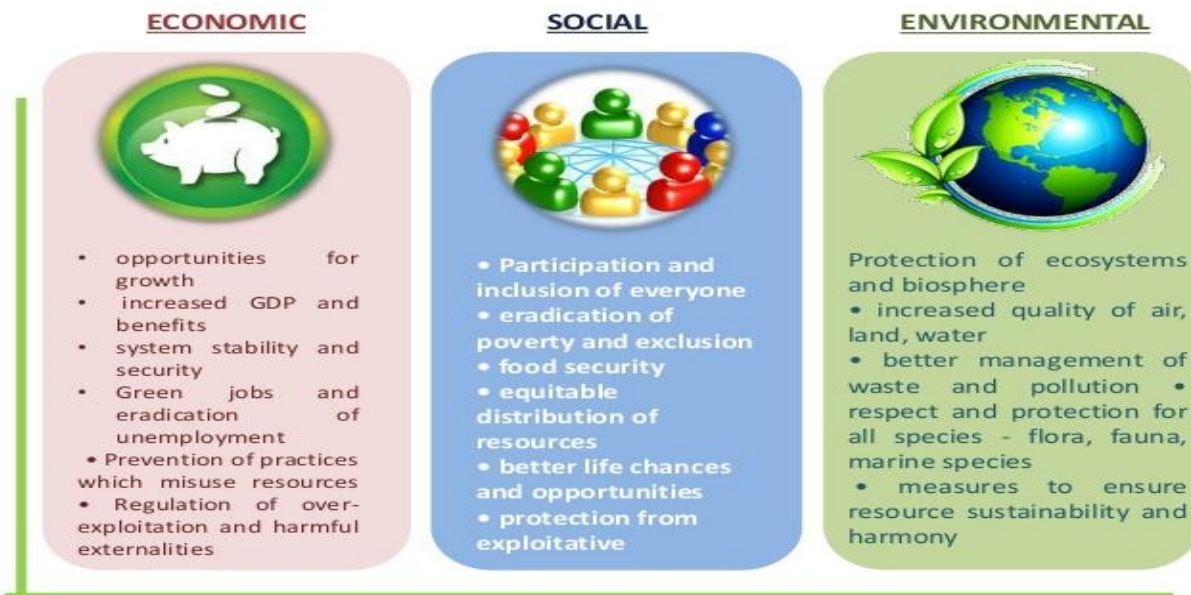


Diagram illustrating the concept of sustainable development

The Municipal Systems Act, Act 32 of 2000, (MSA) is the framework legislation for local government. The Act stipulates that basic services should be delivered in a sustainable manner while promoting socially equitable development. Through the MSA municipalities are required to adopt a more sustainable approach to planning and development as embraced in the South African Constitution as well as in other policies and legislative enactments relevant to Local Government. The growing municipal population, economy and industrialization will have adverse impacts on the availability of natural resources and environmental quality if measures are not put in place to ensure sustainable development.

In 2011 Gert Sibande District Municipality (GSDM) compiled an Environmental Management Framework for its family of local municipalities. The development of the EMFs for the GSDM and its local municipalities provide guidelines for future planning and development by identifying sensitive environments, highlight potential conflict areas for development, reveal where specific land uses may best be practices and offering performance standards for maintaining appropriate use of such land. The EMF reflects the state of the environment within the local municipality and the report serves as a springboard in highlighting the environmental issues or the extent of the pollution (air,water,land) in the region and therefore aims to aid decision-making, information generation and awareness arising. In an effort to address the identified challenges in the EMF, the Mkhondo LM developed an Environmental Management Policy (EMP) in 2018. The status of air, water, waste, bio-diversity and land are some of the key elements in determining the state of the environment. The Mkhondo Municipality's Spatial development

Framework is also a tool that serves as a guideline for future planning and development and contains a strategic assessment of the environmental impact of the spatial development framework and identifies programmes and projects for the development of land within the municipality.

8.1.4. Climate Change

The climate can be described as moderate with a maximum summer temperature of 28°C and a minimum winter temperature of about 2°C. The Municipality) experience average rainfall of 837mm and 892mm respectively. Widespread melting of snow and ice, and rising sea levels, are among the most obvious and undeniable indicators that global air temperatures are rising. The increase has been attributed to increased emissions of greenhouse gasses from various sources, mainly the combustion of oil, coal and gas (Bates et al., 2008). However, the relationship between global temperatures and human activities is highly complex, and there is little agreement as to how much climate is affected by human activities. Likewise, the impact of global warming on agriculture is highly uncertain. Elevated concentrations of carbon dioxide are predicted to have a positive effect on plant growth, but this may be offset by increased evaporative demands as temperatures rise (Bates *et al.*, 2008). Mkhondo LM has developed a Climate Change Vulnerability Assessment, Adaptation and Response Plan which enabled the municipality to implement several climate change mitigation initiatives such as construction of traffic circles instead of traffic robots, establishment of agri-villages which promote the cradle to cradle concept whereby compost from food consumed is reused in development of vegetable gardens as well as for retail etc.

MKHONDO LOCAL MUNICIPALITY'S DRAFT CLIMATE CHANGE ADAPTATION AND VULNERABILITY ASSESSMENT

The above-mentioned strategies were placed as the foundation to the development of the Mkhondo Local Municipality's Climate Change Adaptation Strategy. On this strategy, the provisions and principles of the NCCR, as well as the GSDM Climate Change Adaptation and Vulnerability Assessment were extrapolated and reformed to suit the locality, as well as the developmental perspective of Mkhondo Local Municipality.

The Mkhondo Local Municipality's Climate Change Adaptation Strategy will follow the guidelines of both these documents, placing precedence on Public Participation and stakeholder engagements. Stakeholder engagements in the form of workshops will be hosted by Mkhondo Local Municipality with relevant Interested & Affected Parties to discuss the vulnerability status of all the Developmental Areas that will be affected within the jurisdiction (e.g agricultural activity, human settlements etc). Stakeholders will be identified and group according to their field of expertise, having a different workshop for each sector to have them engage in break-away and feedback sessions on the issue of Climate Change, and how it will affect their respective field. These engagements will serve the following purposes:

- i. Identifying areas of Key Importance to focus on when conducting a vulnerability assessment.
- ii. Evaluating the current state of each area of Key Importance.
- iii. Conducting vulnerability assessments for each of these areas.
- iv. Documenting the responses from the different stakeholders as resolutions to include on the adaptation plan.

Stakeholders that will be invited to the Climate Change workshops

- MONDI
- DARDLEA (Department of Agriculture, Rural Development, Land and Environmental Affairs)
- DEA (NATIONAL) (Department of Environmental Affairs)
- GSDM (Gert Sibande District Municipality)
- IUCMA (Inkomati- Usuthu Catchment Management Agency)
- DWS (Department of Water and Sanitation)
- DAFF (Department of Agriculture, Forestry and Fisheries)
- Other Interested & Affected Parties

The resolutions from the stakeholder engagement workshops will be consolidated into a final document that will serve as the Mkhondo Local Municipality Climate Change Adaptation plan. This adaptation will be subjected to a reviewing process, every five years, so as to evaluate its implementation and to keep adding any changes in the areas of importance and even on the state of climate change resilience within the municipality.

MITIGATION STRATEGY

In the medium-term, the mitigation options with the biggest mitigation potential are:

- Shifting to lower-carbon electricity generation options;
- Significant up-scaling of energy efficiency applications, especially industrial energy efficiency and energy efficiency in public, commercial and residential buildings and in transport; and
- Promoting transport-related interventions including transport modal shifts (road to rail, private to public transport) and switches to alternative vehicles (e.g. electric and hybrid vehicles) and lower-carbon fuels.

In the short and medium term, several other options are available with a smaller mitigation potential, including:

- Carbon capture and storage in the synthetic fuels industry;
- Options for mitigating non-energy emissions in agriculture and land-use; and transitioning the society and economy to more sustainable consumption and production patterns.

In our long-term planning, information (nationally and internationally) about the outcome of mitigation options, technology development, and other new information, may suggest additional mitigation actions. This policy identifies or sets up processes to identify the optimal combination of actions sufficient to meet the National Climate Change Response Objective. Factors to be considered include not only the mitigation potential, the incremental and direct cost of measures, but also the broader impact on socio-economic development indicators (such as employment and income distribution), our international competitiveness, the cost to poor households and any negative consequences for key economic sectors

8.1.5. Air quality

The Mkhondo LM does not fall within the Highveld Priority Area (HPA), which was declared by the Minister on 23 November 2007 under the National Environmental Management: Air Quality Act (NEMAQA) Act 39 of 2004 and includes Govan Mbeki, Dipaleseng, Lekwa, Dr Pixley ka Isaka Seme and Msukaligwa Local Municipalities within the GSDM. A priority area is defined as an area where ambient air quality standards are being exceeded or may be exceeded. Currently there is no ambient monitoring taking place within the Mkhondo LM. However, it is assumed that based on the level of activity taking place in the area, there is no significant exceedances of the PM10 ambient daily or annual standards would be noted.

8.1.6. Soils, Topography and Geomorphology

Soils consist of fine gravely yellow to grey silt loam on the higher lying areas. Soil with higher clay content occurs in lower lying areas towards the flood plains. Mkhondo LM generally slopes in a south-easterly direction. Several valleys and hills occur throughout the area with fairly undulating terrain. Height above sea level varies from 600m in the southeast to between 1600m and 1700m in the west and north-west.

8.1.7. Geology

The municipality has a diverse range of geological formations. Formations include granite, dolerite, gabbro, tuff, arenite, tillite, quartzite, mudstone and basalt. Quartzite is a metamorphic rock formed through pressure and heat of sandstone undergoing recrystallisation. Quartzite is very strong rock excellent for building foundations but is difficult to excavate. Tillite is a sedimentary rock that weathers unevenly to deep clayey soils that are unstable. Basalt, an extrusive igneous rock that weathers to a clayey silt or silty clay, which is highly erodible. Unweathered, the rock forms good foundations and construction material. However the soils are expensive, problematic for building foundations. The soils are excellent for agricultural purposes. Tuff is a sedimentary rock that occurs in the basalt rock. As it is a softer rock it is more susceptible to weathering forming caves.

8.2. Water resources

8.2.1. Surface water quantity

Approximately 22 quaternary catchment areas are located within the Mkhondo LM. The Vaal River abuts the southern border of the LM. The Mkhondo LM is located primarily within the Usutu/Mhlathuze water management area. The Wit River originating within Mkhondo LM and flows into the Vaal River, which forms part of the Vaal water management area. The Ngwempisi, Hlelo and the Mkhondo Rivers flow from west to south through the Mkhondo LM. The Boesmanspruit and Swartwater Rivers flow originates south of and terminates in the Mkhondo River. The Usutu water management area (WMA) faces a water deficit as the water requirements exceed available water resources. It is the source of major water transfers to the Upper Vaal and Olifants water management areas which use well over 50% of the water in the Upper Usutu. Afforestation uses just under 25%, while the remainder is used for irrigation, urban and rural use within the study area. For the Upper Usutu, requirements exceed availability and additional transfers cannot be sustained.

8.2.3. Aquatic and Wetland Ecology

Aquatic habitats (e.g. Rivers, Dams, Pans)

Aquatic habitats include permanent bodies of water which provide habitat for aquatic life, water reeds and water lilies. Some rivers running through the municipality have riverine vegetation which provides breeding space and feeding for fauna. Some rivers run through an area which is already developed for human use and urban development and is important for continued existence of vulnerable fauna in the area. However, the riparian vegetation of these rivers have been removed for development resulting in degradation of these habitats.

8.2.4. Wetland Habitat

This vegetation is associated with grasslands that occur along river beds or in soil depressions and relies on seasonal or perennial water for survival. This vegetation uses nutrients from animal manure, sewage works and natural decomposition to grow, thereby filtering water as it passes through. The wetlands provide shelter for insects (e.g. dragon flies) and birds (e.g. weavers) and breeding habitats for reptiles (e.g. snakes and frogs). The wetland areas hold open, often shallow water with extensive fringe vegetation and some patches of young vegetation. The dominant marginal vegetation includes *Phragmites australis*, *Typha capensis*, *Juncus* spp. and *Cyperus* spp.

8.2.5. Terrestrial ecology

Flora

The Mkhondo LM contains the following vegetation types of which the climate, topography, geology and vegetation characteristics are described by Mucina and Rutherford (2006):

- Eastern Highveld Grassland
- Eastern Temperate Freshwater Wetlands

The western part of Mkhondo LM comprises of the veld type Eastern Highveld Grassland, of which the topography is slightly too moderately undulating plains with some low hills and pan depressions. Moving further east towards the escarpment the landscape changes slightly. The eastern side of the Mkhondo LM comprises of the KaNgwane Montane Grassland, which is transitional between the Highveld and the escarpment. The landscape to the east comprises of undulating hills and plains. To the south the veld type changes to Paulpietersburg Moist Grassland with undulating moderately steep slopes. The valley basins of Paulpietersburg Moist Grassland are wide and flat. The Wakkerstroom Montane Grassland veld type, scattered along the western border of Mkhondo LM, is characterized by low mountains and undulating plains. The low-lying areas in the south-eastern corner of the Mkhondo LM fall within the Swaziland Sour Bushveld and the Eastern Temperate Freshwater Wetlands. The Swaziland Sour Bushveld is characterized by hills and moderate to steep slopes.

8.2.6. Conservation

The South African National Biodiversity Institute (SANBI) identifies the following nature reserves in the Mkhondo LM:

One private nature reserve in the south-eastern part of Mkhondo LM, namely the

- Witbad Nature Reserve / Mkunyan Nature Reserve (1078.4 ha),
- Three MBCP conservancies along the western border of the Mkhondo LM, namely Ngwempisi (16 998.38ha), Amsterdam (36 450.97 ha) and Mhlangampisi (approximately 23 000ha within MLM) and
- One proposed MBCP conservancy at the western border of the Mkhondo LM, namely Baltrasna (approximately 2 000 ha within MLM).

From the above information it is determined that Private Nature Reserves cover approximately 0.2% of the Mkhondo LM. Conservancies cover approximately 16% of the Mkhondo LM. Proposed conservancies will cover approximately 0.4% of the Mkhondo LM. The Mpumalanga Land Use Guidelines indicates that all Irreplaceable Areas should be under conservation management.

8.3. Overall Threats/Challenges

Threats/challenges to the natural environment within the Mkhondo LM:

8.3.1. Land

- Apart from the subsistence agricultural activities taking place within the communal areas, commercial agriculture and forestry is also resulting in large areas of land being cleared of natural vegetation.
- Soil potential is being reduced through pollution, acidification, declining fertility, compaction and erosion.

8.3.2. Water Resources

- Afforestation, and to a lesser extent, agriculture and mining are the major threats to the functioning of rivers and wetlands within the Municipality.
- Commercial plantations are replacing the natural grassland with a monoculture of fast-growing, non-native trees (Pine, Australian Eucalyptus, Blue Gum and Wattle) which absorb much greater volumes of water. Consequently, the natural water reservoirs are being depleted.

8.3.3. Biodiversity

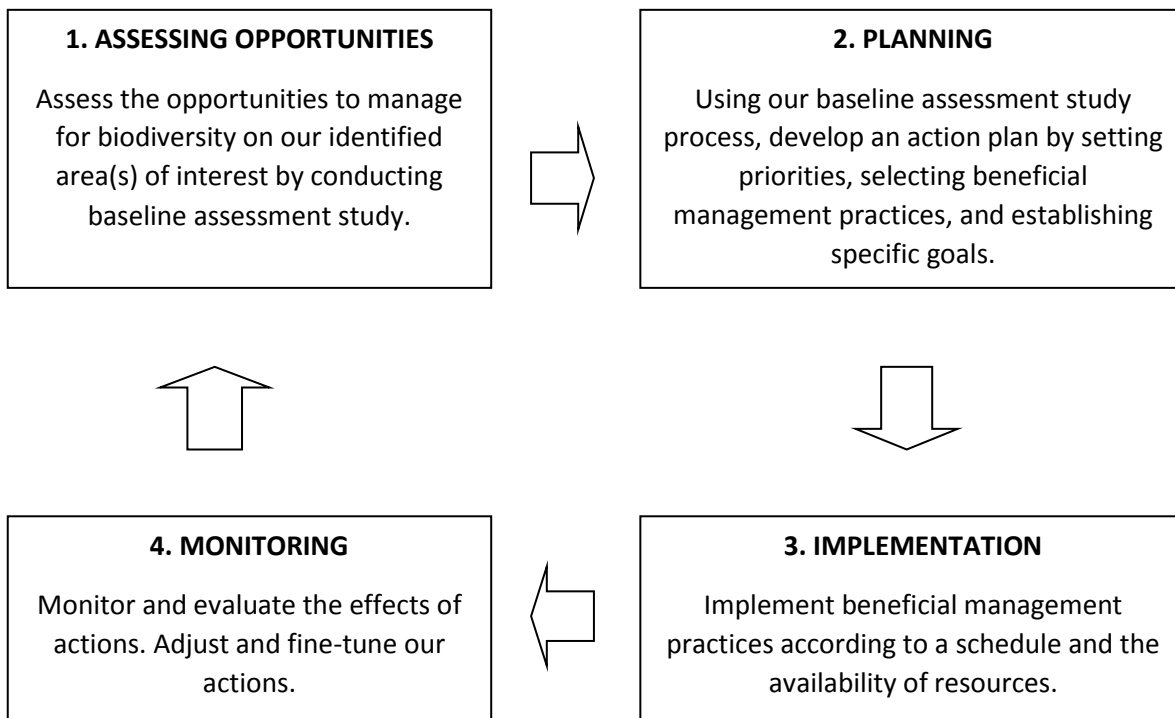
- Negative impacts on biodiversity hot spots and environmentally sensitive areas found within the municipality originate primarily from economic activities such as forestry, mining and subsistence agriculture. Mining specifically, is encroaching on several conservation areas and important wetlands. Other activities impacting on biodiversity levels and environmentally sensitive areas include industry, urban development, and natural resource usage within economically isolated areas showcasing high levels of poverty.
- Essentially, natural and untouched habitats are rapidly decreasing and becoming increasingly fragmented into unsustainable habitats, which leads to loss of biodiversity.

CURRENT BIODIVERSITY CONSERVATION STATUS IN MKHONDO LOCAL MUNICIPALITY

ACTION PLAN FOR DEVELOPING A BIODIVERSITY MANAGEMENT PLAN FOR MKHONDO LOCAL MUNICIPALITY

A FOUR-STEP ADAPTIVE MANAGEMENT PROCESS FOR DEVELOPING A PLAN

This section presents an adaptive management process that MkLM will use to develop a Biodiversity Management Plan for identified area(s) of interest. The process involves the following four steps, and must be completed by the MkLM Environmental Management Services Unit in collaboration with I & APs.



Step 1: Assessing Opportunities: This step of the planning process will include the baseline assessment study of the current state of environment or ecosystems and other features on the identified area of interest. The baseline assessment on the study area will guide us in selecting appropriate beneficial management practices to implement. This guideline will serve as a general tool on how to develop future BMPs for the MkLM.

Step 2: Planning: Planning will involve determining what our priorities are in terms of managing for biodiversity, selecting the BMPs that are most applicable to our operation, and then setting goals for what we wish to achieve by implementing the BMPs. The goals need to be specific and have measurable outcomes. For example, reduce the number of alien invasive plant species in MkLM aquatic areas such as wetlands and streams.

Step 3: Implementation: Prior to implementing the BMPs, we have to determine whether any special approvals or permits are required and if there are programs that can help us pay the costs of implementation. A schedule for implementing the BMPs also needs to be developed, and the results of our plan need to be documented.

Step 4: Monitoring: Monitoring involves collecting, recording, analyzing, and interpreting data on the state of the area(s) of focus before any work is done and after our BMPs have been implemented. Taking photographs will be a good way to record the implementation of our BMPs. Markers such as (steel post, marked fence post,

or marked tree) will be used to take photos from the same spot at about the same time every year. We will record the date, location, and photo direction. Monitoring will help us determine if our biodiversity goals are being met, or if our Biodiversity Management Plan needs to be modified. To be effective, monitoring will be repeated at regular intervals, under similar conditions, and at the same time each year. This provides data and images that are consistent and comparable among years, which will give you a sense of the trends and outcomes of our management activities over time.

These steps are collectively referred to as an adaptive management process because they will allow us to continually improve our management practices. This will be achieved by reviewing the monitoring results of the BMPs we implemented, assessing the effectiveness of our action plan in achieving our stated goals, reassessing our opportunities for achieving any unmet goals, and refining our management activities accordingly. The process will be repeated as long as improvements in our management system are needed or desired.

WAY FORWARD

EFFECTIVE STAKEHOLDER (I&APs) ENGAGEMENT WORKSHOPS

These stakeholder engagement workshops will function as a guideline for further development of the MkLM BMP, which will encompass input of research from specialists' studies that will be attending the workshops in terms of biodiversity management and in this case the management of alien invasive plant species found within the aquatic areas such as wetlands and streams. Hosting these interactive workshops with I&APs will be to discuss the following:

- a) Identification the type of alien invasive plant species;
- b) Identification and formulation of the alien invasive plant species locality maps; and
- c) Impacts of the identified alien invasive plant species on the diversity of indigenous species on the environment.

Stakeholders will be identified and strategically placed in teams according to their fields of expertise to avoid duplication of information and promote efficient communication and collaboration of information flow. This will be done through break-away and feedback sessions during the workshops. Possible stakeholders to be invited to attend the workshop are as follows:

- a) Department of Environmental Affairs (DEA)
- b) Gert Sibande District Municipality (GSDM)
- c) South African National Biodiversity Institute (SANBI)
- d) Mondi
- e) Department of Agriculture, Rural Development, Land and Environmental Affairs (DARDLEA)

- f) Department of Water and Sanitation (DWS)
- g) Inkomazi Usuthu Catchment Management Agency (IUCMA)
- h) NGOs (i.e Horticulturists, Botanists & etc)

These stakeholders will play an important role in the proposed development of the MkLM BMP document as they are either directly or indirectly affected by the occurrence of alien invasive plant species and thus, must be consulted in matters concerning environmental protection, management and conservation.

PUBLIC PARTICIPATION PROCESS

The public participation process will only be conducted after the workshop(s) have been held and finalized. This is to avoid inefficiency in terms of the timeframe we as MkLM are planning to submit our BMP to DEA. Direct engagement with the general public will be conducted, especially with those whom are directly affected by the occurrence and/or presence of alien invasive plant species. This will be done by communicating with the relevant of community leadership structures such as Ward councilors in order to determine the best way of community engagement through awareness campaigns that may be held in:

- a) Schools;
- b) Businesses;
- c) Communal Gardens & Parks; and
- d) Other relevant areas

8.4. Strategies to Address the Challenges

- Promote and support implementation of the LM Biodiversity and Conservation Plan.
- Initiate and support initiatives to rehabilitate, conserve wetlands and water bodies.
- Promote expansion of reserves, conservation areas and rehabilitation aimed at promoting and supporting biodiversity.
- Promote and support mitigation measures aimed at elimination or control of illegal waste disposal in wetlands and water bodies.
- Promote and support programs and projects for protection of biodiversity e.g. eradication of invasive alien plants.
- Establishment of structures/forums within the municipality that deal with environmental management issues
- Capacity building and awareness campaigns

8.5. Environmental Planning Tools Available at Mkhondo Local Municipality

- Biodiversity Management Plan: Alien/Invasive plant species monitoring, control and eradication
- Proposed Mkhondo LM Air Quality Management Plan
- Climate Change Vulnerability Assessment, Adaptation and Response Plan
- Mkhondo LM Rural Waste Management Sites Operational Plan
- Domestic waste collection standards & implementation strategy
- Environmental Planning Framework
- Greening Policy
- Rural Waste Management Plan of Action-Blue Print
- Landfill site operational plan

8.6. Waste Management

8.6.1. Background

Local government is mandated to provide waste management services. Waste management is the collection, transport, processing or disposal of waste materials in an effort to reduce their effect on human health and the local environment. Waste management in South Africa is administrated by the National Environmental Management: Waste Act (Act 59 of 2008) (NEMWA). The management of waste in South Africa has been based on the principles of the waste management hierarchy as a recognised international model for the prioritisation of waste management options. It offers a holistic approach for waste avoidance, reduction, re-use, recycling, recovery, treatment, and safe disposal as a last resort.

Waste management has not, historically, been regarded as priority environmental concern in South Africa (DEAT, 2000). There has been a lack of a coordinated approach towards integrated waste management (IWM), with waste management activities having been primarily reactive (DEAT, 2000). In addition, most “municipalities operate waste management facilities in contravention of the DWA Minimum Standards and the National Environmental Management: Waste Act 2008 with regard to the permitting of waste management sites (i.e. landfill sites, transfer stations, etc.). This has led to a number of associated environmental and human health issues within the Region.

However, the level of compliance of MLM landfills with the DWAF’s Minimum Requirements is an issue of concern. It is evident that waste management in the municipality is recognized as an important environmental issue, which requires pro-active approaches for increased service delivery and environmentally sustainable development.

8.6.2. Access to Refuse Removal

Municipality	Total No. of Households(2011)	Total number of HH 2016	New Developments	Households with Access to Refuse removal	Households with Access to Refuse removals a %	Households below basic level of service / backlogs	Households below basic level of service / backlogs as %
Mkhondo Municipality	37,433	45,595	8,162	30,726	67.40%	14,869	32.60%

8.6.3. Status of Landfill Site

Name Of Landfill Site	Permitted/ licensed as	Quantity
Piet Retief	Landfill site	1
Amsterdam	Transfer station	1

8.7. Status of IWMP

- Fleet is a requirement that needs urgent attention
- Ramps and Waste receptacles for the Amsterdam transfer station required. Recycling is taking place at the transfer station, done by reclaimers.
- Implementation of IWMPs- Ongoing and review of IWMP.
- Designation of WMOs - Designated Waste Officer is in place
- Status of Waste By-laws - Re-worked and submitted to legal department and still waiting for legal to complete.
- Other planning tools - main issue rural waste, one site complete (Jabulani) composting and Recycling.
- Limited waste goes to landfill site.
- Collection standards approved by the Municipality.
- Budget no adequate

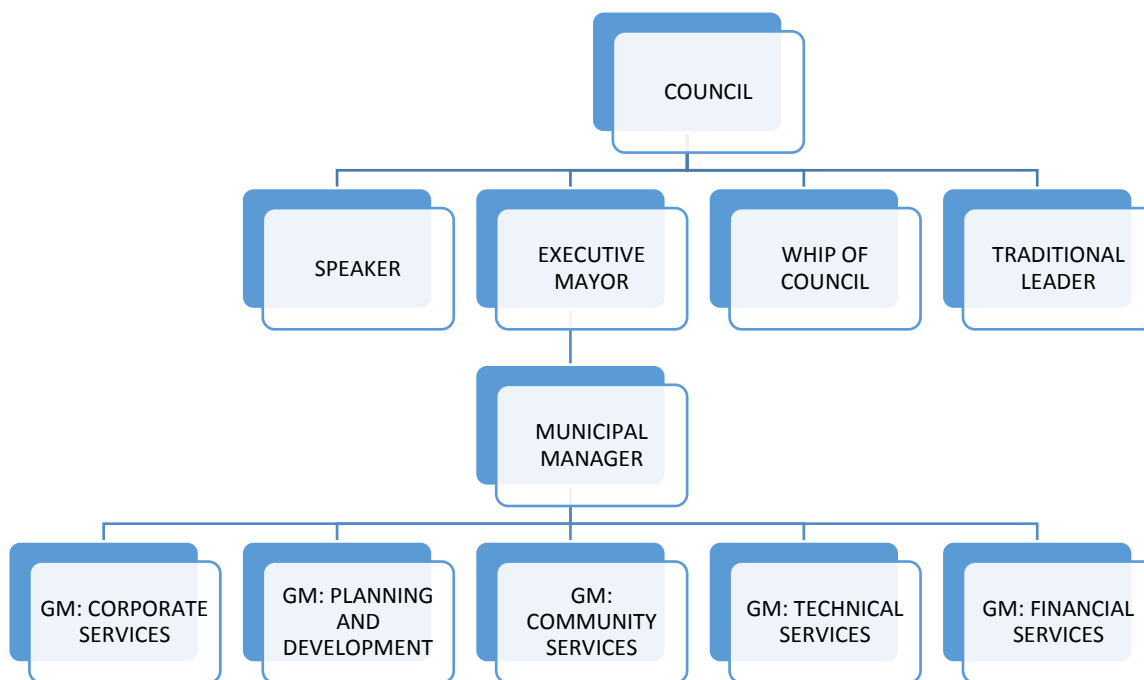
- Municipal Environmental tools developed in-house adopted by council in December 2017. viz. Domestic waste collection standards and implementation strategy, environmental planning framework, rural waste management plan of action, AQMP, Biodiversity management plan: alien / invasive plant species monitoring, control and eradication, CC strategy, landfill site operational plan and the greening policy

CHAPTER 9

9.1. 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 17: Political and Administrative Organisational Structure



9.2. 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 MKHWANAZI	PR COUNCILLOR
37	CLLR J R NGWENYA	PR COUNCILLOR
38	PP MNCUBE	PR COUNCILLOR

The municipal council also meet on a regular basis and below are the council meeting schedules for 2018-2019 financial reporting period:

Table 39: Schedule of Council Meetings:

	JULY	AUG	SEPT	OCT	NOV	DEC	JANUAR	FEBRUARY	MARCH	APRIL	MAY	JUNE			
Mon				1						1					
Tues				2			1			2					
Wed		1		3			2			3	1				
Thurs		2		4	1		3			4	2	Comm 79			
Frid		3		5	2		4	1	MPAC	1	3				
Sat		4	1	6	3	1	5	2		2	4	1			
Sun	1	5	2	7	4	2	6	3		3	5	2			
Mon	2	6	3	8	5	3	7	4		4	6	3			
Tues	3	7	4	9	Tech/Fin	6	4	Mayoral	8	5	Plan 79	4			
Wed	4	8	5	10	Corp/Plan	7	Fin 79	5	9	Tech/Fin	6	Comm 79	5		
Thurs	5	9	6	11	Com/Forest	8		6	10	Corp/Plan	7	Fin 79	6		
Frid	6	10	7	12		9	Comm 79	7	11	Com/For	8		7		
Sat	7	11	8	13		10		8	12	Com/Forest	9	Corp/Plan	8		
Sun	8	12	9	14		11		9	13	Com/Forest	10	Corp/Plan	9		
Mon	9	13	10	15		12		10	14	Com/Forest	11	Corp/Plan	10		
Tues	10	14	Tech/Fin	11	Tech/Fin	13	Tech/Fin	11	15	Tech/Fin	12	Tech/Fina	11	Tech/Plan	
Wed	11	Tech/Fin	15	Corp/Plan	12	Corp/Plan	17		14	Corp/Plan	13	Corp/Plan	15	Corp/Fina	
Thurs	12	Corp/Plan	16	Com/Forest	13	Com/Fore	18		15	Com/Forest	14	Com/Forest	16	Com/Forest	
Frid	13	Com/Forest	17	Audit	14		19		16		15		17	Fin S79	14
Sat	14		18		15		20		17		16		18		15
Sun	15		19		16		21		18		17		19		16
Mon	16		20		17		22		19		18		20		17
Tues	17		21		18		23		20		19	Mayoral	21	Mayoral	18
Wed	18		22	Mayoral	19		24		21		20		22		19
Thurs	19		23		20	Mayoral	25	Mayoral	22	Mayoral	21		23		20
Frid	20		24		21		26		23		22		24		21
Sat	21		25		22		27		24		23		25		22

	JULY	AUG	SEPT	OCT	NOV	DEC	JANUAR	FEBRUARY	MARCH	APRIL	MAY	JUNE
Sun	22	26	23	28	25	23	27	24	24	28	26	23
Mon	23	27	24	29 Tech 79	26	24	28	25	25	29	27	24
Tues	24 Mayoral	28	25	30 Corp 79	27	25	29	26	26	30 Corp 79	28	25 Mayoral
Wed	25 Plan 79	29	26	31 Plan 79	28	26	30	27	27	Tech 79	29	26
Thurs	26 Tech 79	30 Council	27		29	27	31 Corp 79	28 Council	28		30	27
Frid	27 Corp 79	31	28		30	28			29 Council		31 Council	28
Sat	28		29			29			30			29
Sun	29		30			30			31			30
Mon	30					31						
Tues	31 Fin 79											

Figure 18: COUNCILLORS PER POLITICAL PARTY:

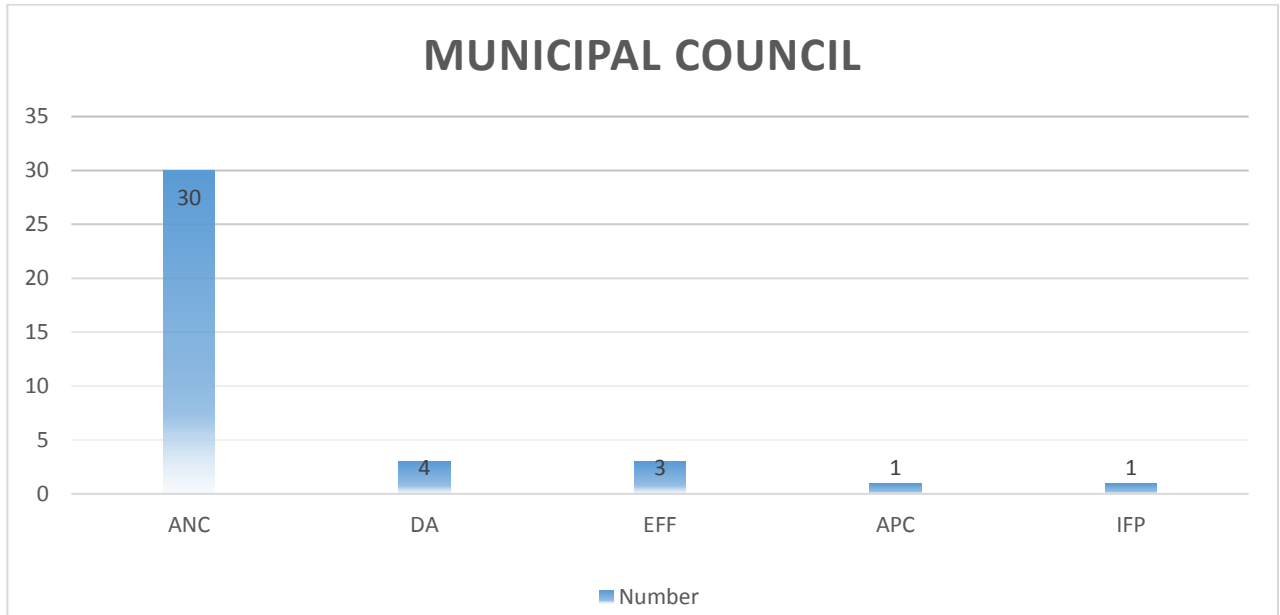


Figure 19: TECHNICAL AND FINANCIAL SERVICES COMMITTEE

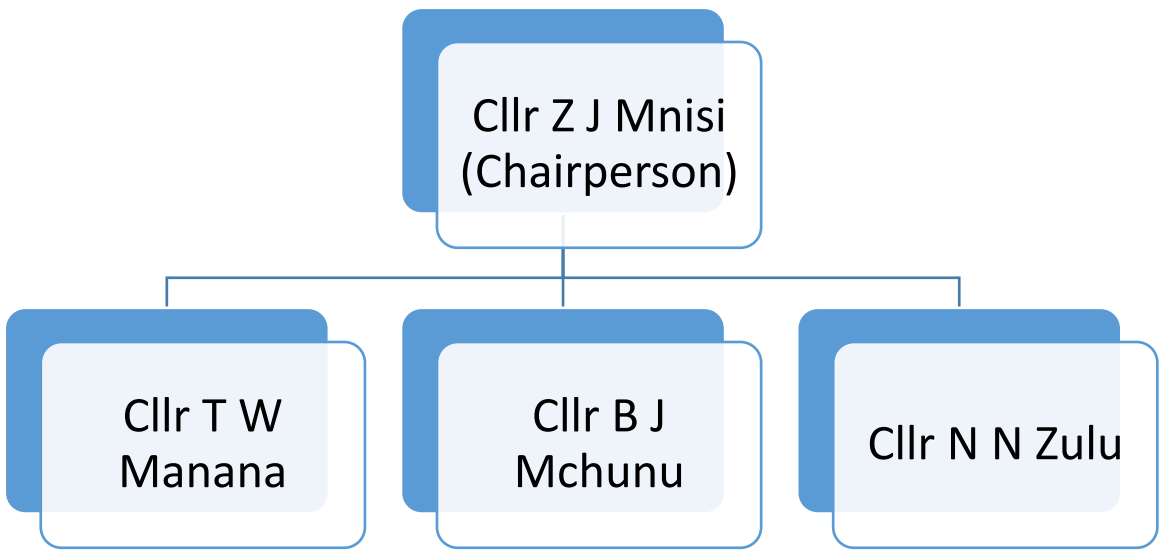


Figure 20: CORPORATE AND PLANNING AND DEVELOPMENT COMMITTEE

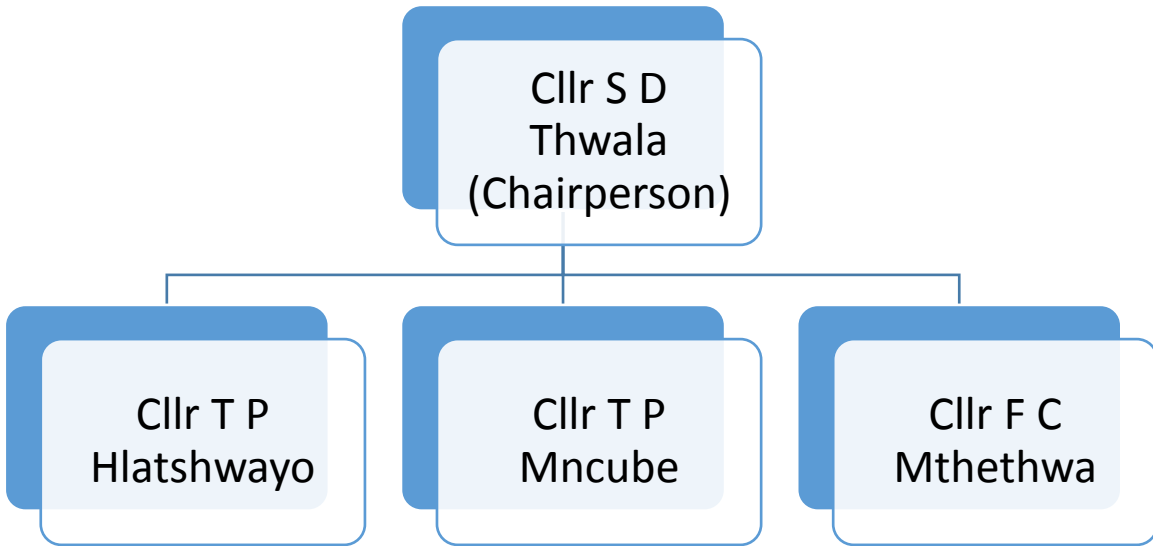
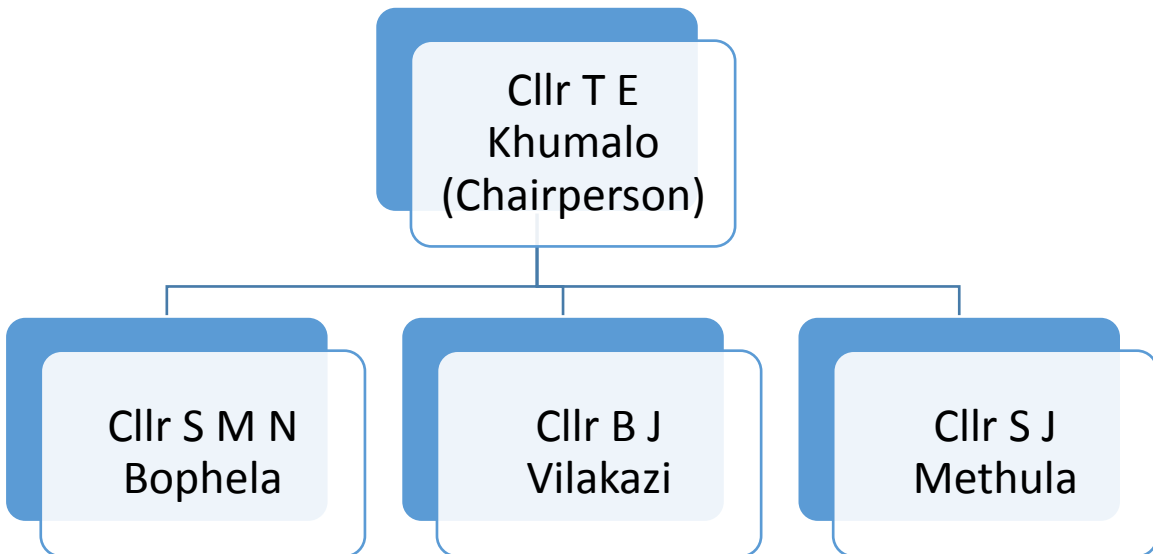


Figure 21: COMMUNITY AND FORESTRY SERVICES COMMITTEE



9.3. COMMITTEES ESTABLISHMENT OF SECTION 79 COMMITTEES

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

Figure 22: FINANCIAL SERVICES COMMITTEE

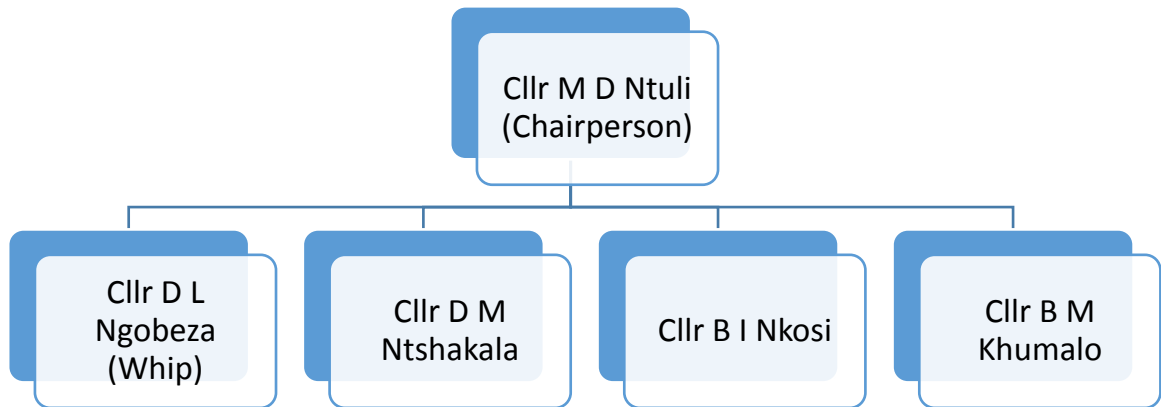


Figure 23: CORPORATE SERVICES COMMITTEE

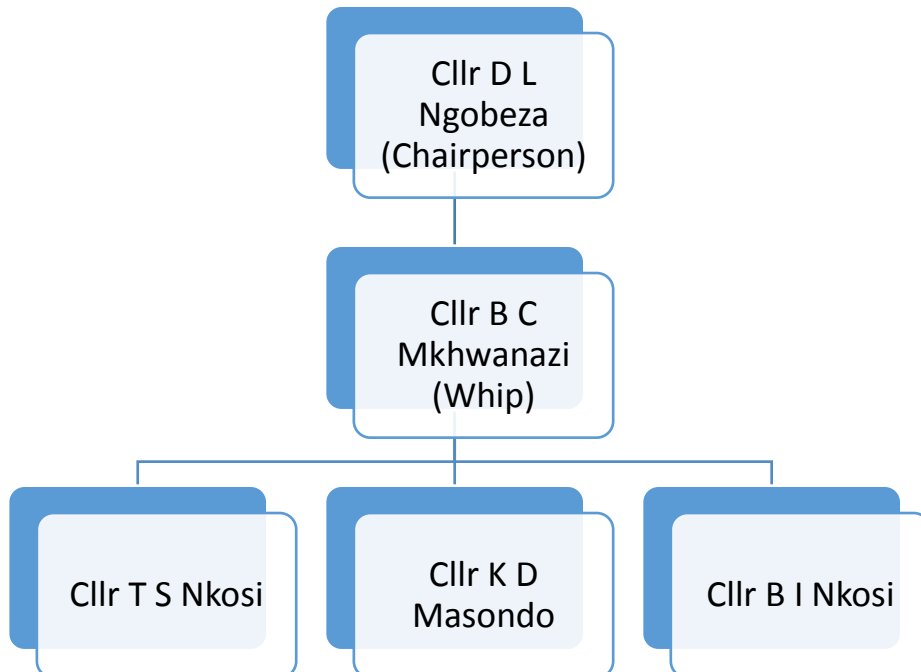


Figure 24: TECHNICAL SERVICES COMMITTEE

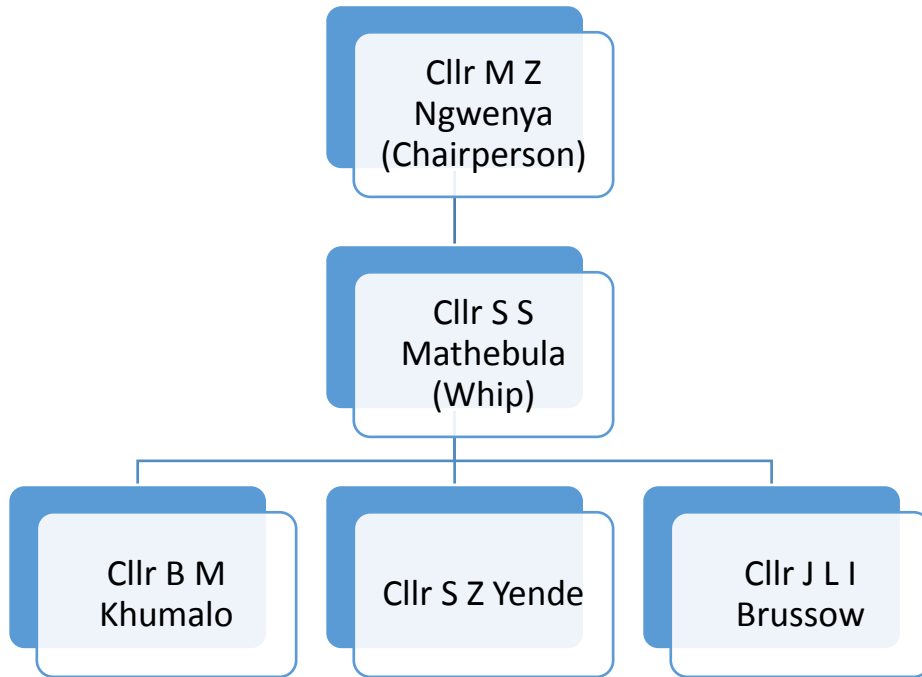


Figure 25: COMMUNITY SERVICES COMMITTEE

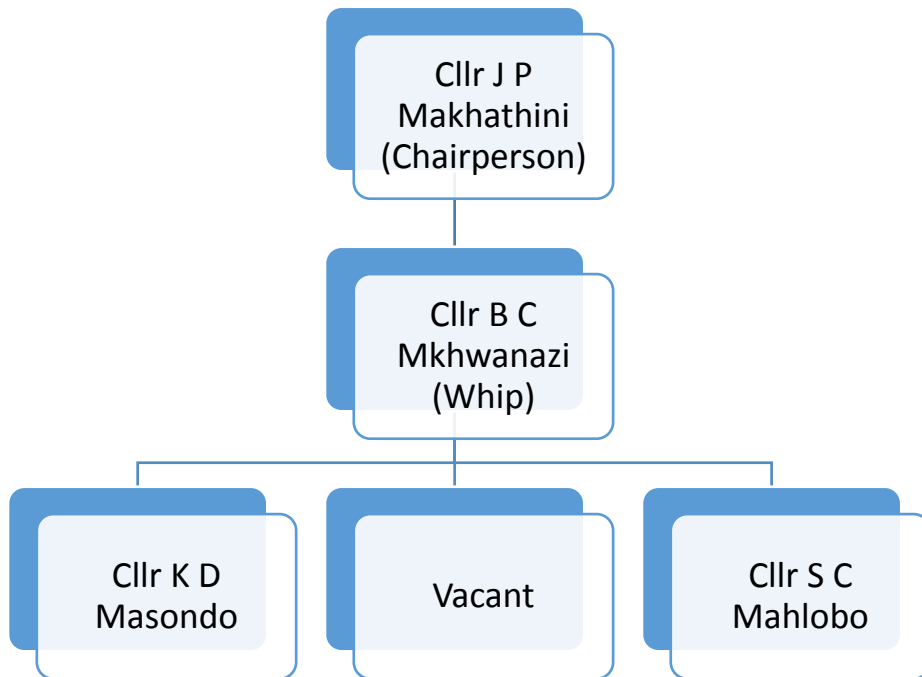


Figure 26: PLANNING AND DEVELOPMENT SERVICES COMMITTEE

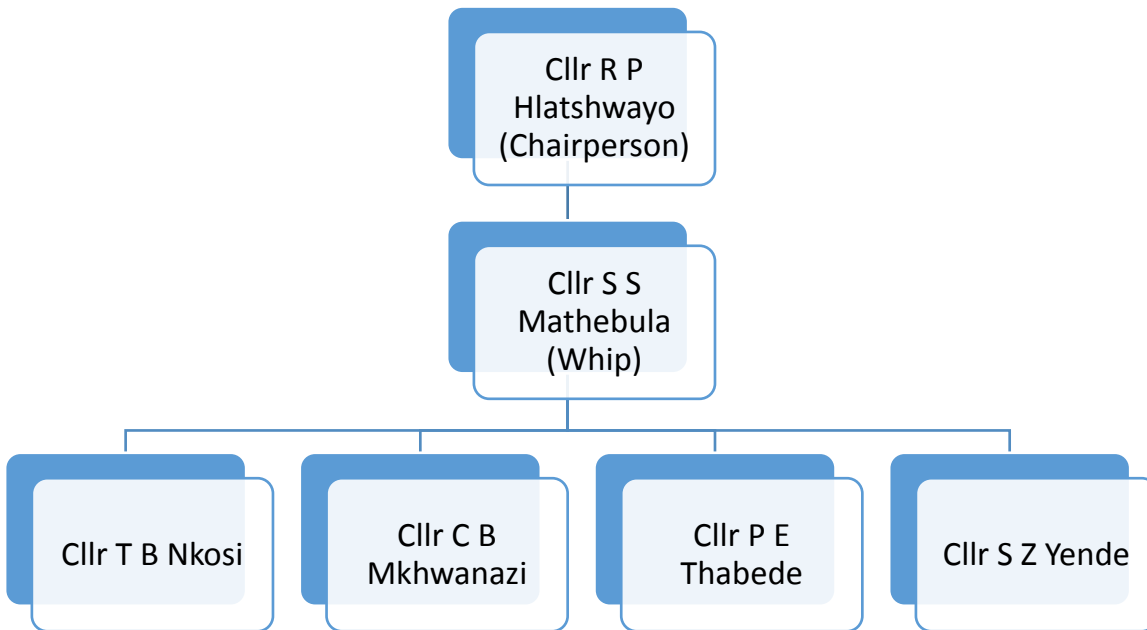


Figure 27: MUNICIPAL PUBLIC ACCOUNT COMMITTEE

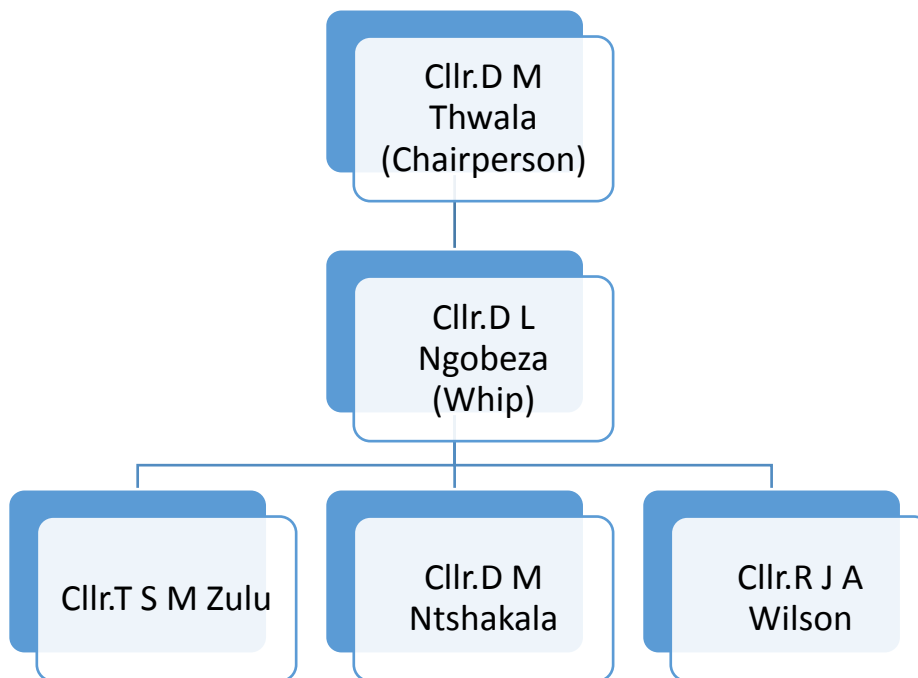


Figure 28: RULES AND ETHIC COMMITTEE

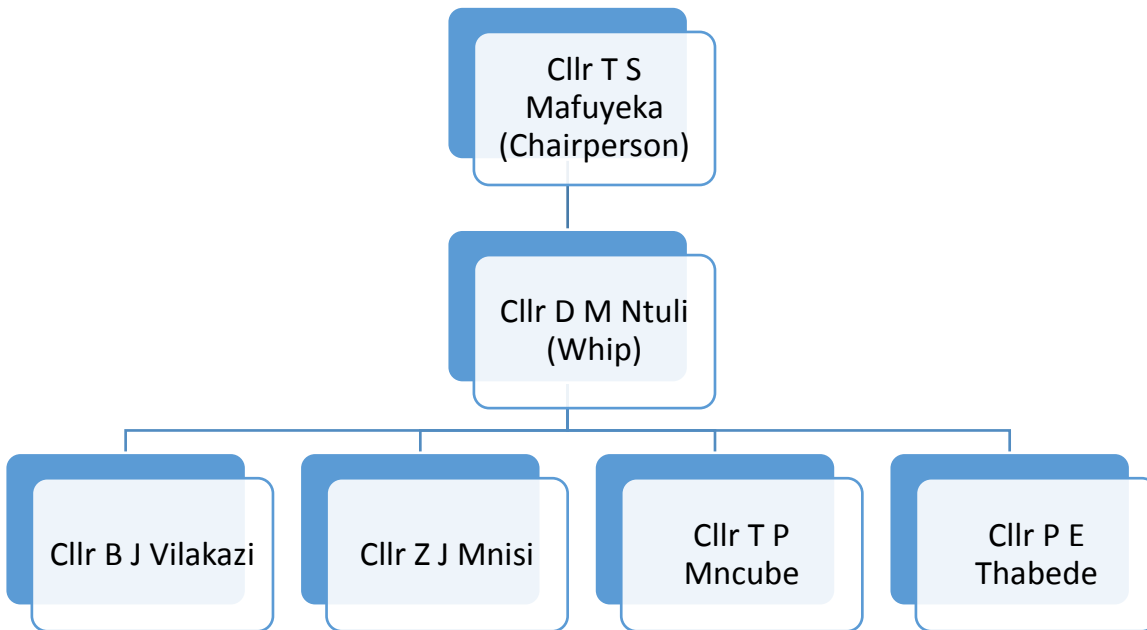
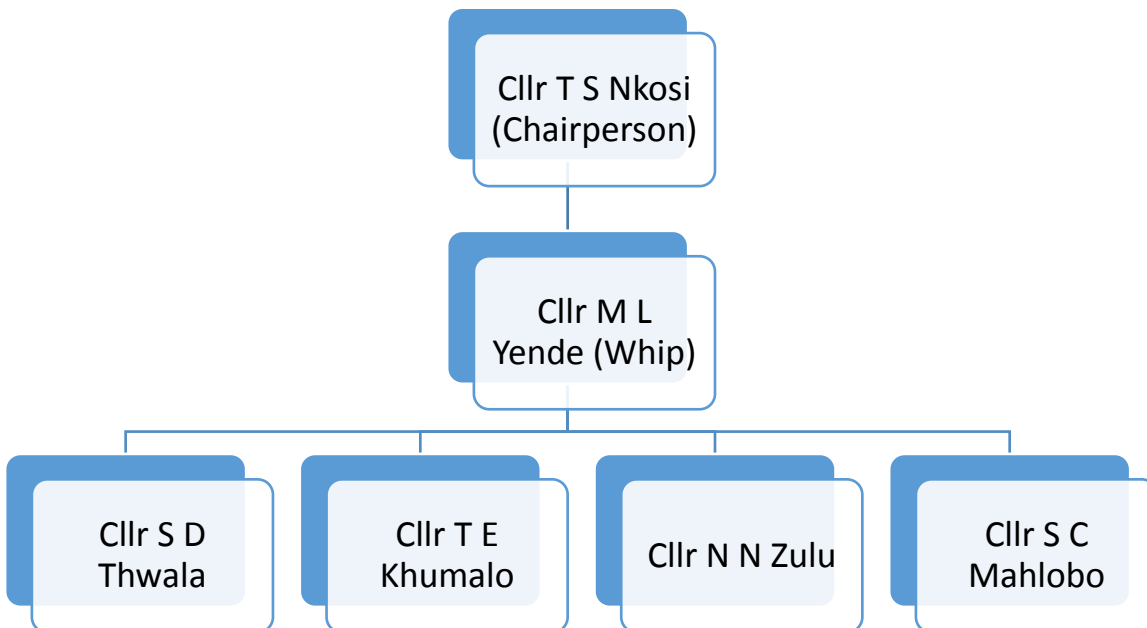


Figure 29: LOCAL GEOGRAPHICAL NAME CHANGES (LGNC)



9.4. 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 Chiefancy does form part and sits in the Municipal Council meeting in order to take decision in the Municipality.

9.5. MKHONDO ADMINISTRATIVE STRUCTURE

Figure 30: Mayor's Office:



Figure 31: Speaker's Office:



Figure 32: Municipal Manager's Office:



Figure 33: Corporate Services:

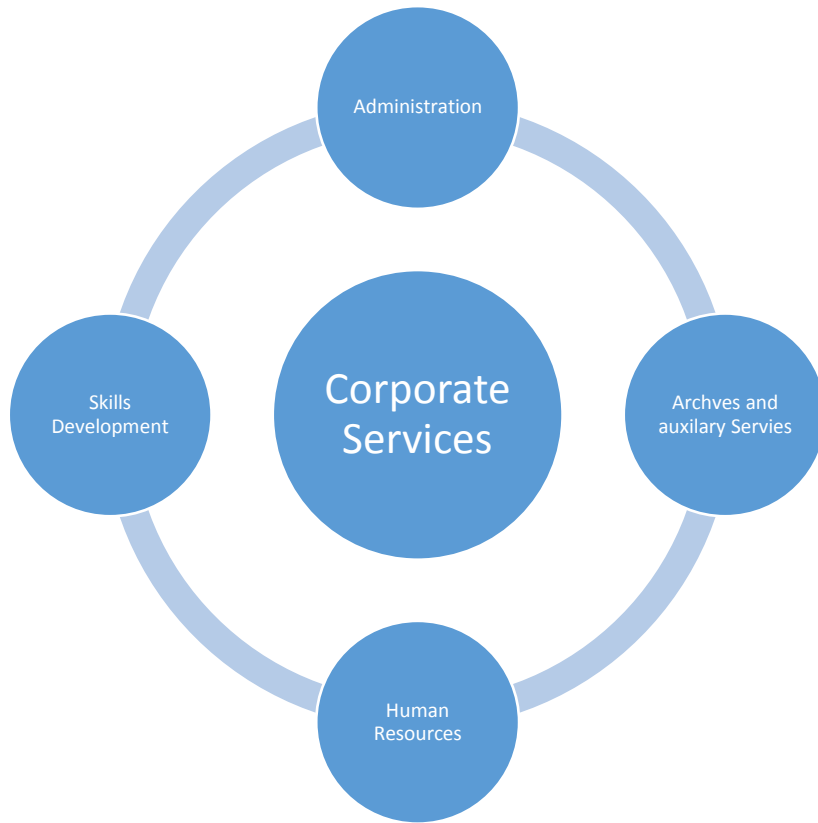


Figure 34: Financial Services:

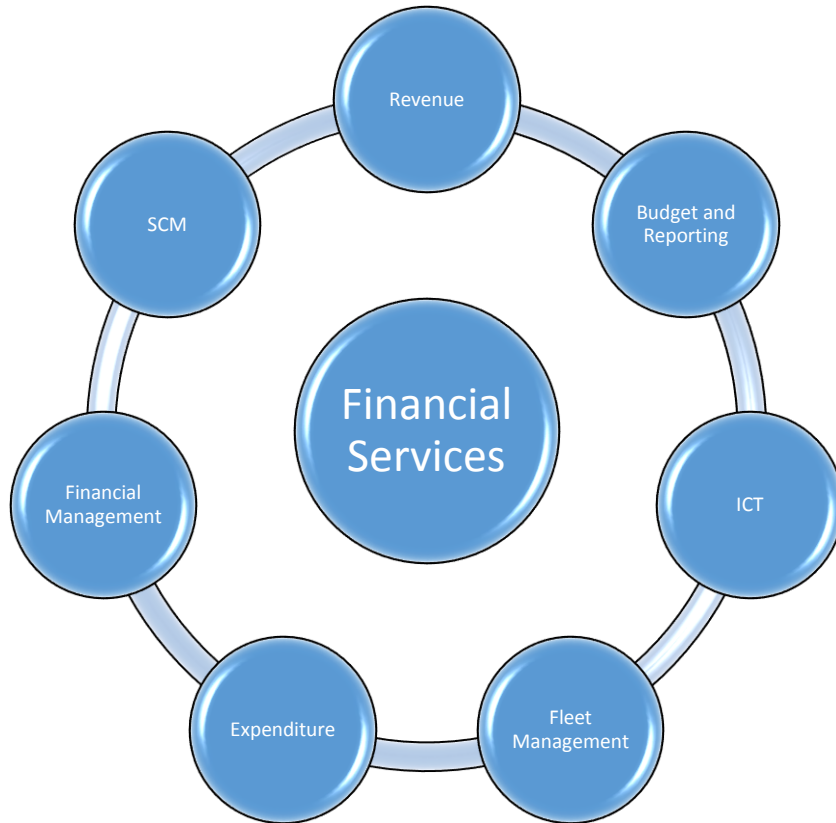


Figure 35: Technical Services:

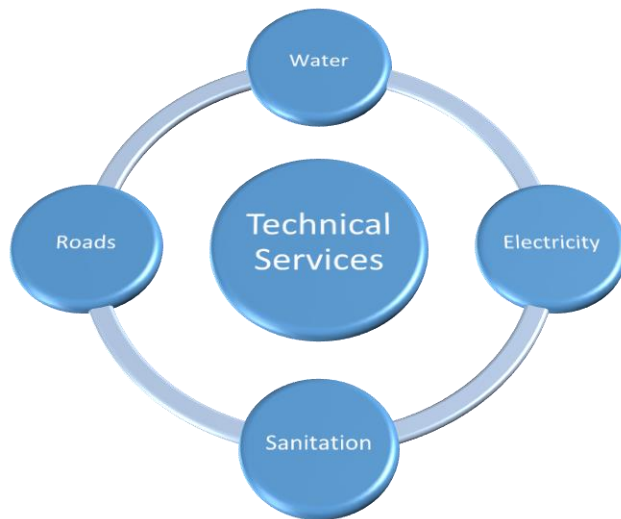


Figure 36: Planning and Development:



Figure 37: Community Services:



9.6. VACANCY RATE

DEPARTMENT	TOTAL NUMBER OF POST	FILLED	VACANT
Political Office	51	38	14
Municipal Managers Office	65	46	18
Planning and Development	30	19	12
Corporate Services	52	38	15
Financial Services	102	61	39
Community Services	215	119	96
Technical Services	265	178	87
Total	780	499	281

9.7. EMPLOYMENT EQUITY

The purpose of the Employment Equity Act, No 55 of 1998 is to achieve equity in the workplace by promoting equal opportunity and fair treatment in employment through elimination of unfair discrimination and implementing affirmative action measures to redress the disadvantages in employment experienced by designated groups, in order to ensure equitable representation in all occupational categories and levels in the workforce

Total number of **employees** (including employees with disabilities) in each of the following **occupational levels**: Note: A=Africans, C=Coloureds, I=Indians and W=Whites

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management	5	0	0	0	1	0	0	0	0	0	6
Senior management	7	1	0	1	5	0	0	1	0	0	15
Professionally qualified and experienced specialists and mid-management	16	0	0	1	13	0	0	0	0	0	30
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	46	1	0	3	19	0	1	0	0	0	70
Semi-skilled and discretionary decision making	93	1	1	0	67	2	0	0	0	0	164
Unskilled and defined decision making	120	1	0	0	66	1	0	0	0	0	188
TOTAL PERMANENT	287	4	1	5	171	3	1	1	0	0	473
Temporary employees	3	0	0	0	1	0	0	0	0	0	4
GRAND TOTAL	290	4	1	5	172	3	1	1	0	0	477

Total number of **employees with disabilities only** in each of the following occupational levels:
Note: A=Africans, C=Coloureds, I=Indians and W=Whites

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management	0	0	0	0	0	0	0	0	0	0	0

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Senior management	0	0	0	1	0	0	0	0	0	0	1
Professionally qualified and experienced specialists and mid-management	0	0	0	0	0	0	0	0	0	0	0
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	0	0	0	0	1	0	0	0	0	0	1
Semi-skilled and discretionary decision making	1	0	0	0	1	0	0	0	0	0	2
Unskilled and defined decision making	8	0	0	0	2	0	0	0	0	0	6
TOTAL PERMANENT	9	0	0	1	4	0	0	0	0	0	10
Temporary employees	0	0	0	0	0	0	0	0	0	0	0
GRAND TOTAL	9	0	0	1	4	0	0	0	0	0	14

WORKFORCE MOVEMENT

Recruitment

Total number of new recruits, **including people with disabilities**. Note: A=Africans, C=Coloureds, I=Indians and W=Whites

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management	1	0	0	0	1	0	0	0	0	0	2
Senior management	0	0	0	0	1	0	0	0	0	0	1

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Professionally qualified and experienced specialists and mid-management	0	0	0	0	0	0	0	0	0	0	0
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	2	0	0	0	2	0	0	0	0	0	4
Semi-skilled and discretionary decision making	2	0	0	0	3	0	0	0	0	0	5
Unskilled and defined decision making	8	0	0	0	3	0	0	0	0	0	11
TOTAL PERMANENT	13	0	0	0	10	0	0	0	0	0	23
Temporary employees	1	0	0	0	1	0	0	0	0	0	2
GRAND TOTAL	14	0	0	0	11	0	0	0	0	0	25

PROMOTION

Total number of promotions into each occupational level **including people with disabilities**. Note: A=Africans, C=Coloureds, I=Indians and W=Whites

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management	0	0	0	0	1	0	0	0	0	0	1
Senior management	0	0	0	0	0	0	0	0	0	0	0

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Professionally qualified and experienced specialists and mid-management	2	0	0	0	1	0	0	0	0	0	3
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	1	0	0	0	1	0	0	0	0	0	2
Semi-skilled and discretionary decision making	8	0	0	0	0	0	0	0	0	0	8
Unskilled and defined decision making	0	0	0	0	0	0	0	0	0	0	0
TOTAL PERMANENT	11	0	0	0	3	0	0	0	0	0	14
Temporary employees	0	0	0	0	0	0	0	0	0	0	0
GRAND TOTAL	11	0	0	0	3	0	0	0	0	0	14

TERMINATION

Total number of terminations in each occupational level, **including people with disabilities.**

Note: A=Africans, C=Coloureds, I=Indians and W=Whites

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management	2	0	0	0	1	0	0	0	0	0	3
Senior management	1	0	0	0	0	0	0	0	0	0	1
Professionally qualified and experienced specialists and mid-management	2	0	0	0	1	0	0	1	0	0	4
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	2	0	0	1	1	0	0	0	0	0	4
Semi-skilled and discretionary decision making	3	0	0	0	1	0	0	0	0	0	4
Unskilled and defined decision making	3	0	0	0	2	0	0	0	0	0	5
TOTAL PERMANENT	13	0	0	1	6	0	0	1	0	0	21

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Temporary employees	0	0	0	0	2	0	0	0	0	0	2
GRAND TOTAL	13	0	0	1	8	0	0	1	0	0	23

SKILLS DEVELOPMENT

SKILLS DEVELOPMENT

Total number of people **including people with disabilities**, who received training **ONLY** for the purpose of achieving the numerical goals, and not the number of training courses attended by individuals. Note: A=Africans, C=Coloureds, I=Indians and W=Whites

Occupational Levels	Male				Female				Total
	A	C	I	W	A	C	I	W	
Top management	5	0	0	0	1	0	0	0	6
Senior management	8	0	0	1	2	0	0	1	12
Professionally qualified and experienced specialists and mid-management	14	0	0	0	9	0	0	0	23
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	13	0	0	0	4	0	0	0	17
Semi-skilled and discretionary decision making	13	0	0	0	17	0	0	0	30
Unskilled and defined decision making	39	0	0	0	8	0	0	0	47
TOTAL PERMANENT	92	0	0	1	41	0	0	1	135
Temporary employees	1	1	0	0	3	0	0	0	5
GRAND TOTAL	93	1	0	1	44	0	0	1	140

NUMERICAL GOALS & TARGETS

NUMERICAL GOALS

Numerical goals as contained in the EE Plan (i.e. the entire workforce profile **including people with disabilities**) you project to achieve at the end of your current Employment Equity Plan in terms of occupational levels. Note: A=Africans, C=Coloureds, I=Indians and W=Whites:

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management	3	0	0	0	2	0	0	1	0	0	6
Senior management	5	1	0	2	7	0	0	2	0	0	17
Professionally qualified and experienced specialists and mid-management	12	0	0	1	16	0	0	1	0	0	30
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	43	1	0	4	25	0	1	1	0	0	75
Semi-skilled and discretionary decision making	90	1	1	1	75	2	0	1	0	0	171
Unskilled and defined decision making	120	1	0	1	70	1	0	1	0	0	194
TOTAL PERMANENT	273	4	1	9	195	3	1	7	0	0	493
Temporary employees	3	0	0	0	1	0	0	0	0	0	4
GRAND TOTAL	276	4	1	9	196	3	1	7	0	0	497

NUMERICAL TARGETS

Numerical targets as contained in the EE Plan (i.e. the entire workforce profile **including people with disabilities**) you project to achieve at the end of the next reporting cycle, in terms of occupational levels. Note: A=Africans, C=Coloureds, I=Indians and W=Whites

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management	5	0	0	0	1	0	0	0	0	0	6
Senior management	7	1	0	2	6	0	0	1	0	0	17

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Professionally qualified and experienced specialists and mid-management	16	0	0	0	13	0	0	0	0	0	29
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	46	1	0	4	19	0	1	0	0	0	71
Semi-skilled and discretionary decision making	93	1	1	0	71	2	0	0	0	0	168
Unskilled and defined decision making	117	1	0	0	68	1	0	0	0	0	187
TOTAL PERMANENT	284	4	1	6	178	3	1	1	0	0	478
Temporary employees	3	0	0	0	1	0	0	0	0	0	4
GRAND TOTAL	287	4	1	6	179	3	1	1	0	0	482

9.8. 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 38: 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.

9.9. MKHONDO 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

9.10. STRATEGIC OBJECTIVES OF THE MUNICIPALITY

9.10.1. STRATEGIC OBJECTIVES

1. To increase revenue collection to 100%
2. To provide access to basic services (water 100%, electricity 100%, Sanitation 100% and refuse removal 75%)
3. To promote economic growth by 5%
4. To reduce unemployment by 5%
5. Improve audit outcome

Table 41: Strategic objective and key performance areas:

No	Key Performance Area	Strategic Objective	Key Focus Area
1.	Municipal institution transformation & development	Improve audit outcome	Legal and Compliance
			Leadership
2.	Municipal Viability Financial Management	To increase revenue collection to 100%	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 promote economic growth by 5%	Forest Management
			Local Economic Development
			Skills development and Job creation
5.	Basic Service Delivery	To provide access to basic services (water 100%, electricity 100%, Sanitation 100% and refuse removal 75%)	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

9.11. 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 39: Good governance key performance areas:



9.11.1. 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.

9.11.2. 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.

9.12. 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.

9.12.1. What do Internal Auditors do?

Internal Audit is a multidimensional discipline that spans over all sectors that has evolved to a key position within organisations. The internal auditor is often described as the organisation's critical friend – the independent advisor who can challenge current practice, champion best practice and be a catalyst for improvement with the objective of ensuring that the organisation as a whole can achieve its strategic objectives. As advisors to management, Internal Auditors act as the right hand of the Board of Directors through the Audit Committee by giving assurance on the organisations ability to meet its objectives, its

governance, risks and controls. Internal Auditors often have input into strategic planning, market analysis, compliance, change management and the use of information technology.

Although Internal Audit does have a degree of focus on the financial aspects of the organisation, it is essentially not a financial discipline – unlike its counterpart External Audit. Its multidimensional nature mandates a much broader scope in the organisation than that of External Audit. The nature of the Internal Auditor’s daily work creates the opportunity to acquire a significant amount of depth and breadth of understanding of the organisation’s strategy and operations. Its multidimensional nature therefore inevitably shapes internal auditors into ideal candidates for executive positions.

9.12.2. Role of Internal Audit

Internal Auditors are responsible for the following:

- **Evaluating controls and advising managers at all levels**

The Internal Auditor’s work includes assessing the tone and risk management culture of the organisation as well as evaluating and reporting on the effectiveness and efficiency of the implementation of management policies.

- **Evaluating risks**

Internal Auditors identify key activities and relevant risk factors and assess their significance. Changing trends and business/economic conditions impact the way the internal auditor assesses risk. The techniques of internal auditing have changed from a reactive and control based form to a more proactive and risk based approach. This enables the internal auditor to anticipate possible future concerns and opportunities as well as identifying current issues.

- **Analysing operations and confirming information**

Internal Auditors work closely with line managers to review operations then report their findings. The internal auditor must be well versed in the strategic objectives of the organisation, so that they have a clear understanding of how the operations of any given part of the organisation fit into the bigger picture.

- **Reviewing compliance**

Compliance review ensures that the organisation is adhering to rules, regulations, laws, codes of practice, guidelines and principles as they apply individually and collectively to all parts of their organisation

Differences between Internal Auditors (IAs) and External Auditors (EAs)

Although Internal Audit does have a degree of focus on the financial aspects of the organisation, it is essentially not a financial discipline - unlike its counterpart External Audit. Its multidimensional nature mandates a much broader scope in the organisation than that of External Audit.

9.12.3. Differences between Internal Auditors (IAs) and External Auditors (EAs)

Although Internal Audit does have a degree of focus on the financial aspects of the organisation, it is essentially not a financial discipline - unlike its counterpart External Audit. Its multidimensional nature mandates a much broader scope in the organisation than that of External Audit

	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

9.13. Audit outcome for 2017/2018

The Municipal Financial statement ending 20 June 2018, the statement of financial performance, statement of changes in net assets, cash flow statement and statement of comparison of budget information with actual information for the year, as well as the notes to the financial statements, including a summary of significant accounting policies was audited by Auditor General, and the municipality got **qualified opinion**.

9.14. AUDIT ACTION PLAN FOR AUDIT OUTCOME OF 2017/2018

AG REMEDIAL ACTION PLAN						
Audit outcome 2017/2018:						
	Category / Key area	Audit Finding	Root cause of non-compliance / Internal control deficiencies	Activities to be undertaken	Responsible Person	Due date
Qualification						
PROPERTY, PLANT AND EQUIPMENT						
1	PROPERTY PLANT AND EQUIPMENT: RECONCILIATION OF THE AFS AND THE FIXED ASSET REGISTER	Unrecinciled differences between the Asset register & Financial Statements.Unable to obtain sufficient appropriate audit evidence to support the adjustment made to the reconstructed Fixed Asset Register.	Late Appointment of Service Provider to update Asset Register, Late submission of Register & Asset register submitted without reviewal by Management	Specification developed and ready for advert by 18 Jan	CFO	18-Jan-19
2		Included in the Opening Balance of Land there is an amount of R2 278 894 which belongs to Servitudes	Lack of reviews of the Asset Register		CFO	
3		There are variances on the Opening Balance (Carrying Amount) of Infrastructure, Work in Progress and Community assets	Lack of reviews of the Asset Register		CFO	
4		There are variances on the Cost of Infrastructure, Community and Movable assets	Lack of reviews of the Asset Register		CFO	
5		There are variances on the Addition Column of Infrastructure, Community, Work in Progress and Movable assets	Lack of reviews of the Asset Register		CFO	

AG REMEDIAL ACTION PLAN						
Audit outcome 2017/2018:						
	Category / Key area	Audit Finding	Root cause of non-compliance / Internal control deficiencies	Activities to be undertaken	Responsible Person	Due date
Qualification						
6		There are variances on the Disposal Column of Work in Progress	Lack of reviews of the Asset Register		CFO	
7		There are variances on the Depreciation Column of Movable Assets	Lack of reviews of the Asset Register		CFO	
8		Reconciliation of Property, Plant and Equipment - 2017 (AFS)	Lack of reviews of the Asset Register		CFO	
9		Prior year submitted adjustments Journals are not supported by schedules and supporting evidence	Lack of reviews of the Asset Register		CFO	
10	ASSETS: INVESTMENT PROPERTY	During the audit of investment property, we have identified that the management change the accounting policy for valuation of investment properties from cost model to fair value model however, it was noted that in note number 9 on the annual financial statement the cost of investment properties for 2016 were used as the opening balance for 2017 instead of the carrying values without taking into account depreciation.			CFO	

AG REMEDIAL ACTION PLAN						
Audit outcome 2017/2018:						
	Category / Key area	Audit Finding	Root cause of non-compliance / Internal control deficiencies	Activities to be undertaken	Responsible Person	Due date
Qualification						
11	INTANGIBLE ASSETS: UNDERSTAMENT OF ARMOTISATION	During the audit of intangible assets, we have noted that amortization for Intangible assets amounting to R191 455.75 as per the assets register was not accounted for in the financial reporting period ending 30 June 2018	Resolved		CFO	
12	INTANGIBLE ASSETS – INTANGIBLE ASSETS NOT COMPLETE	During the audit of intangible assets, we have identified that intangible assets purchased during the current 2017/18 financial year (11 December 2017) amounting to R63 800 included in the assets register was not included as additions on the annual financial statements	Resolved		CFO	
REVENUE MANAGEMENT						
13	REVENUE: REVENUE FROM EXCHANGE TRANSACTION NOT COMPLETE	The lease agreement was signed by Mr M Kunene (Municipal Manager) and the tenant: T.M.S Kumolo on the 14th of June 2018, based on the lease contract the start date was 1 March 2018 for a period- 6 Months, however an account was opened for the customer 3 months after the starting date of the lease and based on the statement of account up to September 2018 the employee was only charged rental for 3 months, thus the municipality did not collect or accrue revenue due to them for the 3 months from March to May	Lack of adequate control to ensure that all revenue form rental of municipal properties is recorded	Reconcile the Lease Agreement with the Billing System. Monitoring be done on a monthly basis	CFO	

AG REMEDIAL ACTION PLAN						
Audit outcome 2017/2018:						
	Category / Key area	Audit Finding	Root cause of non-compliance / Internal control deficiencies	Activities to be undertaken	Responsible Person	Due date
Qualification						
14	REVENUE AND RECEIVABLES FROM EXCHANGE TRANSACTION: PRE-PAID ELECTRICITY NOT ACCOUNTED FOR	During the understanding of municipality's internal controls, it was noted that revenue from pre-paid electricity sold by a service provider called Ideal prepaid was not accounted for the in financial reporting under review.			CFO	
15	CONSUMER DEBTORS – MISSTATEMENT OF PROVISION FOR DEBT IMPAIRMENT	During the audit of consumer debtors for the prior year it was noted that the municipality's credit and debt control policy was not in line with GRAP 104, as it did not deal with consumers on an individual case bases or make an assumption based on historical information, we also noted that the same policy was used for current year provision calculations	Lack of reviews of Debt and Impairment policy	Review the Debt and Impairment Policy to be in line with GRAP 104	CFO	
16	REVENUE FROM NON EXCHANGE TRANSACTIONS-TRAFIC FINES ARE NOT COMPLETE	During the audit of revenue from non-exchange transactions, we have identified that the following traffic fines issued for 2017/18 were not accounted in the register for Traffic fines and reported in the annual financial statements.	Lack of adequate control to ensure that all revenue from Traffic Fines is recorded	1. Develop a register for all traffic books issued for 2018/19 Financial Year. All Traffic Fines be captured on the system on weekly basis	CFO	

AG REMEDIAL ACTION PLAN						
Audit outcome 2017/2018:						
	Category / Key area	Audit Finding	Root cause of non-compliance / Internal control deficiencies	Activities to be undertaken	Responsible Person	Due date
Qualification						
17	REVENUE FROM EXCHANGE TRANSACTION SERVICE CHARGES: TARIFFS USED FOR BILLING CUSTOMERS NOT AGREEING TO APPROVED TARRIFS AS PER MUNICIPAL POLICY AND NERSA TARIFS	During the audit of revenue from service charges conventional electricity we have identified that the following customers were not billed accurately. The tariff rates used was converted into two decimal places instead of the exact tariff that has been approved by council and also approved NERSA and the tariff rate captured on the system have been converted	Lack of reviews of tariffs approved by NERSA reconcile with the tariffs caprured on MUNSOFT Financial System	Review all Council approved Municipal Tariffs with the Tariffs captured on the Finacial System	CFO	
18	REVENUE FROM EXCHANGE TRANSCATION: RENTAL INCOME NOT COMPLETE	During the audit of rental income, we have identified that the following employees occupying the municipality properties were not billed adequately thus leading to incompleteness of rental income. The lease agreements were entered into and signed by the municipal manager and the employees renting municipality properties on the respective dates which was after the lease commencement dates. Based on the statement of accounts, the employees were only charged rental for part of the months in 2017/18 instead of the full months they occupied the properties. Mamba S, Letsoalo C, Nyalo L & Khumalo Z	Lack of adequate control to ensure that all revenue form rental of municipal properties is recorded	Reconcile the Lease Agreement with the Billing System. Monitoring be done on a monthly basis	CFO	

AG REMEDIAL ACTION PLAN						
Audit outcome 2017/2018:						
	Category / Key area	Audit Finding	Root cause of non-compliance / Internal control deficiencies	Activities to be undertaken	Responsible Person	Due date
Qualification						
19	REVENUE FROM NON-EXCHANGE TRANSACTIONS GOVERNMENT GRANTS AND SUBSIDIES: INCORRECTLY CLASSIFIED	Revenue which relates to the donated assets from Gert Sibande district Municipality was classified incorrectly as conditional grants GSDM instead of Public contributions and donations.	Incorrect interpretation of conditional grants & Uncondition grant	Resolved	CFO	
20	REVENUE FROM EXCHANGE TRANSACTIONS OTHER INCOME: VAT NOT ACCOUNTED FOR THE SALE OF TIMBERS	Revenue relating to sale of timbers was recorded inclusive of VAT, VAT output was not accounted for in recording the transaction in the General Ledger.	Lack of reviews that the revenue recorded from the sale of timber is accurate. Lack of reviews of Vatable & Non Vatable revenue votes	Verify whether all the Revenue votes are set up correctly	CFO	
21	UNSPENT CONDITIONAL GRANTS: UNSPENT CONDITIONAL GRANTS UNDERSTATEMENT	During the audit it was noted that the municipality has unspent conditional grants due to National Treasury amounting to R10.2 million, and it was not accounted for in the annual financial statements	Resolved	Resolved	CFO	

AG REMEDIAL ACTION PLAN						
Audit outcome 2017/2018:						
	Category / Key area	Audit Finding	Root cause of non-compliance / Internal control deficiencies	Activities to be undertaken	Responsible Person	Due date
Qualification						
22	REVENUE FROM OTHER INCOME: SALE OF TIMBER INCOMPLETE	During the audit of revenue from sale of timber the following compartments have been identified from the list of biological assets which had a value in 2016/17 and they have no value in 2017/18 or value decreased based on the 2017/18 biological assets register however the compartments are not included in the list of compartment sold	Lack of adequate control to ensure that all revenue from Timber sales is recorded.	Reconcile the Timber Valuation Register with all the Timber sales for the current year to ensure accurate and completeness of sales.	CFO	
23	REVENUE FROM EXCHANGE TRANSACTION – INTEREST INCOME FROM CONSUMER DEBTORS NOT COMPLETE	During the audit of interest income from consumer debtors it was identified that the total amount as per the Interest Levy Report was not agreeing with the amount included in the General Ledger, it was indicated that there was a system error by the time the report was generated and the difference as indicated below was recorded in property rates.	Lack of adequate control to ensure that all interest charged is recorded correctly.	Ensure that interest from July to date is charged and allocated to the correct vote and monitor on a monthly basis.	CFO	
INVENTORY						
24	INVENTORY: NON-COMPLIANCE WITH INVENTORY POLICY FOR STOCK COUNT	During the audit performed on inventory, it was noted that the inventory count was only performed once in 2017/18, which was not in accordance with municipality inventory management policy which state that count should be conducted twice in a financial reporting period.	Resolved		CFO	
Cash and Cash Equivalent						

AG REMEDIAL ACTION PLAN						
Audit outcome 2017/2018:						
	Category / Key area	Audit Finding	Root cause of non-compliance / Internal control deficiencies	Activities to be undertaken	Responsible Person	Due date
Qualification						
25	CASH AND CASH EQUIVALENT:NO SUPPORTING DOCUMENTS FOR RECONCILING ITEM	During the audit of cash and cash equivalent we have noted the following reconciling items on the year-end reconciliation, we requested supporting documentation of request no 18 dated 18 September 2018 and the supporting document for R198 033 was not provided.				
VAT						
26	VAT PAYABLE – THE SYSTEM USED TO RECORD OTHER INCOME DO NOT SEPARATE VAT PAYABLE FROM THE AMOUNT RECEIVED	During the audit of VAT payable, it was noted that amount charged on other income does not exclude VAT, inspected the following receipt and noted that no VAT was charged	Indequate reviews of Payment Vounces to ensure that transaction are recorded at the correct amount inclusive or exclusive of VAT. Delays in capturing invoices on the financial system	Resolved	CFO	
EMPLOYEE RELATED COSTS/COUNCILLORS REMUNERATION						

AG REMEDIAL ACTION PLAN						
Audit outcome 2017/2018:						
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Qualification						
27	EMPLOYEE RELATED COSTS –NO FORMAL POLICY FOR PRO RATA BONUS	During the audit of employees related costs, we have identified that the following employees received their 13 th cheque bonus more than the bonus entitled in a cycle, it was indicated that the employees also received a pro rata of their bonus for the next bonus cycle, however there is no policy approved that indicate the procedures followed to pay the bonuses in advance	Resolved			
28	EMPLOYEE RELATED COSTS –APPOINTMENT OF COMMUNICATION MANAGER	During the audit of new appointments identified that the following employee appointed did not meet the minimum requirement required for the position. The qualifications required, the requirement was a three-year national diploma in communication recognised by the public relations institute of south Africa, 2-3 years' relevant experience however the appointed employee had Secondary teacher diploma and B Tech degree in education management				

AG REMEDIAL ACTION PLAN						
Audit outcome 2017/2018:						
	Category / Key area	Audit Finding	Root cause of non-compliance / Internal control deficiencies	Activities to be undertaken	Responsible Person	Due date
Qualification						
29	EMPLOYEE COST: NO HR PLAN IN PLACE	During the audit we noted that the municipality does not have an HR plan. This information was requested on 28 August 2018 on request for information no 07 the municipality use the SDBIP as a HR plan for vacancies to be filled however this is not detailed to provide the details of positions to be filled, with the approved budget etc	Resolved			
30	UNDERSTANDING OF THE ENTITY'S INTERNAL CONTROLS: HR POLICIES NOT APPROVED OR REVIEWED	The following Human resource policies which were last updated in 2014 of 2015, Leave management, Last approved in 2015, Recruitment and mobility approved in 2014. The following Human resource policies are not approved Overtime policy not approved, Staff retention policy & Training and development policy	Resolved	For 2018/19 Same policies were reviewed, HR plan reviewed and approved by council in December 2018	HR	
31	ACRUED LEAVE PAY: ACRUED LEAVE PAY OVERSTATED	During the audit of Accrued leave pay, it was noted as per ESS leave report that there are leave taken by employees before year end and were only posted on the ESS after year end	Late approval of Leave on ESS	Management will approve all leave applications and reconciliations done on weekly	GMs and SMs	
COMMITMENTS						

AG REMEDIAL ACTION PLAN						
Audit outcome 2017/2018:						
	Category / Key area	Audit Finding	Root cause of non-compliance / Internal control deficiencies	Activities to be undertaken	Responsible Person	Due date
Qualification						
32	LIMITATION OF SCOPE SERVICE LEVEL AGREEMENTS	During the audit we issued request number 41 dated 12 October 2018 in relation commitments disclosed in note number 42 the due date for submission of the requested information was 16 October 2018, however the following information was not submitted: Maphitsi, Maphanga, Mngulwa	Indequate controls and procedures to ensure that Commitment Register is supported by Valid appointment letters or SLA	Update the Audited Commitment register with the current year appointments supported by Appointment letters & SLA	SMs PMU, SCM & Assets	25 Jan for already approved SLAs and Weekly for new contracts
CONTINGENT LIABILITIES						
33	CONTINGENCIES: INCORRECT DISCLOSURE	During the audit of Contingencies, we identified that the following errors on the contingencies disclosed Note 44. The name of the claimant for the case is incorrect, the supporting documentation for the case indicate the name of the claimant as Phanda Trading and the name was disclosed incorrectly in the financial statement as Olivier AJ & Olivier J.F.B.	Indequate controls and procedures to ensure that Contigent Liabilities is supported by Valid Litigation Claims.	Update the Litigation with the current new claims or Litigation	CFO & Legal	
AOPO						
36	PREDETERMINED OBJECTIVES (AOPO): NON-SUBMISSION OF INFORMATION	During the audit of predetermine objectives, the information was requested, request for information no 04, date 16 August 2018 for corroboration of the business process for the reported indicators and the requested information for the following indicators was not provided for audit	Lack of business processes	Management will develop business processes and Standard operation procedures	All GMs	Feb-19

AG REMEDIAL ACTION PLAN						
Audit outcome 2017/2018:						
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Qualification						
37	PREDETERMINED OBJECTIVES (AOPO): REVIEW OF PORTFOLIO OF EVIDENCE	During the audit of predetermined objectives, the following information submitted was not reviewed to ensure that the reported indicator is supported by the accurate information				
38	PREDETERMINED OBJECTIVES (AOPO): ACTUAL ACHIEVEMENT NOT REPORTED	During the audit of predetermined objectives, it was noted that indicators which were planned/appearing on the initial SDBIP with actual performance reported on quarter 1 and 2 performance report, were not appearing on the final updated SDBIP and final APR				
39	PREDETERMINED OBJECTIVES (AOPO): ACHIEVEMENT ON QUARTER 1 & 2 NOT ON PLANNING DOCUMENT (SDBIP) AND FINAL APR	During the audit of predetermined objectives, it was noted that indicators reported on quarter 1&2 performance report were not in the planning document (SDBIP) and were also not reported on the final APR				
40	PREDETERMINED OBJECTIVES (AOPO): LISTING NOT PROVIDED	During the audit of predetermined objectives, management submitted the POE files for AOPO however when looking through the files, it was noted that the listing for the following indicator was not included.				

AG REMEDIAL ACTION PLAN						
Audit outcome 2017/2018:						
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Qualification						
41	PREDETERMINED OBJECTIVES (AOPO): REPORTING TO THE APR NOT COMPLETE	During the audit of predetermined objectives, it was noted that the event of waste summit took place during the 2017/18 financial year but was not reported on the APR				
42	PREDETERMINED OBJECTIVES (AOPO): DIFFERENCE BETWEEN THE LISTING AND THE APR	During the audit of predetermined objectives, it was noted that there were material differences between the listings provided for audit and the reported performance on the APR as the listings do not have enough evidence to reconcile/support the reported performance information on the APR				
43	PREDETERMINED OBJECTIVES (AOPO): INDICATORS AND TRAGETS NOT CONSISTENT	During the audit of predetermined objectives, it was noted that reported indicators/measures were not consistent with planned indicator/measure, changes to planned indicators/ measures are not approved, reported targets are not consistent with planned targets, changes to planned targets are not approved, reported achievement is not consistent with planned and reported indicator and target and therefore the indicator and related targets are not consistent.				

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Audit outcome 2017/2018:						
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44	PREDETERMINED OBJECTIVES (AOPO): INDICATORS AND TARGETS NOT MEASURABLE AND VERIFIABLE	During the audit of predetermined objectives, it was noted that performance measure/indicators are not well defined and verifiable (documents not provided and not possible to verify the processes and systems that produce the indicator) and therefore the indicator and the related targets were not measurable				
45	PREDETERMINED OBJECTIVES (AOPO): INDICATOR NOT WELL-DEFINED AND VERIFIABLE	During the audit of predetermined objectives, it was noted that performance measure/indicators are not well defined and verifiable (documents not provided and not possible to verify the processes and systems that produce the indicator) and therefore the indicator and the related targets were not measurable				
46	PREDETERMINED OBJECTIVES (AOPO): PLANNED AND REPORTED STRATEGIC OBJECTIVES NOT CONSISTENT	During the audit of predetermined objectives, it was noted that the planned strategic objectives per planning document are not consistent with the reported strategic objectives per APR				

AG REMEDIAL ACTION PLAN						
Audit outcome 2017/2018:						
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Qualification						
47	KPA ELECTRICITY - NUMBER OF ELECTRICITY METERS INSTALLED	During the audit of Predetermined Objectives, selected the Job cards from the listings and noted that the listings does not indicate the actual number of meter installed to validate the number indicated on the job cards attached on the portfolio of evidence				
48	KPA ELECTRICITY - NUMBER OF BULK METERS INSTALLED	During the audit of Predetermined Objectives, selected the Job cards from the listings and noted that the listings does not indicate the actual number of meter installed to validate the actual achievement indicated on the job cards attached on the portfolio of evidence				
49	KPA ELECTRICITY - NUMBER OF NEW STREET LIGHTS INSTALLED	During the audit of Predetermined Objectives, selected the Job cards from the listings and noted that the listings does not indicate the actual number of street lights installed to validate the number indicated on the job cards attached on the portfolio of evidence				

AG REMEDIAL ACTION PLAN						
Audit outcome 2017/2018:						
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Qualification						
50	KPA ELECTRICITY - NUMBER OF STREET LIGHTS MAINTAINED	During the audit of Predetermined Objectives, selected the Job cards from the listings and noted that the listings does not indicate the actual number of street lights maintained to validate the actual achievement indicated on the job cards attached on the portfolio of evidence				
51	KPA WATER AND SANITATION - MEGALITRES OF WATER PROVIDED TO COMMUNITIES	During the audit of Predetermined Objectives, it was noted that not enough evidence on the listings to selected for testing listings does not have job cards numbers to select samples from, what's indicated is the total number of Job cards and the total actual achievement. It is not indicated per job card and the actual achievement of that job card so that it is simple to link to the POE, we could not confirm validity as a result				
52	KPA WATER AND SANITATION - MEGALITERS OF WATER PROVIDED TO COMMUNITIES	During the audit of Predetermined Objectives, selected the Job cards from the listings and noted that some of the job cards does not corresponds to the job cards listed on the listings and also could not test sewer plant flow due to limitation of meter reading.				

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Audit outcome 2017/2018:						
	Category / Key area	Audit Finding	Root cause of non-compliance / Internal control deficiencies	Activities to be undertaken	Responsible Person	Due date
Qualification						
53	KPA ROADS AND STORM WATER - KM OF ROADS MAINTAINED AND GRADED	During the audit of Predetermined Objectives, selected the Job cards from the listings and tested the job card on the POE and noted that some of the job cards were not signed by the driver/team leader, and others had differences on the actual achievement recorded				
54	KPA ROADS AND STORM WATER - SQUARE METERS (M2) OF TAR ROADS POTHOLE REPAIRED	During the audit of Predetermined Objectives, selected the Job cards from the listings and tested the job card on the POE and noted that some of the job cards relate to prior year, and others had differences on the actual achievement recorded				
55	KPA ROADS AND STORM WATER - KM OF KMs OF STORM WATER PIPES MAINTAINED	During the audit of Predetermined Objectives, selected the Job cards from the listings and tested the job card on the POE and noted that some of the job cards had differences on the actual achievement as compared to the actual achievement on the listings and limitation is also noted where the job card selected on the listing could not be located on the POE				

AG REMEDIAL ACTION PLAN						
Audit outcome 2017/2018:						
	Category / Key area	Audit Finding	Root cause of non-compliance / Internal control deficiencies	Activities to be undertaken	Responsible Person	Due date
Qualification						
56	AOPO KPA INFRASTRUCTURE DEVELOPMENT (PMU) - KM OF ROADS CONSTRUCTED OR TARRED	The listing provided does not have actual achievement to agree with the actual achievement indicated on the MIG report, actual achievement on the MIG is in percentage and the reporting on the APR is in KMs which is not measurable, validity of 7km could not be confirmed due to limitation on the listing provided where actual achievement is not indicated and also not measurable due to inconsistencies on the actual achievement between POE and APR				
57	AOPO KPA INFRASTRUCTURE DEVELOPMENT (PMU) - NUMBER OF DIGNIFIED SANITATION CONSTRUCTED	Inspected the listing provided and noted it does not have actual achievement to agree with the actual achievement indicated on the MIG report per POE, actual achievement on the MIG is in percentage and the reporting on the APR is in numbers which is not measurable, validity of 200 dignified sanitation could not be confirmed due to limitation on the listing provided where actual achievements are not indicated and also not measurable due to inconsistencies on the actual achievement between POE and APR.				

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Audit outcome 2017/2018:						
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Qualification						
58	APO KPA INFRASTRUCTURE DEVELOPMENT (MPU) - KM OF BULK PIPE LINE INSTALLED	The listing provided does not have actual achievement to agree with the actual achievement indicated on the MIG report, actual achievement on the MIG is in percentage and the reporting on the APR is in KMs which is not measurable, therefore validity of 10km could not be confirmed due to limitation on the listing provided where actual achievement is not indicated and also not measurable due to inconsistencies on the actual achievement between POE and APR				
59	AOPO KPA WASTE REMOVAL - NUMBER OF DISPOSAL SITES CONSTRUCTED IN RURAL AREAS	Inspected the listings and noted that Jabulani Agri Village Disposal site report is indicated as the document addressing the number of two (2) disposal sites constructed in rural areas; however such a report could not be verified on the POE.				
60	AOPO KPA WASTE REMOVAL - NUMBER OF WASTE BINS ACQUIRED	Inspected the listings where it has been indicated that "the bins have not been acquired yet", also inspected the POE and noted that there was no information for this indicator. Further inspected the APR and noted that actual achievement of three (3) bins were reported on the APR but there was no supporting evidence to substantiate achievement reported on the APR				

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Audit outcome 2017/2018:						
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Qualification						
61	AOPO KPA WASTE MANAGEMENT – NUMBER OF REFUSE COLLECTION TRIPS TO SERVICED AREAS	1 Inspected the listings and noted that collection registers and the number of trips were not listed on the listings, therefore not enough information presented to select samples for testing, actual achievement also not indicated. Therefore validity of the actual achievement as reported on the APR could not be verified due to limited or unusable information presented on the listing				
62	AOPO KPA WASTE MANAGEMENT – NUMBER OF STREET CLEANED IN THE CBD	Selected all 12 street names as indicated on the listings and noted that registers of the street names indicated on the listings were not included on the POE and also noted that the actual achievements were not indicated on the listing.				
63	AOPO KPA WASTE MANAGEMENT – NUMBER OF REFUSE CONTAINER TRIPS MADE	Inspected the listings and it was noted that not enough information presented to select samples for testing, registers of mass refuse container trips made with actual achievement not listed on the listings				

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Audit outcome 2017/2018:						
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64	AOPO: KPA WASTE MANAGEMENT – NUMBER OF STAKEHOLDERS AWARENESS AND CLEAN-UP CAMPAIGNS HELD	Inspected the listings and noted that not enough information presented to select samples for testing, attendance registers and dates of the campaigns were not indicated on the listings, also noted that the dates on the attendance registers of the campaigns as per the POE were after the 2017/18 financial year and cannot be used to test validity for this financial year				
65	AOPO KPA WASTE REMOVAL - NUMBER OF GREEN PROJECTS ESTABLISHED	Inspected the POE and noted that the reports of green projects established did not have dates and were also not validated or signed for approval. Validity of the reports could not be verified as a result.				
66	AOPO: SINGLE/ONCE-OFF ACHIEVEMENT	During the audit of Predetermined Objectives – single/once-off achievement, misstatements and limitations were noted				
67	INTERNAL & EXTERNAL AUDIT FINDING					
68	UNDERSTANDING OF THE ENTITY'S INTERNAL CONTROLS: IMPEMETATION OF ACTION PLANS FOR INTERNAK AND EXTERNAL AUDIT FINDINGS	Management developed an action plan to address prior year audit findings however majority of the audit findings were not addressed as at year end, which may result into recurring findings and misstatements. 77% of the findings were not resolved at year end, which consist of 14%(disputed),46%(partially addressed) and 17%(not addressed)	Lack of Accountability, Monitoring & Reporting on the progress made on the Implementation of the Audit Action Plan both Internal and External.	Monthly Reporting on the progress made on the implementation of the Internal & External Audit Action Plan.	ALL General Managers	

AG REMEDIAL ACTION PLAN						
Audit outcome 2017/2018:						
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SCM						
69	SCM QUOTATIONS: NO DECLARATION OF INTEREST BY WINNING SUPPLIERS	During the audit of quotations awarded to suppliers during the year, there was no evidence that the suppliers listed below declared their interest as required by SCM reg 13(c) before the quotations were awarded, payment vouchers submitted for audit did not include the declaration of interest by the supplier : MPM 12 projects, Improchem, Mntungwa enterprise, Mex Mthokozisi, Piet Retief Auto Clinic & Century Mshanguzo			CFO	
70	SCM QUOTATIONS: WRITTEN PRICE QUOTATION WERE NOT OBTAINED FROM ATLEAST THREE PROSPECTIVE PROVIDERS	During the audit of supply chain management quotations, it was noted that the suppliers listed below were awarded quotations without obtaining three written price quotations for procurements of goods and services and there were no reasons and approval for the deviations : Improchem, KVN Business Solution, Piet Retief Auto Clinic, Zenzozanda Trading, Mavumbuka projects & Yesizwe 9 PTY			CFO	

AG REMEDIAL ACTION PLAN						
Audit outcome 2017/2018:						
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71		For the award of the following quotation, the winning supplier submitted a quotation after the closing date of the advert, the closing date for the advert was 03 November 2017 and the quotation is dated 01 January 2018, furthermore the approval for which supplier to award the quotation was 03 November 2017. Izandla Ziyagezana Trading			CFO	
72	SCM QUOTATION: QUOTATIONS SPLIT INTO PARTS OR ITEMS OF A LESSER VALUE TO AVOID COMPETITIVE BIDDING PROCESS	During the audit of supply chain management, we have identified that the same goods were procured from the same supplier within two consecutive months in two different quotations.		Resolved	CFO	

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Audit outcome 2017/2018:						
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73		The first quotation was awarded in November 2017 for the supply of 10 tons of Suffolk 3465 chemicals to IMPROCHEM (PTY) LTD and second quotation was awarded in December 2017 for the supply of 10 tons of Suffolk 3645 to IMPROCHEM (PTY) LTD and the total value of both quotations were above R200 000 as a result the procurement of the chemicals were split into two quotations to avoid complying with SCM policy and compliance with SCM reg 12(3)		Resolved	CFO	

AG REMEDIAL ACTION PLAN						
Audit outcome 2017/2018:						
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Qualification						
74	SCM: DEVIATIONS	During the audit of supply chain management, it was noted that reasons for deviating from normal SCM processes as disclosed in note 52 of the annual financial statements and deviation register does not meet any of the valid reasons listed in SCM reg 36(1). Emalangen Technologies & Kainos Investment		Deviations be only - in an emergency; if such goods or services are produced or available from a single provider only; for the acquisition of special works of art or historical objects where specifications are difficult to compile; acquisition of animals for zoos; or in any other exceptional case where it is impractical or impossible to follow the official procurement processes	CFO	

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Audit outcome 2017/2018:						
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75	SCM COMPETITIVE BIDDING: BIDDERS WERE NOT DISQUALIFIED IN ACCORDANCE WITH PRE-DETERMINED REQUIREMENTS AS STIPULATED IN THE BID INVITATION/ BID DOCUMENTS	During the audit of supply chain management competitive bidding, it was noted that the suppliers listed below did not comply with all the requirements of the respective tender document but were not disqualified as required by bid specification and they were awarded tenders. MNN Engeneering,Excelsior, Bhutana,Dlabandlondlo,Andilamangema, Mkhondo Tyres, Super Quick, Essa tyres, Izandla Ziyagezana,Ted Vest,Phamokuhle,Ndukunduku, Izinyoni Zezulu	Lack of pre-Evaluation check list		CFO	
76	SCM COMPETITIVE BIDDING: BIDDER UNFAIRLY DISQUALIFIED	During the audit of supply chain management competitive bidding, it was noted that the supplier listed below was unfairly disqualified based on requirements that were not listed in the bid specification, tender document and advert as indicated.PIKUPQUIP		Develop Evaluation checklist to verify all minimum requirement for all bids to be accepted.Attendance of compulsory briefing, municipal rates, CK, MBD4,SARS Pin,BEEE Certificate returnable compulsory documents	CFO	

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77	SCM COMPETITIVE BIDDING: TENDERS WERE NOT ADVERTISED ON A NEWS PAPER	During the audit of supply chain management, we have identified that following tender were only advertised on Municipality website but not on a local newspaper as required by SCM reg 22 (1)(a) and 23(1)(a) which limited competition and resulted in a small pool of bidders competing for the tender:		All invitation to bids to be advertised by means of a public advertisement in newspapers commonly circulating locally, the website of the municipality or any other appropriate ways (which may include an advertisement in the Government Tender Bulletin	CFO	
78	SCM COMPETITIVE BIDDING: SUPPLIERS DID NOT DECLARE INTEREST	During the audit of supply chain management, we have identified that declaration of interest for suppliers listed below were not attached on the tender document submitted for bidding. Reco JV Phamokuhle & Sehla JV Mgoboyi		Develop Evaluation checklist to verify all minimum requirement for all bids to be accepted. Attendance of compulsory briefing, municipal rates, CK, MBD4, SARS Pin, BEEE Certificate returnable compulsory documents	CFO	

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Audit outcome 2017/2018:						
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79	SCM COMPETITIVE BIDDING: THE WINNING BIDDER DID NOT SUBMIT PROOF OF ACCOUNT FOR MUNICIPAL RATES AND TAXES	During the audit of supply chain management, we have identified that proof of account for municipal rates and taxes or municipal service charges to any municipality are not in arrears for more than 3 months was not attached, as listed on below table. Sihle JV Mgoboyi, Andilamangema, Pro Dawn Trading, Jerzac & Foloyi		Develop Evaluation checklist to verify all minimum requirement for all bids to be accepted. Attendance of compulsory briefing, municipal rates, CK, MBD4,SARS Pin,BEEE Certificate returnable compulsory documents	CFO	
80	SCM USE OF CONSULTANTS: INTERNAL CONTROL DEFICIENCIES IDENTIFIED	The consultants were appointed to address needs/ requirements that are permanent/ continuous in nature for which a position exists in the establishment. Management over reliant on the consultants as the following consultants were appointed to address needs or requirements that are permanent/continuous in nature and there are filled positions within the municipality structures for the divisions responsible for the line items of which consultants are used:JBFE consulting: Assets consultants appointed to provide the assets services for a period of 3 years. PK Financial consulting cc: VAT consultants appointed to provide the VAT services on a monthly			CFO	

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Audit outcome 2017/2018:						
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81	SCM: CONTRACT MANAGEMENT NON COMPLIANCE IDENTIFIED	During the audit of SCM use of consultant and contract management we have identified the following non-compliance over contract management There is no evidence that the performance of the consultant and contractors is monitored, at least on a monthly basis. There are no contract performance measures and methods to monitor the consultants and contractors to ensure effective contract management			CFO	
82	SCM QUOTATIONS: WRITTEN PRICE QUOTATION WERE NOT OBTAINED FROM ATLEAST THREE PROSPECTIVE PROVIDERS	During the audit of supply chain management quotations, it was noted that the suppliers listed below were awarded quotations without obtaining three written price quotations for procurements of goods and services and there were no valid reasons and approval for the deviations. Mbabeli Consulting			CFO	
83	SCM CONTRACT MANAGEMENT: TOTAL PAYMENTS MADE EXCEED ORIGINAL CONTRACT AMOUNT	During the audit of supply chain management contract management, we have identified the following contracts which had expenditure that exceed the original contract price and there was no approval or extension of the contract according to the approval sub delegations as mentioned above. Dlabandlondlo & Riccon	Resolved		CFO	
PAYABLES						

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Audit outcome 2017/2018:						
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Qualification						
84	DISTRIBUTION LOSSES	During the audit of distribution losses, we have identified the following differences between the disclosed amount and recalculated amount	Lack of Reviews of the Annual Financial Statements	Resolved	CFO	
85	EXPENDITURE: PAYMENTS NOT MADE WITHING 30 DAYS	During the audit of expenditure, we have identified that the following invoices received from the suppliers were paid after 30 days from the date invoice received/invoice date	Current Assets Less than Current Liabilities. Ineffective & Efficient Revenue Collection System.		CFO	
86	EXPENDITURE: CONTRACTED SERVICES INCORRECT CLASSIFICATION	During the audit of expenditure contracted services, we have identified the following transaction which relates to inventory issues, repairs and maintenance that were incorrectly classified as contracted services			CFO	
87	EXPENDITURE: REPAIRS AND MAINTENANCE INCORRECTLY CLASSIFIED	During the audit of expenditure repairs and maintenance, we have identified the following contracted services and general expenses which were incorrectly classified to repairs and maintenance			CFO	

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Audit outcome 2017/2018:						
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Qualification						
88	EXPENDITURE: DIFFERENCE BETWEEN THE GENERAL LEDGER AND INVOICE AMOUNT	During the audit of expenditure, we have identified the following transactions that were captured on the GL, however the amount recorded on the general ledger does not agree to the invoice amount	Inadequate control and procedures in terms of capturing, reviewal and approval of payment vouchers	Strengthen the daily capturing, reviewal and approval of payment vouchers. Manager Expenditure & CFO verify accuracy before actual payment are effected	CFO	
89	EXPENDITURE: AMOUNTS RECORDED ON THE GENERAL LEDGER INCLUSIVE OF VAT	During the audit of expenditure, we have identified the following transactions which were recorded inclusive of VAT on the general ledger.	Inadequate control and procedures in terms of capturing, reviewal and approval of payment vouchers	Strengthen the daily capturing, reviewal and approval of payment vouchers. Manager Expenditure & CFO verify accuracy before actual payment are effected	CFO	
90	EXPENDITURE: GENERAL EXPENDITURE INCORRECT VAT RATE USED TO ACCOUNT FOR VAT INPUT ON THE GENERAL LEDGER	During the audit of general expenses, we identified that VAT for the following transactions were accounted for on the GL using the incorrect VAT rates	Inadequate control and procedures in terms of capturing, reviewal and approval of payment vouchers. Late Capturing of invoices onto the Financial System	All invoices to be captured on time in terms of accrual basis	CFO	

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Audit outcome 2017/2018:						
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Qualification						
91	EXPENDITURE: WATER BULK PURCHASES LIMITATION OF SCOPE	During the audit we issued request number 57 dated 17 October 2018 requesting all the invoices for bulk water purchases for the whole year, the file with the invoices was submitted for audit, however the invoices supporting the following amounts recorded in the GL were not included on the file.	Poor Record Keeping		CFO	
92	EXPENDITURE: BULK PURCHASES CUT-OFF	During the audit of bulk purchases, we have identified the following invoices which related to 2016/17 financial year, however they were recorded in the 2017/18 financial year as expenditure for the current year.	Late submission of invoices by service providers towards year end.		CFO	
93	PAYABLES FROM EXCHANGE TRANSACTIONS: DEBTORS WITH NEGATIVE BALANCE INCOMPLETE	During the audit of payables from exchange transactions we have identified the that the value of debtors with negative balance on the age analysis was R 6 506 190.47, however management only disclosed R 2 590 109	Resolved		CFO	

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	Category / Key area	Audit Finding	Root cause of non-compliance / Internal control deficiencies	Activities to be undertaken	Responsible Person	Due date
Qualification						
94	EXPENDITURE: CONTRACTED SERVICES CUT-OFF	During the audit of contracted services, we have identified the following invoices which were had an invoice date before year end received in June 2018, however they were recorded in the 2018/19 financial.	Late submission of invoices by service providers towards year end.		CFO	
95	AUDITOR'S REMUNERATION: VAT AMOUNT DISCLOSED ON THE ANNUAL FINANCIAL STATEMENT NOT AGREEING TO THE GENERAL LEDGER	During the audit of auditor's remuneration note no 49, we identify the following differences between the VAT input disclosed in the Annual Financial statements and the General ledger	Inadequate control and procedures in terms of capturing, reviewal and approval of payment vouchers. Late Capturing of invoices onto the Financial System	Strengten the daily capturing, reviewal and approval of payment vouchers. Manager Expenditure & CFO verify accuracy before actual payment are effected	CFO	
96	PURCHASES PAYABLES AND PAYMENTS- NO BUDGET VERIFICATION	During the audit while obtaining understanding of the business process for purchases and payables we have inspected the supporting documentation on the payment vouchers and identified that there is no evidence for verifying budget availability before the following goods and services were procured:	Inadequate control and procedures in terms of verification of available budget before procurement.	Confirmation of budget availability be attached to every payment vouchers as per the standard operating procedures.	CFO	
RECEIVABLES						

AG REMEDIAL ACTION PLAN						
Audit outcome 2017/2018:						
	Category / Key area	Audit Finding	Root cause of non-compliance / Internal control deficiencies	Activities to be undertaken	Responsible Person	Due date
Qualification						
97	RECEIVABLE FROM EXCHANGE TRANSACTIONS: OVERSTATEMENT OF SUNDRY DEBRORS	During the audit of sundry debtors, we have identified that management recognized receivables from sale of stands situated in Piet Retief extension 7 amounting to R 4 632 775, based on the deed of sale contracts inspected we have noted that the municipality made an offer for the sale of stands to the potential buyers on 26 June 2018 with a condition that the potential buyer must pay the sales price within 30 days in cash and failure to pay within the stipulated period will result to the offer being null and void.	Resolved	Resolved	CFO	
AFS						
98	AFS: STATEMENT OF COMPARISON OF BUDGET AND ACTUAL AMOUNTS	Differences were noted between the calculated percentages based on the actual v/s budget calculated by the client and the recalculated percentages by the auditors	Inability to produce credible & Reliable Annual Financial Statements	AFS with supporting schedules to be reviewed by the CFO, Internal Audit & Audit Committee.	CFO	

AG REMEDIAL ACTION PLAN						
Audit outcome 2017/2018:						
	Category / Key area	Audit Finding	Root cause of non-compliance / Internal control deficiencies	Activities to be undertaken	Responsible Person	Due date
Qualification						
		We noted the following line items which were incorrectly presented, line items and amounts on the face of the statement of financial position does not agree to the line items and amounts presented in the statement of comparison of budget and actual amounts. VAT, Cash & Cash Equivalent & Bank Overdraft	Inability to produce credible & Reliable Annual Financial Statements	AFS with supporting schedules to be reviewed by the CFO, Internal Audit & Audit Committee.	CFO	
		We noted that the amounts presented in the statement of comparison of budget and actual amounts does not agree to the amounts in the cash flow statements	Inability to produce credible & Reliable Annual Financial Statements	AFS with supporting schedules to be reviewed by the CFO, Internal Audit & Audit Committee.	CFO	
99	PROVISION: INTEREST FROM CALCULATION OF LANDFILL SITE PROVISION INCORRECTLY CLASSIFIED	During the audit we have identified that the interest charged on the 1,269,011 on the increase on the provision for landfill site was recognised as an increase to the contribution for the of rehabilitation site instead of finance cost.	Inability to produce credible & Reliable Annual Financial Statements	AFS with supporting schedules to be reviewed by the CFO, Internal Audit & Audit Committee.	CFO	
100	ANNUAL FINANCIAL STATEMENTS – PRESENTATION NOT IN	Based on the inspection of the AFS, it was noted that the accounting policy for Revenue from exchange transactions was not disclosed.	Inability to produce credible & Reliable Annual Financial Statements	AFS with supporting schedules to be reviewed by the CFO,	CFO	

AG REMEDIAL ACTION PLAN						
Audit outcome 2017/2018:						
	Category / Key area	Audit Finding	Root cause of non-compliance / Internal control deficiencies	Activities to be undertaken	Responsible Person	Due date
Qualification						
	ACCORDANCE WITH GRAP STANDARDS			Internal Audit & Audit Committee.		
		Through inspection of the AFS, it was noted that the measurement bases disclosed was the Revaluation Model and the municipality is using the Cost Model. So there was incorrect disclosure of the measurement bases.	Inability to produce credible & Reliable Annual Financial Statements	AFS with supporting schedules to be reviewed by the CFO, Internal Audit & Audit Committee.	CFO	
		Through inspection of the AFS, the disclosure of Work-in-progress was incorrectly done as it was disclosed together with the other class of property, plant and equipment. The Work-in-progress should be disclosed separately as per GRAP 87, per class of asset.	Inability to produce credible & Reliable Annual Financial Statements	AFS with supporting schedules to be reviewed by the CFO, Internal Audit & Audit Committee.	CFO	
		Based on the inspection of the AFS, it was noted that included in the reconciliation of PPE in note 10, a column labelled Donated Assets was included which is not in line with the GRAP 17 paragraph 85.	Inability to produce credible & Reliable Annual Financial Statements	AFS with supporting schedules to be reviewed by the CFO, Internal Audit & Audit Committee.	CFO	

AG REMEDIAL ACTION PLAN						
Audit outcome 2017/2018:						
	Category / Key area	Audit Finding	Root cause of non-compliance / Internal control deficiencies	Activities to be undertaken	Responsible Person	Due date
Qualification						
101	LEAD SCHEDULE: DIFFERENCES BETWEEN THE AMOUNTS IN THE GL/TB, AFS, SUPPORTING SCHEDULES AND COMPARATIVE AMOUNTS	During the audit while completing the lead schedule for the different line items for the account balances, class of transactions and the disclosures we have noted the following differences between Trade Payables, Contingencies, Overtime, Auditors remuneration, National Intergated Electricity programme & Fruitless & wasteful Expenditure	Inability to produce credible & Reliable Annual Financial Statements	AFS with supporting schedules to be reviewed by the CFO, Internal Audit & Audit Committee.	CFO	
UNAUTHORISED, IRREGULAR, FRUITLESS AND WASTEFUL EXPENDITURE						
102	DISCLOSURES: UNAUTHORIZED, IRREGULAR, AND FRUITLESS AND WASTEFUL EXPENDITURES	During the audit performed of Unauthorized, Irregular, and Fruitless and Wasteful Expenditures (UIF) for the year ended 30 June 2018, there is no evidence that the UIF register was reviewed by the CFO for accuracy and completeness	Inadequate procedures and control in place to prevent, detect and account for UIF	UIF Registers be updated monthly and be signed off by the CFO as proof of reviews	CFO	
103	FRUITLESS AND WASTEFUL EXPENDITURE: UNDERSTATEMENT MISSTATEMENT	Interest and penalties incurred were not recorded on the register and disclosed as fruitless and wasteful expenditure disclosed as in the annual financial statement for 2017/18. Excelsior printers, AGSA & SARS	Inadequate procedures and control in place to prevent, detect and account for UIF	UIF be identified monthly and be reported to Auditor General & MEC for Local Government & traditional Affairs. UIF be referred to MPAC for further Investigation.	CFO	
ICT						

AG REMEDIAL ACTION PLAN						
Audit outcome 2017/2018:						
	Category / Key area	Audit Finding	Root cause of non-compliance / Internal control deficiencies	Activities to be undertaken	Responsible Person	Due date
Qualification						
104	IT: INTERNAL CONTROL DEFICIENCIES	The municipality IT strategic plan is not approved			General Manager : Corporate Services	
		The municipality IT security policy not approved				
		The municipality does not have an approved information Technology Committee charter				
		The was no ICT Champion for the whole year as the senior manager for IT was suspended for the whole year, no one was appointed to champion the ICT.				
		The quarterly User Access Review Signoffs were not performed throughout 2017/18 financial year.				

.9.15. 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

PART A: STRATEGIC RISK FOR BASIS 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	<p>1. Inadequate infrastructure for services delivery</p> <p>2. Aging Infrastructure and other assets</p> <p>3. Lack of regular infrastructure maintenance due to financial constraints (Electrical department)</p> <p>4. Inadequate capacity of electrical supply system</p> <p>5. Inability to maintain infrastructure due to Climate changes</p>	<ul style="list-style-type: none"> • Health hazards; • Negative audit outcome • Poor road access • Natural disasters resulting in damages to property; • Service delivery protest • Poor water supply and electricity 	5	5	25	<ul style="list-style-type: none"> • Functional Technical Services Department with all Managers appointed • Budget including grants MIG, WSIG & INEP available • Engaging the relevant stakeholders on the upgradin 	65 %	4	5	20	<p>1,2&6.Development of the Infrastructure Master Plans (Water & Sanitation , Roads & Storm water, Electricity, Waste Management)</p> <p>3. Continue with the implementation of the Revenue Enhancement Strategy to enable adequate maintena</p>	<p>1,2&6. 30 Sept 2019</p> <p>3. 30 Sept. 2019 & quarterly</p> <p>4. 30 Sept. 2019 & quarterly</p> <p>5. 30 Sept. 2019 & quarterly</p>	Quarterly	GM Technical	<p>1,2,5,6 & 7.GM Technical</p> <p>3. All GMs</p> <p>4. SM: PMU</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	Frequ ency of reporti ng	Risk Own er	Action Owner
				6. Lack of Infrastructure Master plans (Water, Electricity and Roads) 7. Scarce skills of technicians					g of the sub-station. •Conducting awareness's on water conservation • Help desk assisting community with complaints					nce of infrastructure 4. Continue with upgrading of Greyling substation as funds become available 5. Draft maintenance plans to be approved. 7.To appoint Technicians	7.30 Sept 2019			

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	Frequ ency of reporti ng	Risk Own er	Action Owner
SR2.	Spatial Rational	To develop sustainable and integrated human settlement	Inability to adequately respond to sustainable and integrated planning needs of the community	<p>1. Insufficient serviced land for human settlements;</p> <p>2. Rapid rate of cross border and Rural-Urban migration</p> <p>3. Non-alignment legislative processes in establishment of township</p> <p>4. Non-alignment of spatial planning processes with infrastructure</p>	<ul style="list-style-type: none"> Land Invasions Social unrest Negative reputation Prolonged human settlement processes Inability to provide adequate basic services 	4	5	20	<ul style="list-style-type: none"> Spatial Development Framework in place SPLUMA by-law in place. Town Planning Scheme in place 	70%	3	5	15	<p>1. To engage stakeholders to provide land for township establishment.</p> <p>2.1 Create awareness on investment opportunities in Rural areas</p> <p>2.2 Engage the relevant Stakeholders on Cross border and Rural-Urban migration</p> <p>2.3</p>	<p>1. 30 Sept. 2019 and quarterly</p> <p>2.1 30 Sept. 2019 and quarterly</p> <p>2.2 30 Sept. 2019 and quarterly</p> <p>2.3 30 sept. 2019 and</p>	Quarterly	GM: Planning & Development and GM: Technical Services	<p>1.MM</p> <p>2.1 Manager LED</p> <p>2.2GM : Planning & Development</p> <p>2.3 Human Settlement Officer</p> <p>3.1 GM: Planning</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	Frequ ency of reporti ng	Risk Own er	Action Owner
														Regular updating of the settlement database 3.1 Continue with the implementation of the SPLUMA exemption provision 3.2. Engage CoGTA to coordinated with the relevant stakeholders on Legislation processes 4.Infastructur e Master Plans	quart erly 3.1 30 Sept. 2019 & quart erly 3.2 30 Sept 2019 & quart erly			3.2 GM: Planni ng 4.GM: Techni cal Servic es

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	<p>1. Outdated LED Strategy</p> <p>2. Inadequate infrastructure developments</p> <p>3. Inadequate access to economic productive land in rural areas</p> <p>4. Inadequate promotion of Mkhondo as tourism destination(Non-existence of LTO)</p> <p>5. Inadequate support of the SMMES and Cooperatives</p>	<ul style="list-style-type: none"> • Slow economic growth rate • High unemployment rate; • Unsustainable SMMES and Cooperatives • Lack of appetite for investment • Dis- investment by existing businesses 	4	5	20	<ul style="list-style-type: none"> • Special programs to reduce unemployment (EPWP,CWP , MRTT and Siyathuthuka) • LED Forum in place; • Cooperation with other stakeholders (Inter - governmental, private sector) 	60%	3	5	15	<p>1. Engage stakeholders to mobilise investments initiatives (Public and Private) and approve LED strategy</p> <p>2. Develop and implement Infrastructure master plans.</p> <p>3. Engage Rural Development on radicalizing of land redistribution in rural areas</p> <p>4. Conduct Tourism</p>	1-7. 30 Sept. 2019	Quarterly	MM and All GM;s	<p>1. MM, All GM;s and LED Manager</p> <p>2. GM: Technical Services</p> <p>3. GM: Planning and Development</p> <p>4. SM: Tourism</p> <p>5,6& 7.GM: Planning and Develo</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	Frequ ency of reporti ng	Risk Own er	Action Owner
				6. Inadequate skills (SMMES and Cooperatives) 7. Lack of incentive for investment.										awareness campaigns. 5.Approve LED strategy 6.Support needs analysis 7.Facilitation of external funding support				ment and LED Manager

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
SR4	Financial Viability	Financial Viability	Financial Non-Viability	<p>1. Low revenue base</p> <p>2. Inability and resistance to pay Municipal services by the Community</p> <p>3. Inadequate financial management (All Managers)</p> <p>4. Inadequate revenue collection</p> <p>5. Inability to control the SCM mark-up prices</p> <p>6. Inadequate asset</p>	<ul style="list-style-type: none"> • Inability to meet financial obligation (Eskom, etc.) • Qualified audit opinion; • Financial Loss; • Late reporting on compliance matters 	5	5	20	<ul style="list-style-type: none"> • Revenue enhancement strategy in place; • Indigent register in place • Credit control policy in place. • Appointed Cigicell as vendors for electricity sales. • Appointed mSCOA and Asset management consultant (Ngubane & Co) 	60%	3	4	12	<p>1,2&4. Continue to implement the Revenue Enhancement Strategy (register more indigents, Appointed consultant Cigicell to install smart meters, Certification of Eskom invoices)</p> <p>3&5. Enforce the implementation of financial management policies. (SCM, MFMA, All secretaries to have access to Munsoft to</p>	1-7.30 Sept 2019	Quarterly	CFO	<p>1,2&4. SM: Revenue</p> <p>3&5 SM: SCM, Expenditure and Budget</p> <p>6&7: SM: Assets</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 7.Inadequate implementation of the mSCOA										verify availability of budget before making any transactions) 6&7.Appointed consultant (Ngubane & Co) to ensure adequate implementation of our asset and mSCOA systems by continuously improving our controls.				

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	<p>1. Inadequate community involvement in the governance processes;</p> <p>2. Inadequate alignment of IDP, Budget and SDBIP</p> <p>3. Inadequate implementation of resolutions from Council</p> <p>4. Inadequate communication between the municipality and the community</p> <p>5. Ineffective records management system</p>	<ul style="list-style-type: none"> • Reputational Risks; • Social Unrest • Inability to align service delivery to community needs 	4	5	20	<ul style="list-style-type: none"> • Budget consultative process implemented ,(part of public participation program) • Mid-year performance review by Council • Political office play a role in inviting community to public participation through ward committees • MPAC engages members of committee before 	60%	3	5	15	<p>1, 2, 3 &4 .Continuous coordination between the relevant offices (IDP, Budget and PMS)</p> <p>5.To procure new records Management System and appoint SM: Records management</p>	1-5 30 Sept 2019	Quarterly	GM: Corporate Services	1, 2, 3 &4 GM: Corporate Services, SM: PMS, Budget and IDP 5. GM: Corporate Services

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
									<p>annually reports approved</p> <ul style="list-style-type: none"> • Mediums to communicate with community in place (Facebook, Newsletter, Radio station and Website) 									

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	Frequ ency of reporti ng	Risk Own er	Action Owner
SR 6	Municipal Institutional Development and Transformation	Municipal Institutional Development and Transformation	Inadequate transformation and development programs	<p>1. Imbalance in key position(Task vs competence)</p> <p>2. Inadequate resources for skills development</p> <p>3. Insufficient office space</p>	<ul style="list-style-type: none"> • Skills shortage among officials which could have a negative impact on service delivery • Non-compliance to Employment Equity Targets • Minimal growth among employees 	5	5	20	<p>1. Skills Development Plan in place (Work skills plan)</p> <p>2. Revenue enhancement Strategy in place</p> <p>3.HR Plan in place</p>	70%	3	5	15	<p>1. Enforcement Employment Equity Plan.</p> <p>2. Implement Revenue enhancement Strategy in place (enforcing debt-credit policy) to ensure adequate resources are made available for skills development and apply or source skills development grants for critical skills</p>	1-230 Sept 2019	Quarterly	CFO and GM: Corporate Services	SM: Revenue, SM: HR and Manager: Skills Development.

9.15. 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

9.16. 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.

9.17. 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).

9.18. TO ENSURE FINANCIAL VIABILITY

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

Figure 40: Key Performance Areas:



9.19. 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

9.20. 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.

9.21. Expenditure Management

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

9.22. 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

9.23. 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 41: ICT Coverage Areas:

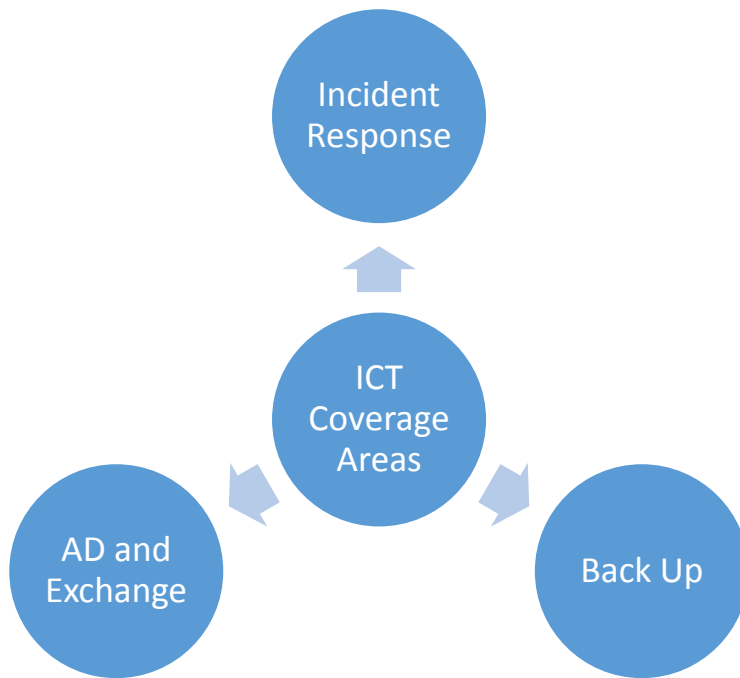


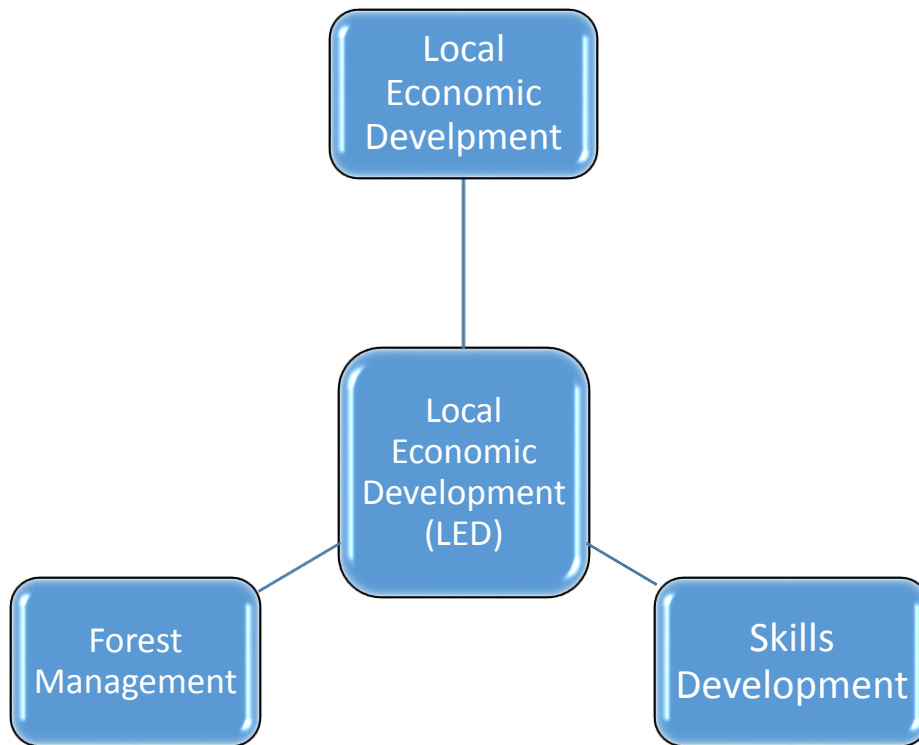
Table 46: Key Functions of ICT:

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.

9.24. TO ENSURE LOCAL ECONOMIC DEVELOPMENT (LED)

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

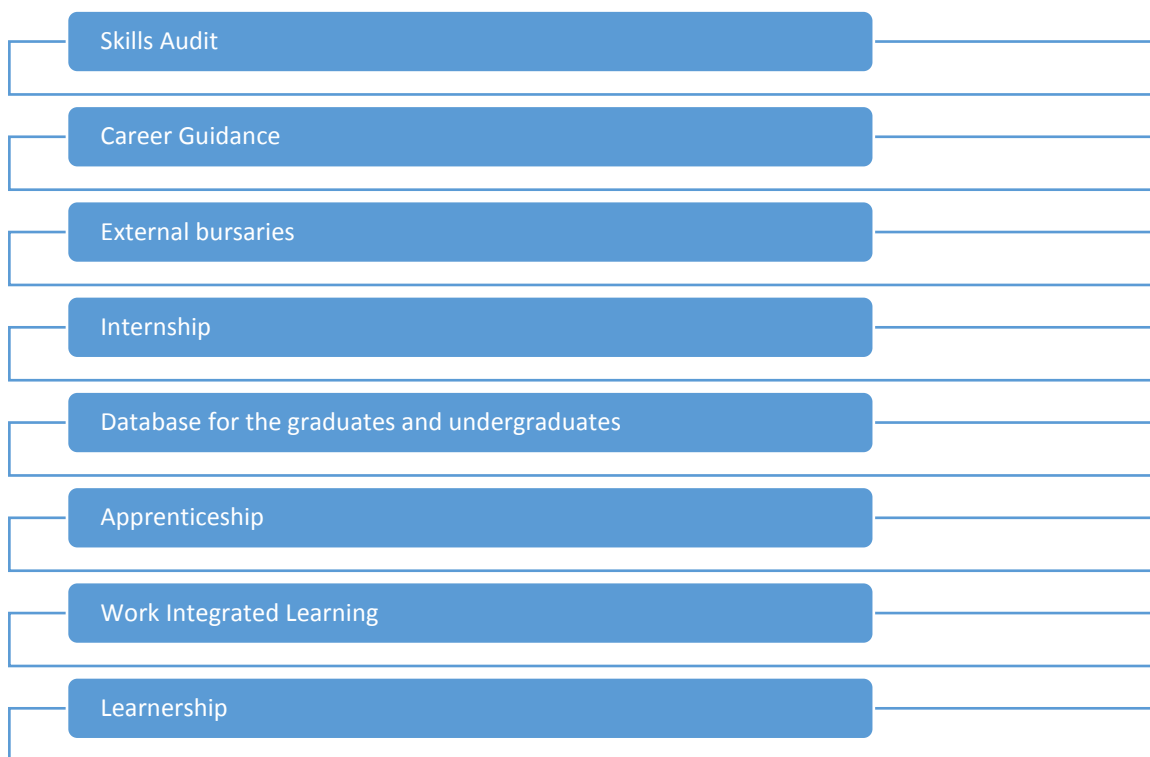
Figure 42: Social and Economic Development Key Performance Areas:



9.24.1. 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 43: Key functions of Skills Development Unit:



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

9.24.2. TRAINING IMPLEMENTED 2018/2019

No.	Name of Training Intervention	Number of officials Attended	Number of Councillors Trained	Number of Unemployed Trained
1	Municipal Finance Management Programme		11	
2	34th IMPSA International Conference		1	
3	Municipal Leaders Media and Stakeholder Engagement Programme		3	
4	Municipal Public Accounts Committee Guide & Toolkit Workshop		5	
5	Capacity Building Workshop on Fire Services		1	
6	Local Labour Forum		2	
7	Integrated Councillor Induction Programme		38	
8	Senior Leaders Development		1	
9	Programme in Project Management	3		
10	Programme in SCM for Junior Practitioners	1		
11	Construction Contracts and Contract Management	1		

No.	Name of Training Intervention	Number of officials Attended	Number of Councillors Trained	Number of Unemployed Trained
12	Municipal Finance Management Programme	20		
13	MFMA Capacity Building Reporting Requirements Workshop	1		
14	Hot Water System Installation	20		
15	Supply Chain Capacity Building Workshop	1		
16	Advanced Programme in SCM for Senior Practitioners	1		
17	Munsoft ICT Forum	2		
18	ORHVS	4		
19	Innovative Partnership for Rural Development Programme Learning Forum	4		
20	Land Use Management	2		
21	Business Administration			50
22	2nd African Labour Law Society Conference	1		
23	21st Annual Conference	1		
24	Business Continuity Management	2		
25	Executive Leadership	2		
26	How to Develop an Assets Management Plan	2		
27	The Inaugural Local Government Human Resource Best Practices Seminar	3		
28	Monitoring and Evaluation	4		
29	CIGFARO Annual Conference	5		
30	Fleet Management	2		
31	The Planning Africa 2018 Conference	3		
32	LGSETA Research Seminar Series	1		
33	Office Management	3		
34	Public Participation Coordinators	1		
35	34th IMPSA International Conference	2		
36	Capacitation of Tourism Practitioners (LED, Planning & Infrastructure Development)	1		
37	Municipal Leaders Media and Stakeholder Engagement Programme	1		
38	Municipal Public Accounts Committee Guide & Toolkit Workshop	1		
39	Induction for Plumbing	31		
40	Water Analysis & Monitoring	1		
41	Capacity Building Workshop on Fire Services	1		
42	Local Labour Forum (LLF)	16		
43	NC: Water and Wastewater Process Control	11		
44	Front Desk Operations & Telephone Skills	03		
45	Annual Municipal Finance Interns Workshop	5		
46	BPub Administration Hons	1		
47	Task Job Evaluation Evaluator Training	2		
48	Discretionary Grant Workshop	1		
49	Senior Leaders Development	3		
50	Stores	2		

9.25. Expanded Public Works Programme (EPWP)

OVERVIEW OF EPWP

The Expanded Public Works Programme (EPWP) is South African Government initiated programme aimed at creating 6 million work opportunities by 2018. The Programme is implemented by all spheres of government, across four (4) defined sectors, namely the Infrastructure, Social, Non-State and Environment and Culture sectors. The Programme is coordinated by the National Department of Public Works (DPW), as mandated by Cabinet.

The programme is not implemented in isolation with other government strategic initiatives, the New Growth Path (NGP) outlines key job drivers, such as targeting more labour-absorbing activities across the main economic sectors; and substantial public investment in infrastructure both to create employment directly, in construction, operation and maintenance as well as the production of inputs, and indirectly by improving efficiency across the economy. EPWP work opportunities are all linked to the NGP Job drivers and expected to contribute to the NGP targets through its Full-Time Equivalent (FTE) targets.

The National Development Plan Vision 2030 through the Diagnostic Report identified nine main challenges facing South Africa, amongst others are: too few people work and the quality of education available to the majority is poor. The persistently high rate of unemployment in South Africa (23.9%) is one of the most pressing socio-economic challenges facing government. High youth unemployment in particular means young people are not acquiring the skills or experience needed to drive the economy forward. This inhibits the country's economic development and imposes a larger burden on the state to provide social assistance.

No single policy offers the solution; what is needed is a sustained period of accelerated and inclusive economic growth and a comprehensive set of short-term and long-term policy reforms and initiatives that encompass increasing demand for labour, improving education and skills, and labour market interventions that improve the employability of young people. Expanded Public Works Programme is one of those short-term initiatives by Government aimed to create work opportunities for the marginalised: women, youth and people with disabilities.

The incentives grant was introduced during the second phase of the Programme with the aim to reinforce and reward public bodies that implement labour intensive methods and utilise their existing budget allocations effectively to increase the labour content of service delivery; also to encourage public bodies meet their EPWP targets and rapidly expand job creation.

Mkhondo Local Municipality is also actively involved in the implementation of EPWP through programmes like Phezukomkhono / Siyathuthuka, Community Works Programme (CWP), Mpumalanga Regional Training Trust (MRTT), Integrated Grants (IG) as implemented by the Municipality in different sectors and infrastructural projects within the Project Management Unit (PMU) of the Municipality.

VISION

Mkhondo Local Municipality EPWP vision seeks to:

“Improve the quality of life of our people by creating jobs, providing job trainings and skills transfer while creating and providing community assets.”

MISSION

- To deliver quality and sustainable services that will enhance economically viable and better life for our community.
- To have the Executive Mayor and the Municipal Manager championing EPWP in the Municipality.
- All Municipal General Managers to have EPWP targets in their Performance Agreements with the Municipal Manager.
- Report Municipal created work opportunities on monthly bases to the EPWP Reporting System.
- To have a functional fully fleshed EPWP Unit and dedicated coordination capacity to implement the mandate of EPWP as expected by all Municipalities.

MUNICIPAL EPWP OBJECTIVE

In November 2013, Cabinet approved the implementation of EPWP Phase 3 for another 5-year period (2014/15-2018/19), with increased targets and more focused and specific objectives, which include amongst other things:

- To have EPWP as an approved delivery strategy for projects implementation, employment creation and skills development; by ensuring that EPWP guidelines and principles are adhered to in the implementation of any municipal project;
- To inform all Departments and Units within municipality on how their functions should contribute towards achieving the EPWP objectives; (clarify the support function roles further within municipalities e.g. finance, corporate service) (Acknowledge that the model varies);
- To entrench the EPWP methodology within the IDP; (acknowledge EPWP in the IDPs);
- To develop skills within communities through on-the-job and/or accredited training of workers and thereby developing sustainable capacity within communities;
- To capacitate SMME's and emerging contractors within local communities by facilitating the transfer of sustainable technical, managerial and financial skills through appropriate learnership programmes and SMMEs development initiatives;
- Re-engineer how the planning, design and implementation programmes/projects within the existing municipal operational and capital budgets in order, to maximize greater employment opportunities per unit of expenditure;
- To maximise the percentage of the municipal's annual total budget spent and retained within local communities by promoting the procurement of goods and services from local manufacturers, suppliers and service providers.

CHALLENGES AFFECTING MUNICIPALITIES TO DELIVER ON EPWP OBJECTIVES

Most public bodies implementing EPWP face similar challenges. The most common challenges includes amongst others the:

- Commitment of political and administrative leadership.
- Capacity in terms of designing projects that are labour-intensively.
- Capacity in terms of reporting.
- Dedicated coordination capacity within the Municipality.
- Low incentive draw-down.
- Achievement of longer duration of work opportunities and FTE targets.
- Late commencement of projects.
- Late reporting by contractors and sub-contractors.
- Late payment of contractors by the Municipality, and
- No permanent appointments within the EPWP coordinating structure.

RECRUITMENT OF BENEFICIARIES

EPWP Recruitment guideline is clear on the issue of recruitment of beneficiaries that it should be driven by the Municipality, with support from the Provincial Coordinating Department within the Province or the sector lead Department within the Province. Municipalities may use of unemployment databases/indigent databases, open advertisement, make use of councillors, make use of CDW or make use of the contractors. In addition, EPWP Guidelines have been developed for use for recruitment of EPWP based beneficiaries.

EPWP beneficiaries must be:

- South African citizens with a valid bar-coded ID.
- Residents of designated area where project is being implemented.
- Persons from indigent households.
- Households with no income and priority given to one individual per household.

EPWP TARGETS GROUPS

The EPWP target group is unemployed and unskilled persons, women (55%) youth (40%) and persons with disabilities (2%). These will be attained by using sound Social Facilitation Process, EPWP Recruitment Guidelines and adhering to MLM HR processes. The Municipality will drive the beneficiaries recruitment supported by the Provincial Coordinating Department or Sector Lead Department within the Province.

ADHERENCE TO THE EPWP MINIMUM WAGE

The Municipality will ensure that they comply with the EPWP Minimum wage and employment conditions under the EPWP Ministerial Determination as prescribed annually.

CONDITIONS OF EMPLOYMENT

EPWP beneficiaries are employed under the conditions of employment stipulated in the Ministerial Determination and Code of Good Practice for EPWP. Ensure full compliance with labour legislation such as Unemployment Insurance Fund (UIF), Compensation of Injuries and Diseases Act (COIDA), and Occupation Health and Safety Act (OHSA).

EPWP SECTORS AS IMPLEMENTED BY THE MUNICIPALITY

EPWP sector initiatives that are implemented by the Municipality are as follows:

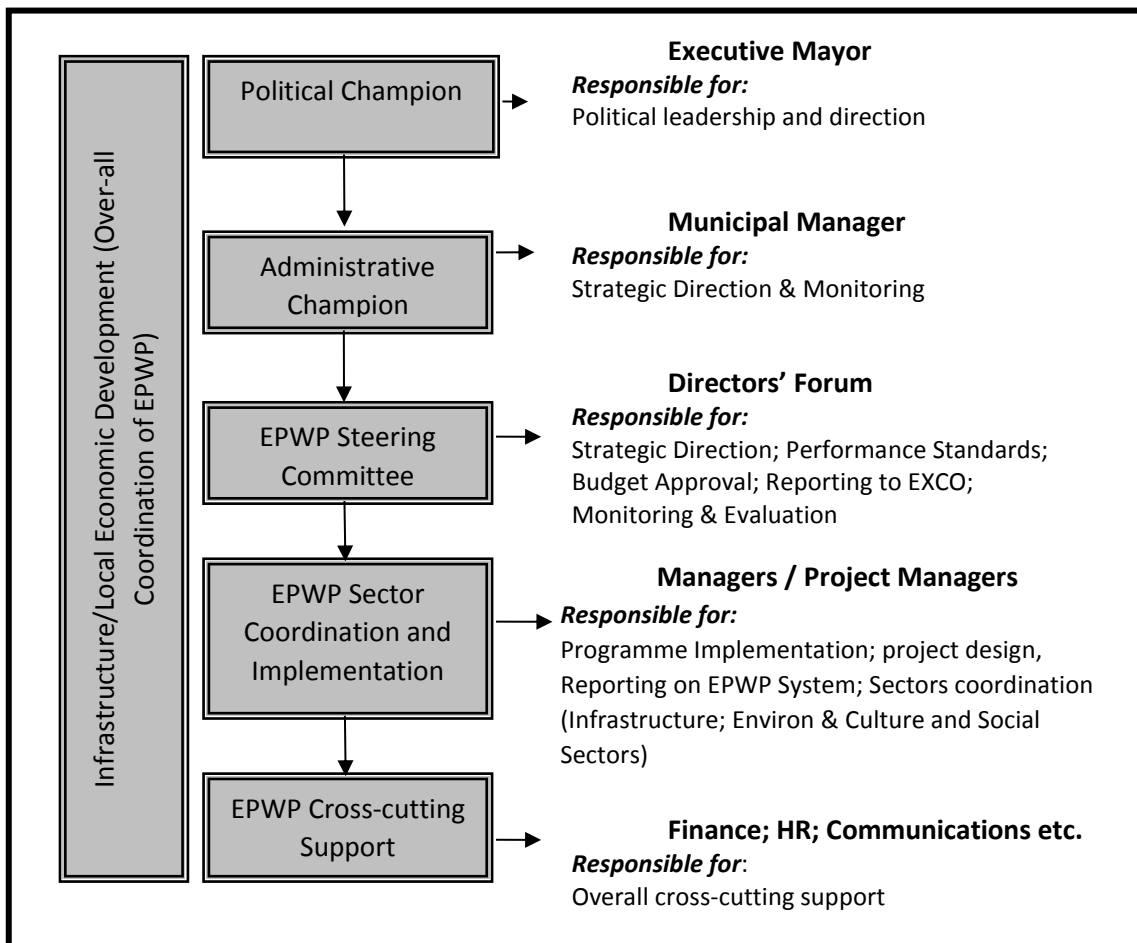
Table 1: EPWP Sectors initiatives as implemented by MLM

Infrastructure Sector	Environment and Culture Sector	Social Sector
Infrastructural Projects through PMU within the Department of Technical Services (MIG, WSIG, INEP)	IG – Waste Management IG – Forestry Provision of Silviculture Services	IG – Meter Readers IG – Municipal Security IG – School Patrollers IG – In-Service Trainees IG – Road Markers IG – Finance Interns Provision of Municipal Security

EPWP MUNICIPAL COORDINATION STRUCTURE

The Municipal organisational structure for the coordination and implementation of EPWP is illustrated in Diagram 1 below:

Diagram 44: Municipal EPWP Coordinating Structure



SUPPORT FROM OTHER SPHERES OF GOVERNMENT

- **National Department of Public Works** – plays a key supportive role in the implementation of the EPWP through the provincial offices i.e. Technical Support, Administration and EPWP RS Admin.
- **Provincial Department of Public Works, Roads & Transport** - Provincial Sector Fora, Technical Support, Monitoring & Evaluation, and
- **District EPWP** – Hold quarterly EPWP District Forum to monitor progress and assist struggling Municipality through Municipal specific intervention in coordination with the Provincial and National Department of Public Works.

REPORTING

The Municipality adheres to the EPWP Monitoring & Evaluation reporting process by ensuring the following:

- Recording of the data at the project level using templates provided.
- Verify if the information/data is correct.
- Capture the project data on the EPWP Reporting System on a monthly basis.
- Correct all the non-compliant projects within a week after the Data Dump and analysis report has been received.
- Feedback from National and Province.

EPWP Phase 3 put in place increasing emphasis not just on reaching work opportunity targets, but also pays greater attention to the quality of the services that are provided, and the new assets created. In order to achieve this objective, the municipal reporting will include:

- **Work Opportunities Created** – these are traditional numbers of work opportunities that have been reported through the programme.
- **Assets Created** – using the identified unit of measure (e.g. hectares of land cleared, kilometres of road constructed, etc.) given by the EPWP relevant sector to report the asset created.
- **Service Rendered / Delivered** – reporting of service rendered, and its impact is critical for EPWP Phase III. The Municipality will also provide the report on the service rendered and the impact to participants and beneficiaries.
- **Expenditure Report:** This report is submitted on the monthly 10 days after month-end (this report must be submitted even when there is no expenditure in that month and/or the grant is exhausted).
- **Quarterly Non-Financial Report:** this report is submitted within thirty (30) days after the end of each quarter on impact of the incentive grant received as far as job and asset creation or service rendered are concern.

Annual Non-Financial Reports: this report is submitted within a period of two (2) months after the end of financial on impact of the incentive grant received as far as job and asset creation or service rendered are concern.

STATUS QUO OF JOB CREATED THROUGH EPWP IN THE MUNICIPALITY

Table 2: Funding sources vs budget allocation and jobs created

FUNDING SOURCES	BUDGET ALLOCATION 2018/19	JOBS CREATED 2018/19	BUDGET ALLOCATION 2019/20	JOBS TO BE CREATED 2019/20
Incentive Grants / Municipal co-funding	R32,2m	414	R 2 264 000	115
Siyathuthuka	R1,6m	60	GSDM Budget	30

Community Works Programme (CWP)	-	1755	R23 869 338 00	1800
Mpumalanga Regional Training Trust (MRTT)	-	90	MRTT Budget	90
Municipal Infrastructural Projects within Project Management Unit (MIG, WSIG, INEP)	R120,2m	248	R78 336 000.00	300
TOTAL		2567		

9.26. COMMUNITY WORKERS PROGRAMME

The CWP was designed to explore ways in which the concept of a minimum employment guarantee could be adapted to South African conditions. The concept of a minimum employment guarantee has been pioneered in India where the state acts as the 'employer of last resort' where markets cannot provide work to all who need it. In India, rural households are guaranteed 100 days of work a year.

- To provide an employment safety net. The CWP recognizes that sustainable employment solutions will take time, particularly in reaching marginal economic areas.
- To contribute to the development of public assets and services in poor communities.
- To strengthen community development approaches.
- To improve the quality of life for people in marginalized economic areas by providing work experience, enhancing dignity and promoting social and economic inclusion.
- The CWP is an area-based programme that is established in a defined local area, called a site. Sites are usually a ward or municipal area and need formal support from relevant local government structures.
- The programme is implemented at a national and local level. The Department of Cooperative Governance (DCoG) handles overall management and contracting.
- Implementing Agents (IAs) contracted by CoGTA roll out the programme at a local level in partnership with local implementing agents. The IA is appointed to develop the site, provide financial, logistics and project management, while building local capacity through partnerships with local non-governmental organisations (NGO) and community-based organisations (CBOs). These agents also work with the community and other stakeholders to identify 'useful work' that will benefit the community as a whole.

Community involvement

The CWP uses community participation to identify 'useful work' and priorities. This is usually through ward committees or local development forums. By adopting a community development approach, the CWP has demonstrated that it is possible to:

- Significantly expand service delivery in poor communities through the use of appropriate and effective community development and community participation strategies.
- Improve the day-to-day lives of vulnerable, poor and marginalized communities by helping to organise activities that communities feel are meaningful for them.

- Empower communities to address their core problems and meet basic needs while restoring the pride of communities in their environment.

COMMUNITY WORKS PROGRAMME (CWP) FOR MKHONDO MUNICIPALITY 2019/20

Mkhondo CWP is within Gert Sibande District, Most parts of Mkhondo wards is largely rural and vast due to that many Villages are situated within private forest land. The CWP currently operates in all the wards of Mkhondo (1-19) Most of the people in the rural areas are employed by white farmers. The farming community is mostly dominated by white South Africans. Service delivery remains one of the biggest challenges in this area which requires services/assistance by the CWP.

As most residents at Mkhondo are unemployed, this means that there is no income in those families; as a result a need for food security arises. People need to learn ways in which they can source nutritious food for their families. This is where the CWP comes in, one of the CWPs anchor activities is Food Gardening, this will assist in making sure that these families do not “go to bed hungry” while they are looking for ways to support and sustain their families. Capacity building is a challenge for people living in the rural areas and the township and the unemployed as a result it is a challenge for the people at Mkhondo to be employed in the more decent jobs when opportunities come. CWP provides capacity by creating an environment where community members can acquire skills and knowledge to address their community needs while preparing them with the minimum skills to access the job market or establish their own co-operatives.

Demographics

Site	Monthly Participation	Male	Male Youth	Male Non - Youth	Female	Female Youth	Female- Non Youth	PWD
Mkhondo	1767	308	165	143	1459	783	676	58

CWP Budget Details

Budget item	Amount	Percentage of total
Wages	R18 097 316 00	75%
Personal Protective Equipment (PPE)	R1 307 276 00	5%
Tools and Materials	R1 098 112 00	4%
Training and Technical Support	R888 947 00	3%
UIF/COID	R542 919 00	2%
TOTAL	R23 869 338 00	100%

Summary of site development needs and plans

Anchor Activity	Useful Work Activity	Performance Indicator	By When	Stakeholders	Partnerships	Training Requirements	Estimated Budget
Agricultural sector	Establishing 01 vegetable Nursery.	Nursery will be established at Rustplaas 2 Emalayinini ward 06.	31 March 2020	Local Dept. of Agriculture CWP Participants	Local Agricultural forum.	Seedling production	R70 000
	Establishment of 03 communal gardens.	Established of 03 communal vegetable gardens at France, Amsterdam and Thanda Beyers.	31 March 2020	Local Dept. of Agriculture CWP Participants	Local Agricultural forum.	Fence installation training	R70 000
	Maintaining of the 7 communal gardens and 19 public facilities garden.	7 communal gardens will be maintained at France, Amsterdam, Ezibawini, Ezakheni CPA, Idalia, Bergplaas and ENTombe. 19 public facilities from ward 01 to ward 19.	31 March 2020	CWP Participants	Local Agricultural forum.	Harvesting training	R20 000
Environmental maintenance and community services.	Extension of fence on the Waste management projects.	Extending garden fence at ward 11 Ezinkonjaneni.	31 March 2020	Mondi Local municipality Usuthu.	Mondi Forestry	Waste Management · Craft work Training.	R 80 000
	Cut of over growing grass in public streets, public areas spaces and trimming of trees.	18000m of overgrowing grass will be cleared from ward 01 to ward 19.	31 March 2020	CWP participants	Mondi Forestry	None	R 80 000
	Conduction of cleaning up awareness.	The cleaning awareness will be conducted through the entire 05 ward with the waste management project.	31 March 2020	CWP Participants	Mondi Forestry Local Municipality	None	R2 000
	Providing assistance to elderly people.	Distribution of medication and vegetables all across the rural areas in the wards.	31 March 2020	CWP participants Community members.	Department of Health & Social services.	Home based care training	R25 000

Anchor Activity	Useful Work Activity	Performance Indicator	By When	Stakeholders	Partnerships	Training Requirements	Estimated Budget
Social and Health sector	Provide support through working with the home based care.	Assisting elderly people, people with disability and orphans all the 19 wards.	31 March 2020	CWP participants. Community members.	Department of Health Department of Social services.	Home based care training	R40 000
	Providing security to pensioners	Securing pensioners during pension points at 16 wards.	31 March 2020	CWP participants, Community members and Pensioners.	Department of Health Department of Social services.	Home based care training	R5 000
	Providing support and assistance to local Government facilities.	Assisting local government facilities at 16 wards.	31 March 2020	CWP participants, Community members.	Department of Health Department of Social services.	Home based care training	R10 000
Infrastructure sector	Renovation of 1 communal hall.	Repainting of a community hall at ward 11.	31 March 2020	CWP participants Community members.	Ward councillor and ward committee	Painting training	R80 000
	Building of foot 04 bridges in 04 wards.	At ward 01, 02, 04, and 06 there will be a building of foot bridge.	31 March 2020	CWP participants, Community members and Transporters.	Ward councillor, CDW and ward committees.	Building and construction	R200 000
	Building of 02 rooms for elderly people.	03 elderly people will have a proper house to live in at ward 12, 06 and 08.	31 March 2020	CWP participants.	Ward councillor, CDW and ward committees.	Building and construction	R90 000
	Filling in of tranches.	120 km of tranches will be filled for proper clearance on the road.	31 March 2020	CWP Participants	Local municipality and Roads and Transport	None	R15 000
	Maintenance of V-drain across all the wards.	Cleaning and repair of the through the Thumamina campaign.	31 March 2020	CWP participants and Community members.	Ward councillor CDW and ward committees	None	R 15 000
	Establishment of 02 sport facility and	02 sports ground will be established at Stafford Amsterdam	31 March 2020	CWP participants, Community members and	Department of Sports and Recreation	None	R15 000

Anchor Activity	Useful Work Activity	Performance Indicator	By When	Stakeholders	Partnerships	Training Requirements	Estimated Budget
	Maintenance of 09 sport ground.	and 09 will be maintained across the 09 wards.		Pensioners.			
	Repairs of water pipes and taps.	Assisting community by closing the entire leaking pipe and repairing them so that the community will get enough water.	31 March 2020	CWP participants. .Local Municipality	Department of Water and sanitation	Water pipes installation training	R21 000
	Building of 02 toilet	02 elderly people will have pit toilet.	31 March 2020	CWP participants	Municipality	Building and construction training	R10 000
	Building of communal library.	Building of a communal library at Emaphepheni CPA.	31 March 2020	CWP participants and Community members.	CPA, Ward councillor and traditional leaders.	Building and construction training	R100 000
School Support	Assisting ECD centres and youth Centres	Assisting ECD centres will be assisted through educating toddlers.	31 March 2020	School governing board. CWP participants.	Department of Education	Early childhood development training level 02	R10 000
	Assisting schools across the wards	Providing assistance to all the schools to the entire wards.	31 March 2020	School governing board. CWP participants.	Department of Education	Scholar patrol training	R10 000
Mandela Day plan	Planting of 10 trees	Planting of 10 Fruits trees at ward 02 during the Mandela day.	31 March 2020	CWP Participants. Local Department of Environmental affairs.	Department of Agriculture	Plant and production training	R2 000 00
	02 rooms house opening for 03 elderly people.	02 rooms house opening to the 03 wards.	31 March 2020	Ward councillor CWP participants. CDW	Department of Housing and Settlement	Building and construction training.	R25 000

CWP Training

NAME OF ANCHOR ACTIVITY	OBJECTIVE VERIFIABLE OF INDICATOR:	TRAINING TO BE CONDUCTED:	LEARNERSHIP/SKILLS PROGRAM/SHORT COURSE:	SAQA UNIT STANDARD ID:	NQF LEVEL	DURATION IN DAYS:	DATES:	NUMBER OF TRAINEES:	INTERNAL/ EXTERNAL:	ACCREDITED		BUDGET
										Yes	No	
Agriculture	Food security, Homestead gardens, Water Harvesting, Nutrition Awareness etc.	Sustainable farming practices.	Short course	116121	Level 2	2 days	Sep 2019	25	External	Yes		R30 000
	Understanding and apply basic plumbing principal	Plumbing	Short course (08 credits)	11780	Level 3	5 days	Sep 2019	50	Internal	Yes		R75 000
Construction and Community services	Community House Building	Community House Building	Short course	Unit standards 9964 14882 14882 14884 14887 14891 14892 14893 9965 14894 14895 9967	2	20	Oct 2019	25	Internal	Yes		R 180 000

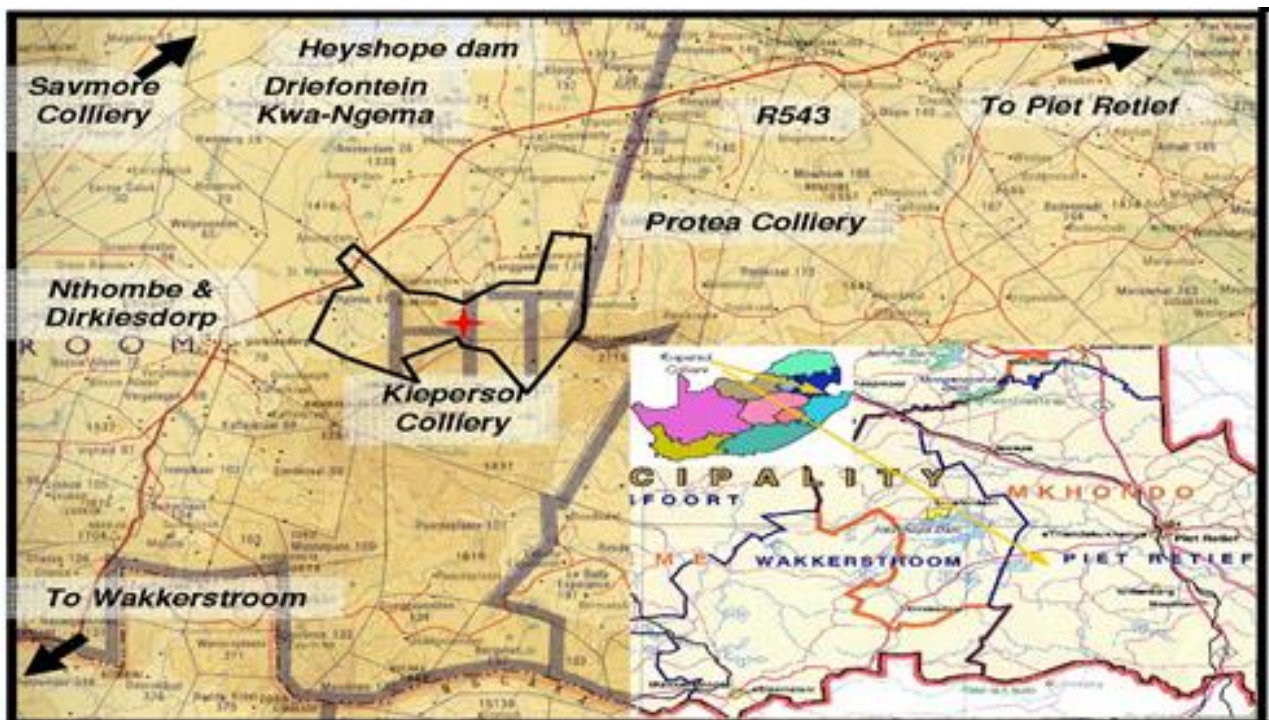
NAME OF ANCHOR ACTIVITY	OBJECTIVE VERIFIABLE OF INDICATOR:	TRAINING TO BE CONDUCTED:	LEARNERSHIP/SKILLS PROGRAM/SHORT COURSE:	SAQA UNIT STANDARD ID:	NQF LEVEL	DURATION IN DAYS:	DATES:	NUMBER OF TRAINEES:	INTERNAL/ EXTERNAL:	ACCREDITED		BUDGET
										Yes	No	
				SAQA ID 24273								
Social	Early childhood development and preparing the child for primary education .to children	Early childhood development	Short course (08 credits)	244484	NQF Level 04	20	Jan 2020	20	Internal	Yes		R150 000
	Coordinating home base carers	Home based care	Short course	80786 SAQA ID 260463	02	05	Oct 2019	50	Internal	yes		R150 000

9.27. KIEPERSOL COLLIERY (KIEPERSOL) (JINDAL MINING SA (PTY) LTD (JINDAL)) SOCIAL LABOUR PLAN 2019-2020

Locality of Jindal Mine

Kiepersol Colliery (Kiepersol) is a subsidiary of Jindal Mining SA (Pty) Ltd (Jindal) and is located within the boundaries of the Mkhondo Local Municipality. Specifically, Kiepersol is located adjacent to the R543 route between the towns of Piet Retief and Dirkiesdorp, within the jurisdiction of the Gert Sibande District in the Mpumalanga Province of South Africa (**Figure 1**).

Figure 45: Location of Kiepersol Mine



Kiepersol Colliery is a wholly owned operation of Jindal Mining SA (Pty) Ltd. (in business rescue). The shareholding in Jindal Mining SA (Pty) Ltd is divided into three entities, namely: Eastern Solid Fuels (73.94%), Ubuntu Exploration and Mining (10.04%) and Michael Jerome Smart Khumalo (16.02%) (**Figure 2**). The shareholding by Ubuntu Exploration and Michael Jerome Smart Khumalo fulfils the 26% Broad-Based Black Economic Empowerment (BBBEE) shareholding required by the Mining Charter.

Shareholding

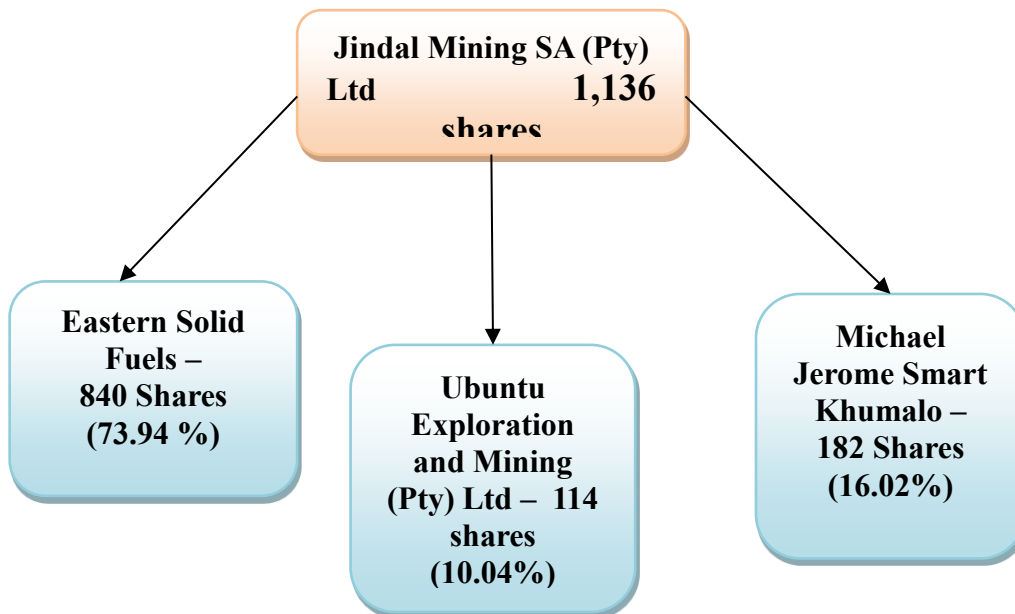


Figure 46: Jindal Mining SA Shareholding

Mining

The Kiepersol Colliery produces high-quality anthracite coal that is sold locally and internationally and is one of the largest producers of anthracite coal in South Africa. Kiepersol is also a preferred supplier of metallurgical anthracite coal to leading Ferro alloy manufacturers in South Africa. The life of mine estimate is based on a gradual production build-up which commenced from 2012 until 2023. A 12-year life of mine is therefore projected, inclusive of both Alfred and Dundas seams, based on an average production of 0.8 million tons per annum.

The Alfred and Dundas seams are being mined using board and pillar by means of mechanised and conventional sections. Mechanised sections are equipped with continuous miners feeding shuttle cars and tipping onto feeder breakers. Conventional sections utilise drill and blast methods, i.e. electrical drills, coal cutters and mechanical loaders used for coal production in these sections. Low profile scoops have also been introduced in the low seam sections.

Kiepersol also has a private railway siding, and contracts in place for usage of storage and loading facilities at Richard's Bay Dry Bulk and Multipurpose terminals. The railway siding has been designed and constructed to accommodate 100 truck Jumbo trains; 84 tons per wagon; destined for the Richards Bay Coal Terminal. Inland customers use road transport by means of trucks.

Anthracite coal finds use as a reductant in Ferro Alloys, Smelters, Steel Plants and Pellet Plants. The quality of anthracite coal produced has been well accepted by overseas customers, specifically in India. Through its holding company, called Jindal Steel & Power Ltd., Jindal Mining has other operations in countries such as India, Australia, Oman, Mozambique, Botswana, Namibia and Cameroon.

Generally, mines commit 1% of Net Profit after Tax (NPAT) towards corporate social responsibility as best practice; and in the South African case, this commitment is directed towards Local Economic Development

Table below shows financial figures for the current audited year.

Financial Fact Sheet of Kiepersol Colliery 2017

Category	R (2017)
Revenue	415,149,695
Expenses	421,439,138
Gross Profit (GP)	(6,289,443)
Net Profit Before Tax (NPBT)	(28,800,095)
Net Profit After Tax (NPAT)	(28,800,095)

As a result of continued underperformance, the company went into Business Rescue on 12 June 2018 and Mr. Grant Chittenden was appointed as the Business Rescue Practitioner. The Business Rescue Practitioner, however, has plans to bring the company back to profitability and a Business Rescue Plan to that extent has been approved. The provisions and commitments included in this SLP document has been incorporated into the Business Rescue Plan.

Primary SLP Focus Areas

The SLP action plans are applicable to the employees of the Kiepersol Colliery. The primary focus areas of the SLP, not in order of priority, are:

- Increasing literacy/numeracy;
- Implementing career development;
- Providing Skills Development opportunities;
- Mentoring Historical Disadvantaged South Africans (HDSAs);
- Providing bursaries, learnerships, internships and experiential learning to employees and the immediate surrounding community;
- Increasing HDSA participation in management;
- Increasing the employment of women;
- Alignment of Local Economic Development initiatives with the IDPs of the Mkhondo Local Municipality and the Gert Sibande District Municipality;
- Assisting in implementing local economic development projects;
- Improving Housing and Living Conditions (HLC);
- Increasing the participation of HDSAs and local communities in procurement opportunities;
- Ensuring Kiepersol Colliery's compliance with the SLP requirements of the Mining Charter;
- Committing adequate funds for the SLP initiatives;
- Putting systems and performance indicators in place to measure SLP compliance;

- Implementing and reporting on the progress of SLP initiatives;
- Measuring the sustainability and effectiveness of the SLP on employees and communities;
- Engaging stakeholders; and Integrating contractors in engagement plans

Local Economic Development Projects

In order to ensure a bottom-up approach in both the review and implementation of the community economic development projects, community engagements were facilitated in both the host and labour-sending areas. The LED, Enterprise Development as well as infrastructure projects that are consolidated are to be implemented in 2018-2022. The progress of project implementation will be reported on an annual basis to the DMR.

Performance in previous SLP

A number of LED projects which were planned in the previous SLP period were successfully executed. Following is a list of all those projects:

LED Projects completed in the previous period

No.	Project Name	Community	Budget Spent (in ZAR)
1	Electrification of rural households	Inkululeko / Masakhane	1 000 000.00
2	Sewing and mending of protective clothing	Inkululeko	279 487.44
3	Farming 50 hectares of land and provision of farming implements	Inkululeko	468 278.06
4	Scholar Transportation	Inkululeko / Masakhane	209 664.00
5	Food and Beverage/Community Canteen Project	Ematafuleni	68 484.00
6	Vegetable Production Project	Masakhane	166 155.84
7	Scholar Transportation	Goedehoop	711 526.00
8	Bus Shelter Project	Dirkiesdorp	192 422.38
9	Early Childhood Development Centre	Ematafuleni	600 000.00
10	Code 14 Drivers Training (5 members)	Inkululeko	75 000.00
11	Code 14 Drivers Training (5 members)	Goedehoop	75 000.00
12	1.4km Livestock Fencing Project	Sangweni	80 000.00
13	Fencing of existing community vegetable gardening	Piet Retief	150 000.00
14	KwaNgema Millie & Soya Beans Farming Project	KwaNgema	1 097 250.00
	Total Spend		5 173 267.72

The KwaNgema Farming Project (project number 14) had to be abandoned midway because of disputes regarding the ownership of land.

For the Scholar Transportation Projects (project numbers 4 and 7), Jindal Mining had hired contractors on long term contracts to transport the scholars. These contracts shall carry on into the new SLP period and hence will be incorporated into the LED interventions for the new period.

Following is the list of planned projects that could either not be initiated or could not be completed in the previous SLP period.

LED Projects not completed in the previous period

No.	Project Name	Community	Budget Spent (in ZAR)
1	Pedestrian Crossing Bridge	Goedehoop	140 000.00
2	Pedestrian Crossing Bridge	Matafuleni	140 000.00
3	Bus Shelter Project (2 shelters)	Annysspruit	40 000.00
4	Bus Shelter/Taxi Rank Project	KwaNgema	60 000.00
5	Code 14 Drivers Training (5 people)	Annysspruit	30 500.00
6	Code 14 Drivers Training (5 people)	Piet Retief	30 500.00
7	Simunye Woman's Sewing Project	Piet Retief	10 000.00
	Total Spend		451 000.00

The above LED projects shall be carried over to the new SLP period and shall be completed then.

LED planned interventions

Through these community engagements and partnership with Municipality, Kiepersol Colliery has identified LED initiatives that are aimed at uplifting local communities through entrepreneurial development; skills transfer and infrastructure development in keeping up with constant support for Local Economic Development initiatives within Host and Labour Sending Communities.

In order to ensure sustainability and successful implementation of these interventions, strategic partnerships have been fostered with key stakeholders such as:

- The Department of Agriculture, Rural Development, Land and Environmental Affairs (DARDLEA);
- The Small Enterprise Development Agency (SEDA), an agency of the Department of Small Business Development;
- The South African Bureau of Standards (SABS);
- The Department of Social Development;
- The Department of Public Works and Transport; and the
- Mkhondo Local Municipality.

The previous SLP and strategic partnerships with key government entities had yielded good results. The below has been achieved from last SLP projects:

- Effective and efficient training of all primary community cooperatives;
- Sustainability of all farming projects;
- Implementation of projects in line with required departmental standards;

Consultation of the Local Municipal IDP

The key sectors that drive the economy of Mkhondo Local Municipality are mining, agriculture, forestry, tourism, manufacturing and transportation and logistics. The Mkhondo Local Municipality's IDP indicates that 35.4% of those with a matric is unemployed and emphasises that these youth needs to be included and drew back within the economy of Mpumalanga. A LED strategy was developed with the aim of building 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 encourage private sector investment and job opportunities for the poor and to expand the revenue base.

The following projects and development targets were incorporated into the Jindal Mining 2018 – 2022 SLP. **These interventions have been approved by Mkhondo Municipality as being in line with the IDP and a letter of confirmation from the municipality is annexed at the end of this document.**

- 1) Poverty Alleviation: Inkululeko / Masakhane Scholar Transport
- 2) Poverty Alleviation: Goedehoop Scholar Transport
- 3) Infrastructure Development: Goedehoop Pedestrian Crossing Bridge
- 4) Infrastructure Development: Matafuleni Pedestrian Crossing Bridge
- 5) Infrastructure Development: Annyspruit Bus Shelter Project
- 6) Infrastructure Development: KwaNgema Bus Shelter /Taxi Rank Project
- 7) Poverty Alleviation: Annyspruit Code 14 Drivers Training
- 8) Poverty Alleviation: Piet Retief Code 14 Drivers Training
- 9) Enterprise Development: Sangweni Brick Making Project
- 10) Enterprise Development: Simunye Woman's Sewing Project
- 11) Enterprise Development: Inkululeko Manufacturing and Supplying Cooperative
- 12) Poverty Alleviation: Inkululeko Farming Expansion Project
- 13) Poverty Alleviation: Sangweni Farming Project
- 14) Poverty Alleviation: Masakhane Farming Project
- 15) Poverty Alleviation: Inkululeko 2 Farming Project
- 16) Poverty Alleviation: Bhekani Farming Project
- 17) Infrastructure Development: Masakhane Potable Water Provision Project
- 18) Infrastructure Development: St Helena Borehole Provision Project
- 19) Enterprise Development: Mabola Poultry Project

At the end of each five (5) year period, the Company's involvement in LED projects will be reviewed to ensure that its contributions are sustainable and make an impact.

9.27.1. COMMUNITY DEVELOPMENT PROJECTS: POVERTY ERADICATION, INFRASTRUCTURE DEVELOPMENT AND ENTERPRISE DEVELOPMENT PROJECTS

Project Name	Inkululeko / Masakhane Scholar Transport		
Project Category	Poverty Alleviation	Status	Continuation Project
Background to project	<ul style="list-style-type: none"> • Communities closest to the mine do not have schools. Children for the communities closest to the mine need transport in order for children to access schools around Local Communities. • During the previous SLP, the company had hired a contractor to transport the children to their schools on a daily basis. The contract hired was from their own community as well. The contractor shall be given a long term contract and the scholar transport shall carry on for the entire duration of this SLP 		
Project Objective	Transporting of school children from the communities closest to the mine to various local schools and develop a local SMME.		
Measurable Deliverable	<ul style="list-style-type: none"> • Timeous transportation of children to local schools • Sustainable rates to be paid to the transport contractor 		
Exit Strategy	On-going project		
Project incorporated in Mkhondo Local Municipality IDP	The project is not part of the original Mkhondo Local Municipality Integrated Development Plan. The project is part of mine commitment in alleviating poverty in communities closest to mine operations.		
Provisional Project Start Date	1 January 2018		
Provisional Project End Date	31 December 2022		
Target Group/beneficiaries	Inkululeko CPA Community and Masakhane CPA Community, Ward 3, Mkhondo Local Municipality, Gert Sibande District		
Number of jobs created	Indirect Employment		
Partners/Associates in project	Department of Agriculture, Rural Development, Land & Environmental Affairs (DARDLEA)		

Total Financial Contribution	R 634,564.00
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Project Name	Goedehoop Scholar Transport		
Project Category	Poverty Alleviation	Status	Continuation Project
Background to project	<ul style="list-style-type: none"> • Like Inkululeko and Masakhane, Goedehoop is another community close to the mine with no schools. Children for Goedehoop community also need transport in order for children to access schools around Local Communities. • During the previous SLP, the company had hired a contractor to transport the children to their schools on a daily basis. The contract hired was from their own community as well. The contractor shall be given a long term contract and the scholar transport shall carry on for the entire duration of this SLP 		
Project Objective	Transporting of school children from the communities closest to the mine to various local schools and develop a local SMME.		
Measurable Deliverable	<ul style="list-style-type: none"> • Timeous transportation of children to local schools • Sustainable rates to be paid to the transport contractor 		
Exit Strategy	On-going project		
Project incorporated in Mkhondo Local Municipality IDP	The project is not part of the original Mkhondo Local Municipality Integrated Development Plan. The project is part of mine commitment in alleviating poverty in communities closest to mine operations.		
Provisional Project Start Date	1 January 2018		
Provisional Project End Date	31 December 2022		
Target Group/beneficiaries	Goedehoep Community, Ward 3, Mkhondo Local Municipality, Gert Sibande District		
Number of jobs created	Indirect Employment		
Partners/Associates in project	Department of Agriculture, Rural Development, Land & Environmental Affairs (DARDLEA)		
Total Financial Contribution	R 822,215.00		

Project Name	Goedehoop Pedestrian Bridge Project		
Project Category	Infrastructure Development	Status	Carryover Project
Background to project	Construction of a pedestrian bridge will assist the Community and Mine Employees for easy access to other areas of the community during floods and to serve as easy walk way. The project was planned for in the previous SLP period, but wasn't executed. The project is hence being carried over to this SLP period.		
Project Objective	Constructing a pedestrian bridge for use by the colliery workforce and the community		
Measurable Deliverable	Erected Pedestrian Bridge		
Exit Strategy	Handover the pedestrian bridge to the community and ward leadership.		
Project incorporated in Mkhondo Local Municipality IDP	The project is not part of the original Mkhondo Local Municipality Integrated Development Plan. The project is part of the previous SLP commitments that has been unfulfilled and hence carried over.		
Provisional Project Start Date	1 August 2020		
Provisional Project End Date	31 October 2020		
Target Group/beneficiaries	Goedehoep Community, Ward 3, Mkhondo Local Municipality, Gert Sibande District		
Number of jobs created	Indirect Employment		
Partners/Associates in project	NA		
Total Financial Contribution	R 50,00.00		
Project Name	Matafuleni Pedestrian Bridge Project		
Project Category	Infrastructure Development	Status	Carryover Project

Background to project	Construction of a pedestrian bridge at river crossing to assist scholars schooling at KwaNgema Primary School. During summer rains the river crossing is very dangerous due to the over and hence prohibits children from going to school. Installation of pedestrian bridge at river crossing will address existing problem. The project was planned for in the previous SLP period, but wasn't executed. The project is hence being carried over to this SLP period.
Project Objective	Construction of a pedestrian bridge at river crossing to assist scholars schooling at KwaNgema Primary School. During summer rains the river crossing is very dangerous due to the over and hence prohibits children from going to school. Installation of pedestrian bridge at river crossing will address existing problem.
Measurable Deliverable	Erected Pedestrian Bridge
Exit Strategy	Handover the bridge to the community and ward leadership
Project incorporated in Mkhondo Local Municipality IDP	The project is not part of the Mkhondo Local Municipality Integrated Development Plan. The project is part of the previous SLP commitments that has been unfulfilled and hence carried over.
Provisional Project Start Date	1 October 2020
Provisional Project End Date	31 March 2021
Target Group/beneficiaries	Matafuleni Community, Ward 3, Mkhondo Local Municipality, Gert Sibande District
Number of jobs created	Indirect employment
Partners/Associates in project	N/A
Total Financial Contribution	R 70,000.00

Project Name	Piet Retief Code 14 Drivers Training		
Project Category	Poverty Alleviation	Status	Carryover Project
Background to project	To address high unemployment rate which is as result of illiteracy and lack of skills in the communities. Given that the mine employs contractors who provide transportation services, this creates an opportunity for the unskilled local youth to take indirect employment opportunities with the mine.		
Project Objective	Training of local youth for Code 14/10 to create employment opportunities. The community shall identify 5 people for this training.		
Measurable Deliverable	Training of 5 youths		
Exit Strategy	Issuing of licenses to the youths		
Project incorporated in Mkhondo Local Municipality IDP	The project is not part of the Mkhondo Local Municipality Integrated Development Plan. The project is part of the previous SLP commitments that has been unfulfilled and hence carried over.		
Provisional Project Start Date	1 February 2020		
Provisional Project End Date	31 March 2020		
Target Group/beneficiaries	Mkhondo Forum/Piet Retief Community, Ward 10, Mkhondo Local Municipality, Gert Sibande District		
Number of jobs created	Indirect employment		
Partners/Associates in project	N/A		
Total Financial Contribution	R 35,000.00		

Project Objective	Alleviating poverty and creating sustainable livelihoods through implementing farming projects. The Mine will focus on 15HA
Measurable Deliverables	<ul style="list-style-type: none"> • Provision of the seeds and fertilizer • Mechanization for soil preparation and planting

Exit Strategy	The provision of the seeds and machines to the cooperative.			
Project incorporated in Mkhondo Local Municipality IDP	The project is part of the Mkhondo Local Municipality Integrated Development Plan. The project is also part of mine commitment in alleviating poverty in communities closest to mine operations.			
Provisional Project Start Date	1 October 2020			
Provisional Project End Date	31 March 2021			
Target Group/beneficiaries	Sangweni CPA Community, Ward 3, Mkhondo Local Municipality, Gert Sibande District			
Number of jobs created	Male	Females	Youth	Total
	TBC	TBC	TBC	TBC
Partners/Associates in project	The Department of Agriculture, Rural Development, Land & Environmental Affairs (DARDLEA)			
Total Financial Contribution	R 150,000.00			

Project Name	Masakhane Farming Project			
Project Category	Poverty Alleviation	Status		New Project
Background to project	<p>Support farming project through provision of farming implements. In order ensure the sustainability of the project, the Department of Agriculture, Rural development Land and Environmental Affairs will be sourced/partnered with in order to provide agricultural support.</p> <p>The Masakhane CPA already has vast portions of unused land which may be used for objectives of agrarian reform. The project will be driven by an existing cooperative at Masakhane CPA and beneficiaries being the community`.</p> <p>The profit yield after harvest will guarantee sustainability of the project. The corporate will subsequently continue on their own. Guidance and specialist advice will always be rendered by the Department of Agriculture, Rural Development & Environmental Affairs (DARDLEA)</p>			
Project Objective	Alleviating poverty and creating sustainable livelihoods through implementing farming projects.			
Measurable Deliverables	<ul style="list-style-type: none"> • Provision of the seeds and fertilizer • Mechanization for soil preparation and planting 			
Exit Strategy	The provision of the seeds and machines to the cooperative.			
Project incorporated in Mkhondo Local Municipality IDP	The project is part of the Mkhondo Local Municipality Integrated Development Plan. The project is also part of mine commitment in alleviating poverty in communities closest to mine operations.			
Provisional Project Start Date	1 April 2021			
Provisional Project End Date	31 October 2021			
Target Group/beneficiaries	Masakhane CPA Community, Ward 3, Mkhondo Local Municipality, Gert Sibande District			
Number of jobs created	Male	Females	Youth	Total
	TBC	TBC	TBC	TBC
Partners/Associates in project	The Department of Agriculture, Rural Development, Land & Environmental Affairs (DARDLEA)			
Total Financial Contribution	R 100,000.00			

Project Name	Bhekani Farming Project (Millie's & Soya Beans)			
Project Category	Poverty Alleviation	Status		New Project
Background to project	Support farming project through provision of farming implements. In order ensure the sustainability of the project, the Department of Agriculture, Rural development Land and Environmental Affairs will be sourced/partnered in order to provide agricultural support.			
Project Objective	Alleviating poverty and creating sustainable livelihoods through implementing farming projects. The Mine will focus on 15HA			
Measurable Deliverables	Appointment of labourers for <ul style="list-style-type: none"> • soil preparation and planting • picking, weeding, • delivery of first crop to the market (TWK) 			
Exit Strategy	The profit yield after harvest will guarantee sustainability of the project. The corporate will subsequently continue on their own. Guidance and specialist advice will always be rendered by the Department of Agriculture, Rural Development & Environmental Affairs (DARDLEA)			
Project incorporated in Mkhondo Local Municipality IDP	The project is not part of the Mkhondo Local Municipality Integrated Development Plan but has been approved by the Municipality. The project is part of mine commitment in alleviating poverty in communities closest to mine operations.			
Provisional Project Start Date	1 September 2020			
Provisional Project End Date	31 April 2021			
Target Group/beneficiaries	Bhekani Trust, Ward 11, Mkhondo Local Municipality, Gert Sibande District			
Number of jobs created	Male	Females	Youth	Total
	TBC	TBC	TBC	TBC
Partners/Associates in project	The Department of Agriculture, Rural Development, Land & Environmental Affairs (DARDLEA)			
Total Financial Contribution	R 150,000.00			

Project Name	St Helena Borehole Provision Project		
Project Category	Infrastructure Development	Status	New Project
Background to project	Supporting with placement of boreholes at strategic community areas convenient to community. The project will be done in partnership with the Mkhondo Local Municipality as mandated entity over water provision for local community. This project is also in line with the Mkhondo Municipality Integrated Development Plan (IDP).		
Project Objective	Mine in consultation with the Mkhondo Local Municipality, to devise sustainable water supply scheme for the St Helena Community.		
Measurable Deliverable	Placement of water boreholes		
Exit Strategy	Handover the scheme to the community		
Project incorporated in Mkhondo Local Municipality IDP	This project is in line with the Mkhondo Local Municipality Integrated Development Plan.		
Provisional Project Start Date	1 June 2020		
Provisional Project End Date	31 December 2020		
Target Group/beneficiaries	St Helena Community, Ward 3, Mkhondo Local Municipality, Gert Sibande District		
Number of jobs created	Indirect employment		
Partners/Associates in project	The Mkhondo Local Municipality		
Total Financial Contribution	R 100,000.00		

9.27.3. LED Financial Provisions

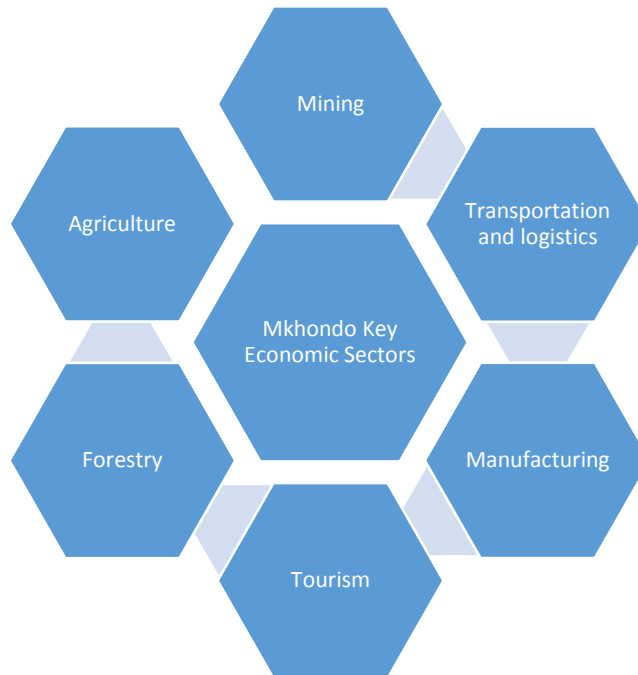
The below table indicate the summary of Local Economic Development Projects incorporated in the five (5) year Social & Labour Plan.

Field	Community	Category	Targets and Timelines					Total
			Y 2018	Y 2019	Y 2020	Y 2021	Y2022	
Scholar Transport	Inkululeko / Masakhane	Poverty Alleviation	114 840	120 582	126 611	132 942	139 589	634 564
Scholar Transport	Goedehoop	Poverty Alleviation	148 800	156 240	164 052	172 255	180 868	822 215
Pedestrian Crossing Bridge	Goedehoop	Infrastructure Development			50 000			50 000
Pedestrian Crossing Bridge	Matafuleni	Infrastructure Development			20 000	50 000		70 000
Bus Shelter Project (2 Shelters)	Annysspruit	Infrastructure Development				50 000		50 000
Bus Shelter / Taxi Rank Project	KwaNgema	Infrastructure Development				25 000	50 000	75 000
Code 14 Drivers Training - 5 people	Annysspruit	Poverty Alleviation			35 000			35 000
Code 14 Drivers Training - 5 people	Piet Retief	Poverty Alleviation				35 000		35 000
Brick Making Project	Sangweni	Enterprise Development	150 000					150 000
Simunye Woman's Sewing Project	Piet Retief	Enterprise Development		15 000				15 000
Inkululeko Manufacturing and Supplying Cooperative	Inkululeko	Enterprise Development			120 000			120 000
Inkululeko Farming Expansion Project	Inkululeko	Poverty Alleviation					150 000	150 000
Sangweni Farming Project	Sangweni	Poverty Alleviation			75 000	75 000		150 000
Masakhane Farming Project	Masakhane	Poverty Alleviation				100 000		100 000
Inkululeko 2 Farming Project	Inkululeko 2	Poverty Alleviation				75 000	75 000	150 000
Bhekani Farming Project	Bhekani Trust	Poverty Alleviation			75 000	75 000		150 000
Masakhane Potable Water Project	Masakhane	Infrastructure Development		125 000	250 000	125 000		500 000
St Helena Borehole Provision Project	St Helena	Infrastructure Development			100 000			100 000
Mabola Poultry Project	Dirkiesdorp	Enterprise Development				50 000	100 000	150 000
Contingency / CSI Activities*					50 000	50 000	50 000	150 000
Total			413 640	416 822	1 065 663	1 015 197	745 457	3 656 779

A provision of R 150,000 between 2020 and 2023 has been included for CSI Activities or Contingencies not included in the tables above

9.28. LOCAL ECONOMIC DEVELOPMENT (LED)

ECONOMIC POTENTIAL IN MKHONDO



9.28.1. 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.

9.28.2. 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.

9.28.2. Forestry Division

INTRODUCTION

The Mkhondo Municipality has an approximate of 3409 hectares (ha) of forest land, with only 2820.1 ha growing commercial timber. The estimated area of 2820.1 ha includes planted and unplanted areas of Eucalyptus species (1003.1 ha), Pinus species (828 ha), Acacia species (498.2 ha), Yellow wood (1.3 ha), Blackwood (5.7 ha) and Oak (1.1 ha). The plantation is divided into different areas: Mkhondo Townlands stretching between Houdkop road and R543 on the Mahamba Road. Other plantation areas stretches onto N2 Pongola road and Paulpietersburg road. Further plantations are situated in Hartebeesfontein at Iswepe, Ruusplaas, Emaphepheni and Amsterdam (mostly jungles).

Mkhondo town is an industrial wood processing centre with markets for sawlogs, mining timber, poles, pulp and bark. The Mkhondo municipal plantations are central to these markets.

Mkhondo Municipality plantations are an asset that generates revenue for the benefit of the community and management strives to achieve sustainable forest management of the forest resource.

Natural conservation and tourist activities also contribute towards the socio-economic conditions of the municipality

The forest land has decreased over the years due to settlement development to residential areas.

KEY ISSUES

- Forest land area reduction due to growing population requiring residential land
- The Municipal plantations are surrounded by communities and thus are always at risk of fire damage
- Reduction of rotation lengths and change in production aim from sawtimber to pulpwood leading to reduction of secondary business opportunities
- Reduction of forest land to riparian zones, delineation of wetlands and conservation
- Insect pests and diseases that threaten the health growth of the forest trees
- Global climate change
- Timber theft

OBJECTIVES

To ensure that the Municipality's commercial timber is grown and managed in such a way that is environmentally proper, socially constructive and economically sustainable fashion.

STRATEGIES

Sustainability

Economically viable

- Sustained production of wood fibre from one rotation to the next- continuous wood production
- Ensuring the Municipality receives a fair value for its timber
- Avoid rotation lengths' reduction and change in production aim from sawtimber to pulpwood
- Enumeration of compartments so to detect timber losses, be it due to timber theft or poor tree health and thus find solutions.

Socially beneficial

- Creating local employment opportunities
- Skills development through training
- Skills transfer

Environmentally acceptable

- Maintaining key ecosystem processes likely to affect the sustained production of Net Primary Production and site biomass

Integrated Forest Management Plan

- Increasing the biotic potential of the plantation through planting genetically improved material or correct species choice/ matching the correct tree species to the correct soil
- Applying silvicultural practices to influence resource availability positively
- Improve site quality

Integrated Environmental Management Plan

- Forest plantations have been declared a streamflow reduction activity and therefore it is important to balance productivity and sustainability by optimising use of water resources
- Manage poor silvicultural and harvesting practices that will result in soil erosion
- Conservation and protection of all-natural fauna and flora
- Management of invasive exotic plant species

RISK MANAGEMENT

INTEGRATED FIRE MANAGEMENT PLAN

- Assess and map fire risk areas, both at regional and plantation level
- Determine fire protection requirements in the landscape
- Establish effective firebreak systems and bufferzones
- Disaster management

- Control over fire protection programme

DISEASES AND PESTS OF EUCALYPTUS, PINE AND WATTLE

Identifying and mapping areas plagued by pests and diseases then collect sample of infected plants or insects for submission for confirmation by experts such as Tree Protection Co-operative Programme (TCP). (TPCP).

CERTIFICATION

Apply for the Forestry Stewardship Council (FSC) certification. FSC certification provides a mechanism for companies, organisations and communities to demonstrate their commitment to generally accepted societal values and thereby affirm that products and services originating from a certified forest are produced in a responsible manner.

FSC certification will increase the value of the municipal timber. This can be attained through ensuring that the municipal plantations are managed in such a way that is environmentally proper, socially constructive and economically sustainable.

MITIGATION OF RISKS

- Transfer risk out the system
- Tolerate low and medium risks
- Terminate the risk by removing it

Treat the risks through company policies and procedures and identify controls that would mitigate the root cause of any high-risk activity.

INTENDED OUTCOME

The intention of the forestry asset is to maximise profit through best practices of social, economic and environmental practices and therefore improve service delivery to the community.

9.28.3. 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 47: 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).

9.28.4. Manufacturing

Mnufacturing 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.

9.28.5. 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.

9.29. Local Econmic Development 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 47: 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

LOCAL ECONOMIC DEVELOPMENT STRATEGIES

Strategy 1: Institutional capacity, governance and service delivery (including infrastructure)

Programmes and projects (capacity, coordination and partnerships)

- Strengthening of the LED unit at the municipality in terms of capacity, skills and position in the municipal structure. The LED unit needs to have at least a manager with LED officers with skills in economic development including basic LED understanding, sectorial analysis including manufacturing, tourism, agriculture, informal trade, small business development, and marketing and development of the poor community in terms of safety nets, basic needs, food security, and quality of life. Additional LED field workers need to be appointed per function municipal area. Skills training are required for all LED officials. The LED unit needs to be located "close" to the municipal manager in terms of the organogram and physical locality. This will allow for LED "authority" and improved monitoring and controlling. The LED unit needs to have integration with PMU unit. Such locality will allow cross-departmental LED implementation. LED is "everybody's business", not only that of the local LED unit.
- Introductory LED skills training for all councillors and senior officials to create improved awareness.
- Community development workers (CDWs) are a key component of LED implementation. Such officials need to be more involved in the LED units and need specialized LED training.
- Ward committees, in conjunction with CDWs need to be fully operational and have to be trained in the basic concepts of LED.
- Municipal LED committees: to be fully functional with regular meetings, driven by the LED unit.
- Municipal LED cross-cutting committees: to be established and led by the municipal manager including the General Manager's and LED unit.
- A local LED forum; such structure needs to have regular meetings to consider all LED related issues within the municipal area with external stakeholders and role players.
- Compilation of an annual events calendar.
- Support existing business chambers in the area.
- Identify key businesses and do a road show to improve relations.
- Identify key private sector role players for large scale project based LED projects such as Mondi, Impact, Jindal Africa Mine, Kangra Mine Eskom, etc.
- Include business, formal and informal in the LED forum.
- Arrange regular business engagement events.

Strategy 1: institutional capacity and service delivery

No	PROGRAMME/PROJECT DESCRIPTION	TYPE AND TERM OF PROGRAMME OR PROJECT	IMPLEMENTATION AGENT AND PARTNERS	APPROXIMATE BUDGET
	LED regional forum (including tourism forum): integration and coordination of economic development of the region including Southern Gauteng and Northern Free state	Quick win and ongoing	Mkhondo LM, LED manager Sedibeng DM and LED Manager GSDM.	R100 000 annually
	Planning and construction of regional sewer and water purification system	GAME CHANGER and long term	Provincial government, Mkhondo LM, GSDM, local business chambers	R 5 billion
	Improved and integrated public transport system.	GAME CHANGER and long term	Provincial government, Mkhondo LM, GSDM, local business chambers	R 2 billion
	Integrated marketing and branding strategy (include tourism marketing for example annual events calendar)	Annual and ongoing	Mkhondo LM, GSDM, Local business chambers,	R 300 000 per annum
	Improve main entrances to the region.	Quick wins	Mkhondo LM	R 300 000
	Master plans for all engineering services	Quick wins	Mkhondo LM	R 2 million
	Strengthening of the Mkhondo LM LED unit (restructuring and skills training)	Quick win	Mkhondo LM	R 50 000
	LED skills training: officials, councillors, CDW's, ward	Quick wins	Mkhondo LM,	R 150 000
	Improved relationship with all business chambers in the region	Quick win	Mkhondo LM,	NA
	Re-cycling programme			

No	PROGRAMME/PROJECT DESCRIPTION	TYPE AND TERM OF PROGRAMME OR PROJECT	IMPLEMENTATION AGENT AND PARTNERS	APPROXIMATE BUDGET
	Removal of alien tree for fire-wood and furniture programme			

Strategy 2: Township economy revitalization

No	Programme\project description	Type and term of programme or project	Implementation agent and partners	Approximate budget
	Improved spatial integration between township and economic nodes: improved public transport (bus, taxi and trains) and corridor and nodal developments with focus on township corridors and node linkages within the developmental triangle	Long term and ongoing (potential upgraded to GAME CHANGER).	Mkhondo LM,GSDM	R 3 Billion over 10 years.
	Youth entrepreneurship and internship development: technical and business skills training (also link to government and service delivery)	Quick win and ongoing	Mkhondo LM GSDM and all business chambers.	R 1 Million per annum
	Integrated incubator and job creation skills centres:	Quick win and ongoing	Provincial Government Mkhondo LM, all business chambers.	R 3 million per annum
	Assist with start-up funding/finance/grants	Quick win and ongoing	DTI, DEDT Mkhondo LM, all business chambers.	R 100 million per annum
	Infrastructure and facilities to information business and traders, including training and research	Quick win and ongoing	DTI, Provincial Government, GSDM Mkhondo LM, all business chambers.	R 5 Million
	Development township tourism (including tours, routes regarding liberation, struggle and heritage and arts and crafts development)	Quick win and ongoing	DTI, Provincial Government, GSDM Mkhondo LM,, all business chambers.	R 10 Million

	Infrastructure improvement programmes by local people including skills development	Quick win and ongoing	DTI, Provincial Government, GSDM, Mkhondo LM, all business chambers.	R 100 Million per annum
	Development of community facilities such as retail (incl. mini-markets), health, education and sports and recreation facilities (community facility development research required)	Quick win and ongoing	DTI, Provincial Government, GSDM, Mkhondo LM, all business chambers.	R 50 Million per year
	Development of concentrated agri and hydroponics projects	Quick wins	Provincial Government, GSDM, Mkhondo LM & all business chambers.	R 50 Million

Strategy 3: Revitalization of manufacturing sector with improved linkages to agriculture

The manufacturing sector is a key for economic development and has been the dominating economic sector of the local economy for decades and still is. The region is still to a large extent dependant on the steel industry and more diversification is needed. The sector is in need of marketing, investment promoting and incentive packages. The focus should also be, within the current economic climate to, make all effort retain existing industries and especially the protection of Mittal.

Programmes and projects (manufacturing specific)

- Protect and strengthen the manufacturing sector.
- Allocate land and infrastructure to production activities.
- Fostering an enabling environment for the development of SMMEs.
- Skills training programme including youths and artisans.
- Revitalize existing agriculture projects
- The compilation of a regional agricultural development plant, investigating all vacant land with agricultural potential and allocation of specific uses and alternative ownership possibilities.
- Completion of agri hub
- Development of mini-market
- Establish agri-support centres and agri-villages in the area, including cooperatives

Strategy 3: Manufacturing and agricultural linkages

No	Programme\project description	Type and term of programme or project	Implementation agent and partners	Approximate budget
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	Industrial retention programme	Quick win and ongoing	Provincial Government, GSDM, Mkhondo LM,	R 50 000
	Marketing, branding, investment attraction	Quick win and ongoing	Provincial Government, GSDM, Mkhondo LM	R 100 000
	Towards final products and value added and export promotion programme	Quick win and ongoing	Provincial Government, GSDM, Mkhondo LM	R 100 000
	Establish an agriculture incubator and training centre and including agro-processing development and support	Quick win and ongoing	Provincial Government, GSDM, Mkhondo LM	R 500 000
	Establish an agriculture incubator and training centre and including agro-processing development and support	Quick win and ongoing	Provincial Government, GSDM, Mkhondo LM	R 10million
	Forestry beneficiation <ul style="list-style-type: none"> • Furniture manufacturing • Charcoal 	Quick win and ongoing	Provincial Government, GSDM, Mkhondo LM and all business	R 5 million

Strategy 4: Tourism development support and improved environmental quality

The Mkhondo municipality area has many opportunities regarding tourism development of which the most important features are the following:

- Heyshop dam
- Morgenstond Dam
- Wedding and conference resorts and venues
- Golf courses
- Shopping malls
- Heritage and cultural background
- Well established existing facilities
- Good road links to the area
- Supportive and well established business community

Programmes and projects:

- Establishment of a fully operational Mkhondo Tourism Operator as part of the LED forum
- The heyshop dam programme
- Establish tourism information centres in collaboration with tourism operators and business chambers
- Provide structures to support tourism such as parking, stalls and toilets
- Develop a tourism map indicating cultural assets, main attractions
- **Tourism entrepreneurial and SMME development and support. Establish a business incubator in the Mkhondo LM**

- Youth training programmes

Strategy 4: tourism development and environmental improvement

No	Programme\project description	Type and term of programme or project	Implementation agent and partners	Approximate budget
	Development of Heyshop dam & Morgenstond Dam as a tourism route with transport and unique stops	Game changer and long term	Provincial Government, GSDM, Mkhondo LM	R20 million

Strategy 5: small business development, job creation initiatives and skills development (including informal business development, entrepreneurship and youth support)

No	Programme\project description	Type and term of programme or project	Implementation agent and partners	Approximate budget
	Youth interns programme: Involve all major partners from government, business and higher education	Quick win and outgoing	DTI, Provincial Government, GSDM, Mkhondo LM	R100 000 annually (operations and management only)
	Establishment of a jobs and skills centre (incubator) in township region including support, mentorship, information, referrals, linkages to big business, procurement, training in business and technical skills and facilities	GAME CHANGER and quick win	DTI Provincial Government, GSDM, Mkhondo LM)	R 5 Million
	Assist small business people and start-up business with funding and finance	Quick win and outgoing	SEDA,DTI,local Business Chambers, Mkhondo LM, GSDM & Provincial Government	NA
	Development of an unemployment data base	Quick wins	Mkhondo LM	NA

Programmes and projects:

Strategy 6: Human Settlement development

- A local LED meetings to consider all LED related issues within the municipal area including housing forum: such structure needs to have regular development.

Strategy 6: Human Settlement development

No	Programme\project description	Type and term of programme or project	Implementation agent and partners	Approximate budget
	Establishment of an active workgroup between the LED unit, housing unit and spatial planning unit	Quick win and ongoing	Mkhondo LM, GSDM & local business chambers.	NA
	Facilitation of massive housing projects including low income and high income projects (township developments)	Game changer and long term programmes	Provincial Government, GSDM, Mkhondo LM, local business chambers.	NA
	Monitoring and prevention of back-yard squatting and illegal land invasions	Quick win and ongoing	Provincial Government, GSDM, Mkhondo LM local business chambers.	NA
	Ongoing upgrade of informal settlements	Quick win and ongoing	Provincial Government, GSDM, Mkhondo LM local business chambers.	NA
	Formulation of a human settlements development plan	Long term plan	Provincial Government, GSDM, Mkhondo LM local business chambers.	NA

Programmes and projects

Provide suitable food sources (food security, urban food gardens and community agri projects)

- Empower the communities to produce subsistence food gardens in order to supplement basic food provision and enhance environmentally friendly techniques.
- Establish food gardens (linked to social development) that not only enhance environmental awareness but also provide basic food for communities.

Strategy 7: improvement of quality of life				
No	Programme\project description	Type and term of programme or project	Implementation agent and partners	Approximate budget

	Food gardens and community agri projects including hydroponic projects	Quick win and ongoing	Provincial Government, GSDM, Mkhondo LM	R 500 000 annually
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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 48: 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 getting 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 48: SMME developmental aspects:



9.30. Rural Development

9.30.1. 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

9.31. Development Gini Coefficient

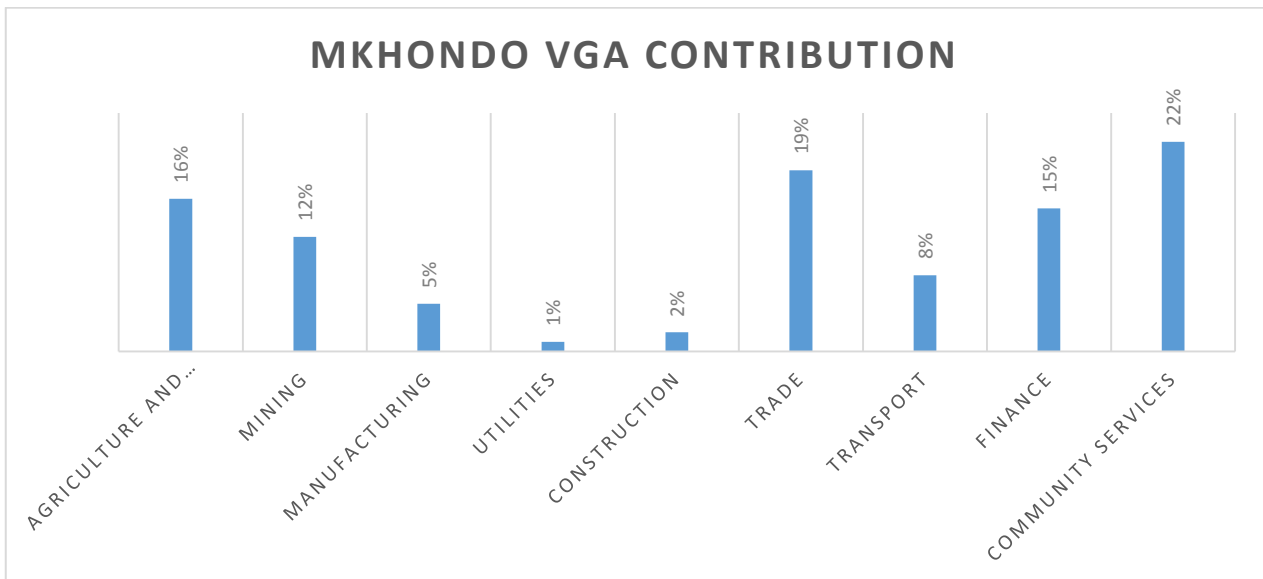
Mkhondo local Municipality’s Gini coefficient has remained at 0.58 in 2011 and 2015 (Stats SA).

9.32. Economic Gross Domestic Product (GDP)

Table 49: 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 49: Gross Value Added (GVA) Contribution for Mkhondo Local Municipality

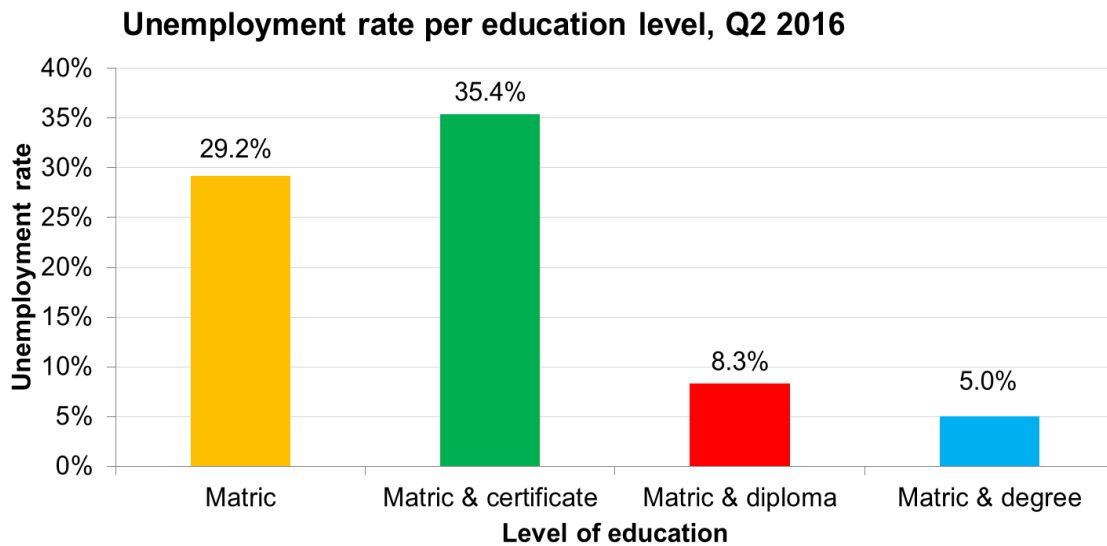


9.33. Education

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 50: Education and Unemployment Rate



Grade 12 statistical results:

Local municipal area	Grade 12 Pass Rate			Admission to B degree
	2014	2017	2018	2018
Mkhondo	70%	76%	71%	28.0%

Table 50: 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

9.34. 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.

9.34.1. POVERTY RATE

Table 51: Poverty rate

Local Municipal Area	Poverty rate (lower bound) 2014	Poverty rate (lower bound) 2017	Trend 2011-2015	Poverty numbers (lower bound) 2015
Mkhondo	54.1%	59.5%		111 369

INCOME INEQUALITY

Local Municipal Area	Share of income by poorest 40%	Share of income by poorest 40%
	2014	2017
Mkhondo	9.1%	8.9%

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 52: Unemployment rate 1996 vs 2001 vs 2011

UNEMPLOYMENT RATE	1996	2001	2011
Employed	21 550	24 216	30510
Unemployed	10 524	20 476	17 123

Sources: STATS SA

Unemployment rate 2014 (%)	Unemployment rate 2017 (%)	Share of Mpumalanga unemployment
31.5 %	31.4%	3.7%

Sources: Community survey 2017

The unemployment (strict definition) rate of Mkhondo around 31.5% since 2014. Unemployment rate according to the expanded definition much higher.

- Mkhondo's unemployment rate was the 7th highest among all the municipal areas of Mpumalanga.
- Unemployment rate for females 35.5% and that of males 27.9%.
- Youth unemployment rate according to the Census figures 44.6% - challenge with especially very high youth unemployment rate of females.
- The largest employing industries in Mkhondo are trade, community services and finance.

- High reliance on the trade industry (including tourism) for employment.
- Concern about the high unemployed youth & especially females – relatively low level of education and inadequate skills impact negatively on their employability.
- Importance of quality and relevant education and training in line with the economic needs of the province – important role of the University of Mpumalanga & TVETs.
- Increase in employment of more than 1 000 per annum between 2014 and 2017.

9.35. EMPLOYMENT RATE

Number of employed 2014	Number of Employed 2017	Share of Mpumalanga employed
37 946	41 045	3.6%

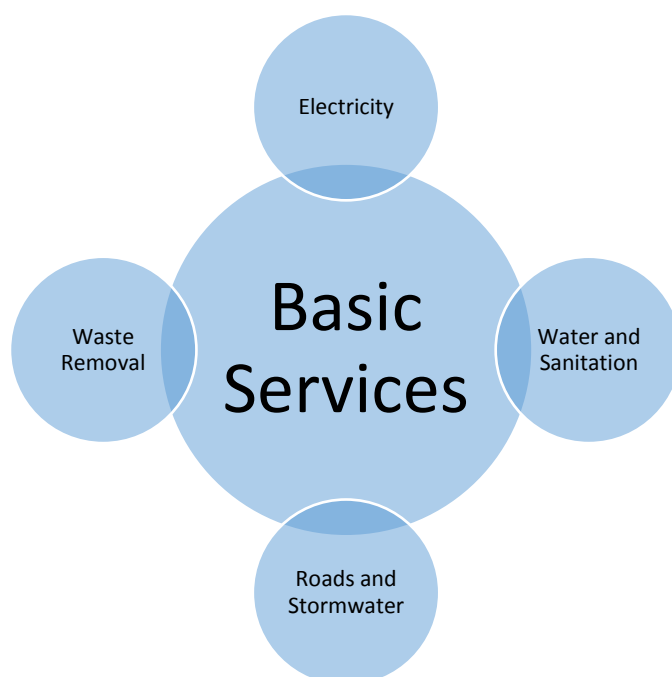
9.36. INCOME INEQUALITY

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%.

9.37. 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:



9.37.1. 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 53: 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 18% 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 54: 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

9.37.2. 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 55: Provision of electricity Services:

ELECTRICITY	2011	2016
Number of householdnot connected	12 315	9 018
Share of total Householstd	32.9%	19.8%

Data sources: Community survey 2018

9.37.3. 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.

9.37.4. 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 56: 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

9.37.5. 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 57: 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

9.37.6. 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.

MKHONDO HEALTH INDICATORS AND PERFORMANCE

INDICATOR	BASELINE 2014/15	2017/18
HIV 1 st test positive (as proportion of 15 – 49 years population)	18.1%	7.8%
Total clients remain on ART	14 669	19 558
Infant PCR test positive around 10 weeks	-	0.5
Immunisation coverage < 1 year rate	67.1	79.7
Neonatal mortality in facility rate per 1 000 live births	11.3	25.5
Maternal mortality rate per 100 000 live births	58.1	81.2
Death in facility under 5 years	10.2	9.6

9.37.7. 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 58: 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 59: 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

CHAPTER 10:

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

Table 60: 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 61: 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 62: 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 63: 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 64: 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 65: 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

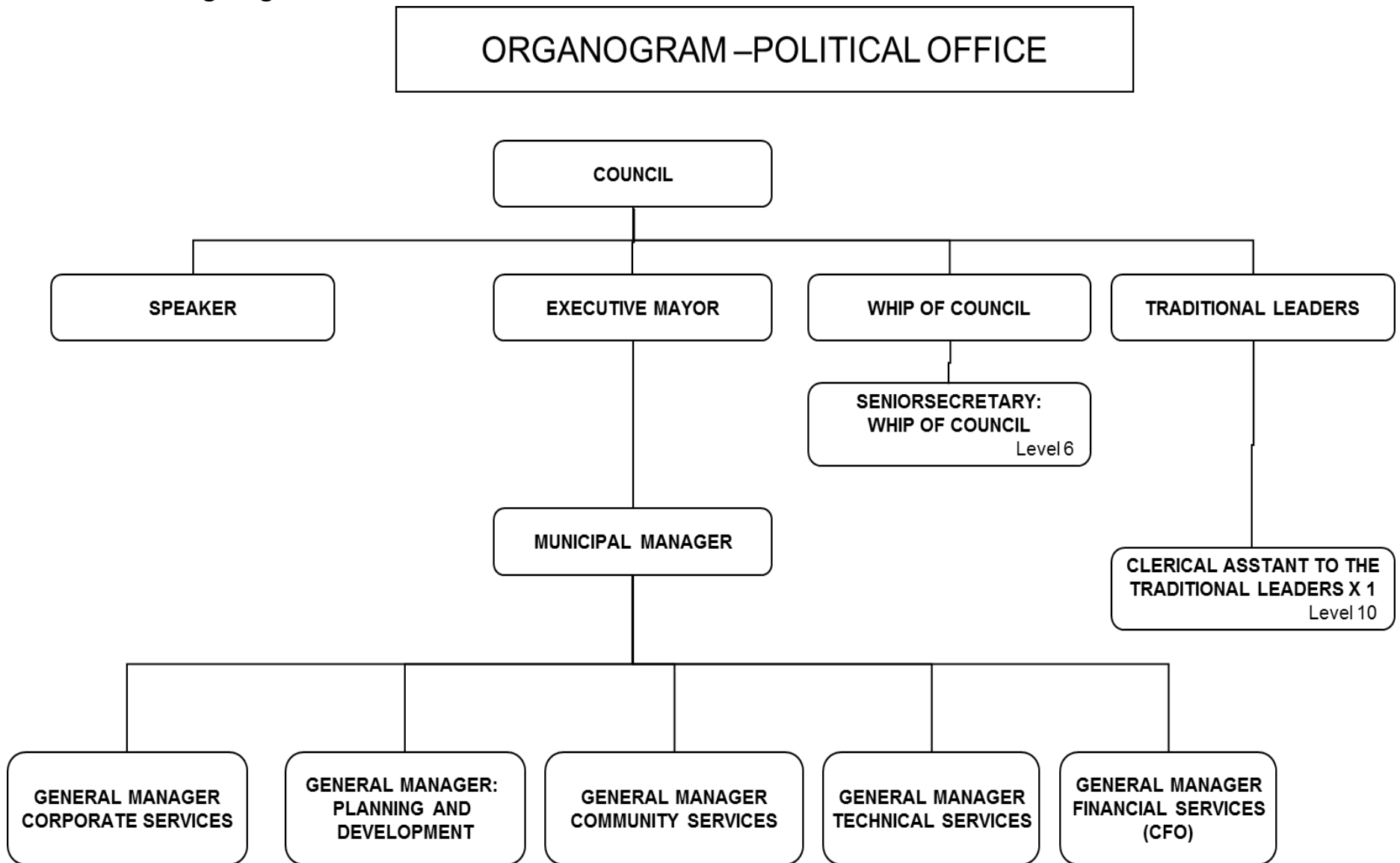
ANNEXURE B: Unfunded Projects

NO.	PROPOSED PROJECTS	ESTIMATED AMOUNT	NARRATIVE
1.	Construction of offices for Mkhondo Municipality to address lack of office space	R 20 000 000	Funding still needs to be sourced
2.	Purchase of Teammate Audit Management System which consists of the following: <ul style="list-style-type: none"> • Audit planning and risk assessment • Working paper preparation feature • Working paper review feature • Automated reporting features 	R 60 000	Funding still needs to be sourced
3.	Construction of a transfer station in Driefontien. This station will also cater for Dierkiesdorp, Kwangema and the surrounding areas		Funding still needs to be sourced
4.	Construction of another test yard to optimize the currently services that are being provided by the municipality		Funding still needs to be sourced
5.	Construction of the best model registration authority		Funding still needs to be sourced
6.	Establishment of recreational park to ensure that recreational areas that are properly done are available for communities to use (Emagadeni: phase 2)		Funding still needs to be sourced
7.	Purchase/construction of accommodation for a Business Advisory Centre, in order to enable SEDA to provide advisory services for SMMEs and cooperatives within Mkhondo Municipality		Funding still needs to be sourced

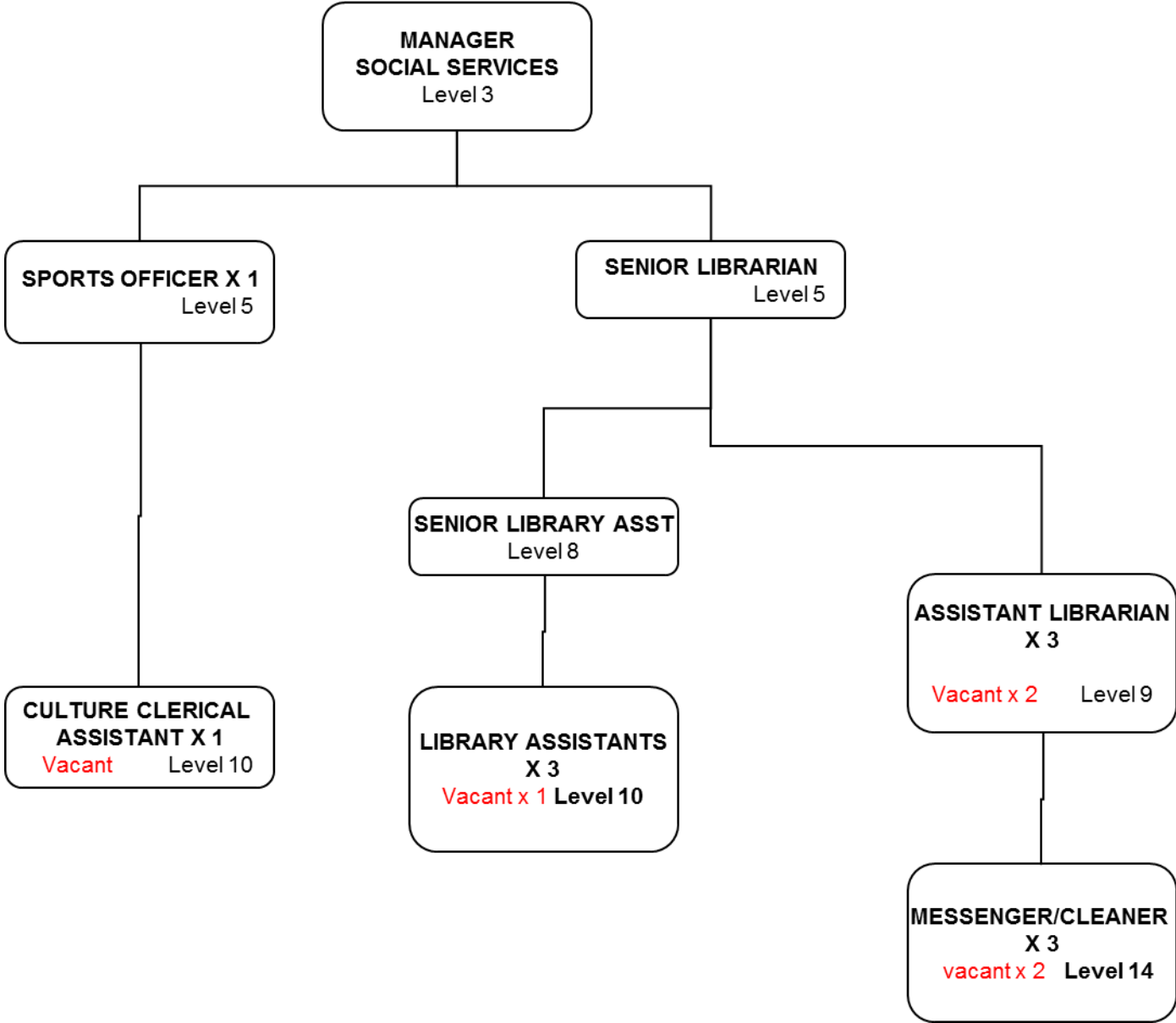
NO.	PROPOSED PROJECTS	ESTIMATED AMOUNT	NARRATIVE
16.	Water Reticulation Iswepe for 500 RDP houses	R 1 495 000	Funding still needs to be sourced
17.	Water Bulk line Driefontein	R 2 500 000	Funding still needs to be sourced
20.	Amsterdam Substation	R15 000 000	Funding still needs to be sourced
21.	Piet Retief substation	R30 000 000	Funding still needs to be sourced
22.	Upgrading of ageing cables	R25 000 000	Funding still needs to be sourced
23.	Land Fill site in Amsterdam (Transfer Station)	R 7 000 000	Funding still needs to be sourced
24.	Heavy Duty Bypass	R2 000 000	Funding still needs to be sourced
25.	CBD surface road maintenance	R15 000 000	Funding still needs to be sourced
27.	Establishment of Bio-diesel plant		Funding still needs to be sourced
28.	Drilling of 226 boreholes across rural wards	R 2 000 000	Funding still needs to be sourced
29.	ICT Upgrade	R 1 000 000	Funding still needs to be sourced
30.	Demand site analysis to increase revenue		Funding still needs to be sourced
Proposed Forest View Projects			
	Access to Water		
1.	Water: Rising main extension	R153, 000	Funding still needs to be sourced
2.	Water: Pump station upgrade	R50, 000	Funding still needs to be sourced

NO.	PROPOSED PROJECTS	ESTIMATED AMOUNT	NARRATIVE
3.	Access to Sanitation		
3.1	New outfall sewer 5Km plus upgrade of Ezinkonjaneni pump	R880, 000	Funding still needs to be sourced
4.	Access to Electricity		
4.1	Electricity: 11kv overhead line from Luneburg station	R315, 000	Funding still needs to be sourced
5	Access to Municipal Roads		
5.1	Taxi collector Roads	R228, 456	Funding still needs to be sourced
6.	Housing subsidies		
6.1	Township establishment EIA, planning and design	R720, 000	Funding still needs to be sourced
Proposed Watersmead Projects			
	Access to Water		
1.	Water: Rising main extension		Funding still needs to be sourced
2.	Water: Pump station upgrade		Funding still needs to be sourced
3.	Access to Sanitation		
4.	Access to Electricity		
4.1	Electricity: 11kv overhead line station		Funding still needs to be sourced
5	Access to Municipal Roads		
5.1	Taxi collector Roads		Funding still needs to be sourced
6.	Housing subsidies		
6.1	Township establishment EIA, planning and design		Funding still needs to be sourced

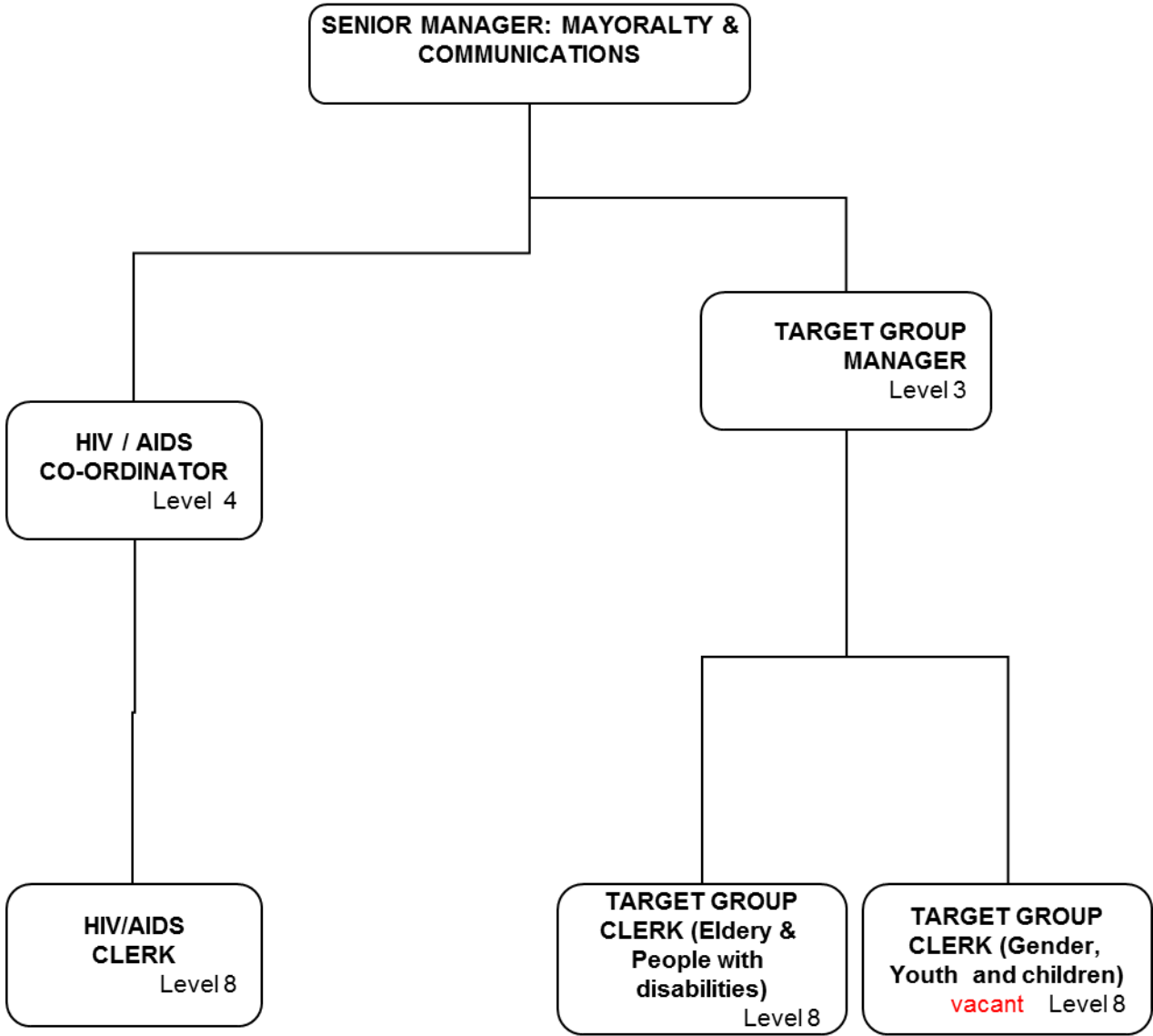
ANNEXURE A: Organogram



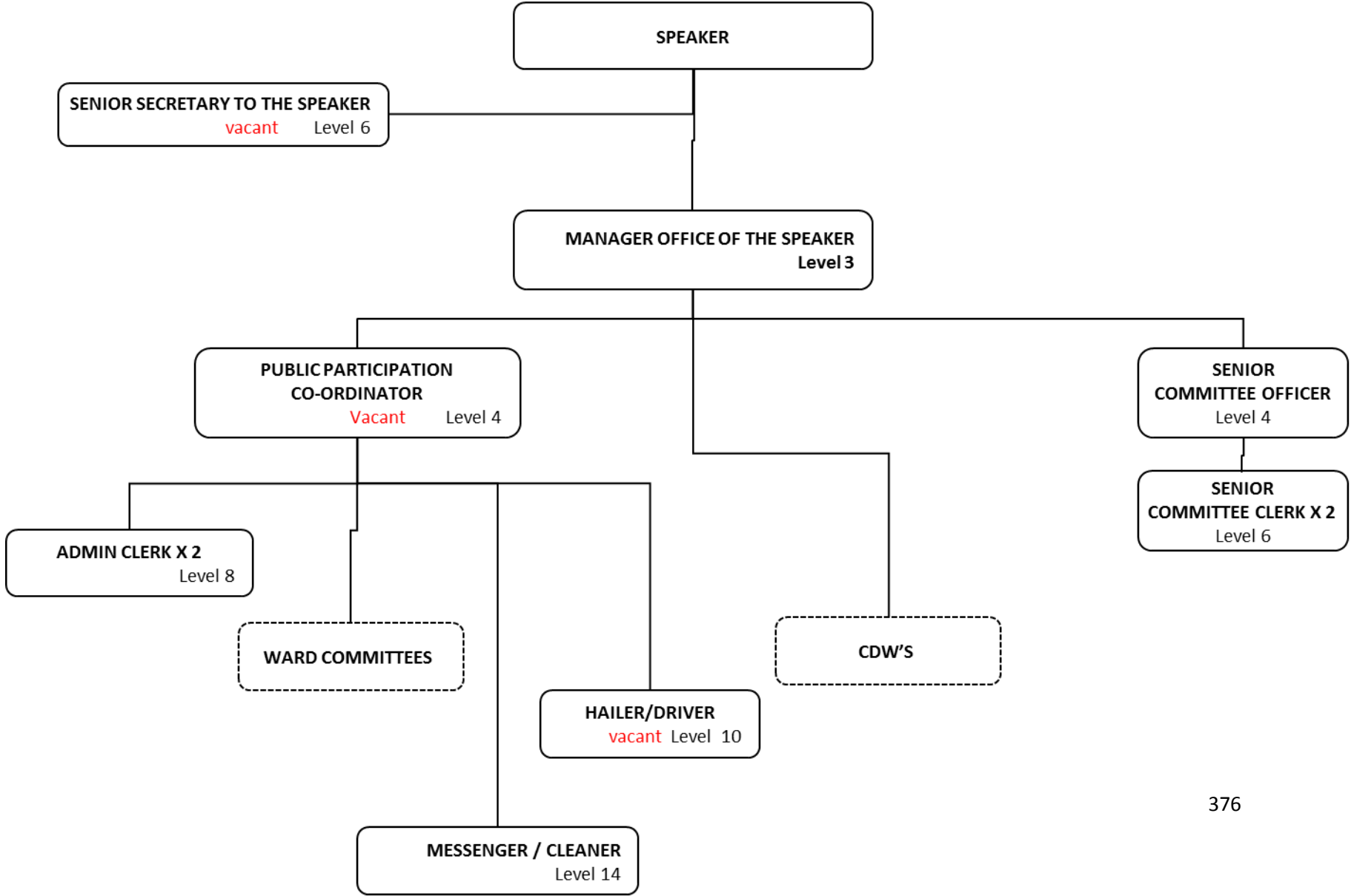
ORGANOGRAM –POLITICAL OFFICE



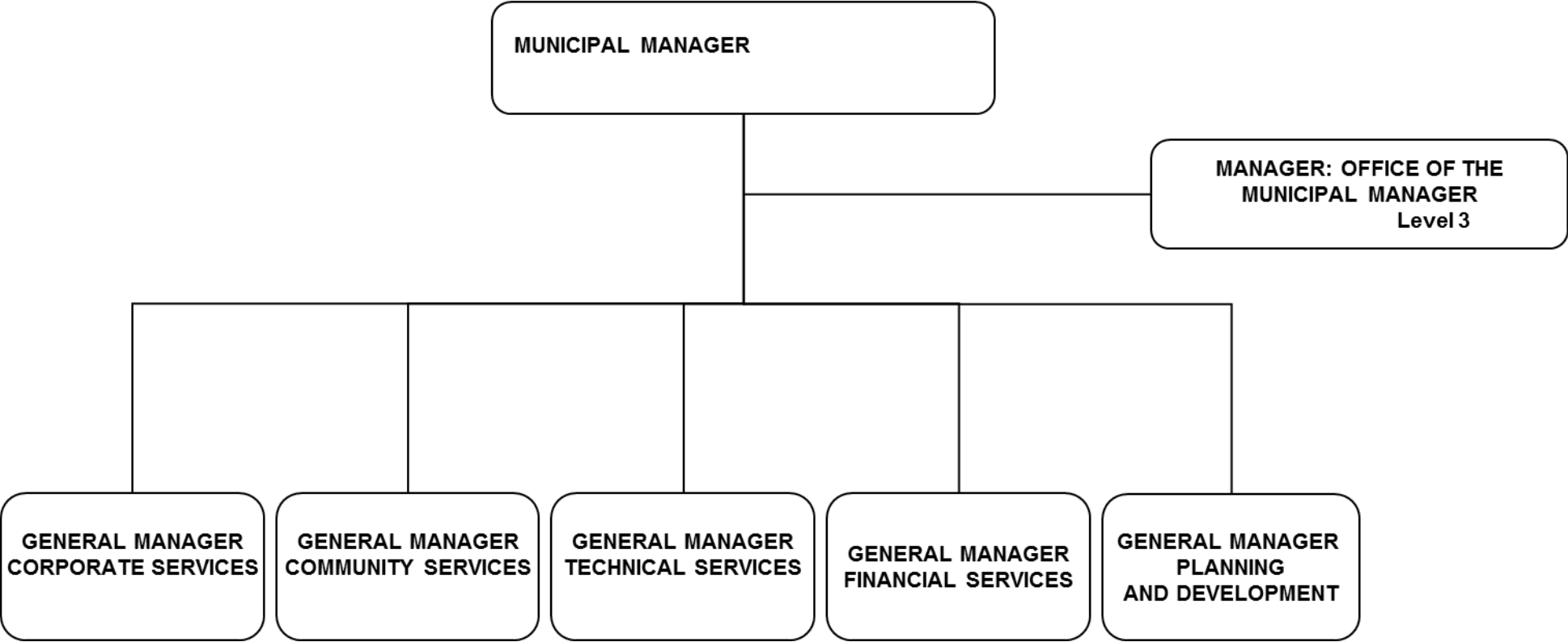
ORGANOGRAM –POLITICAL OFFICE



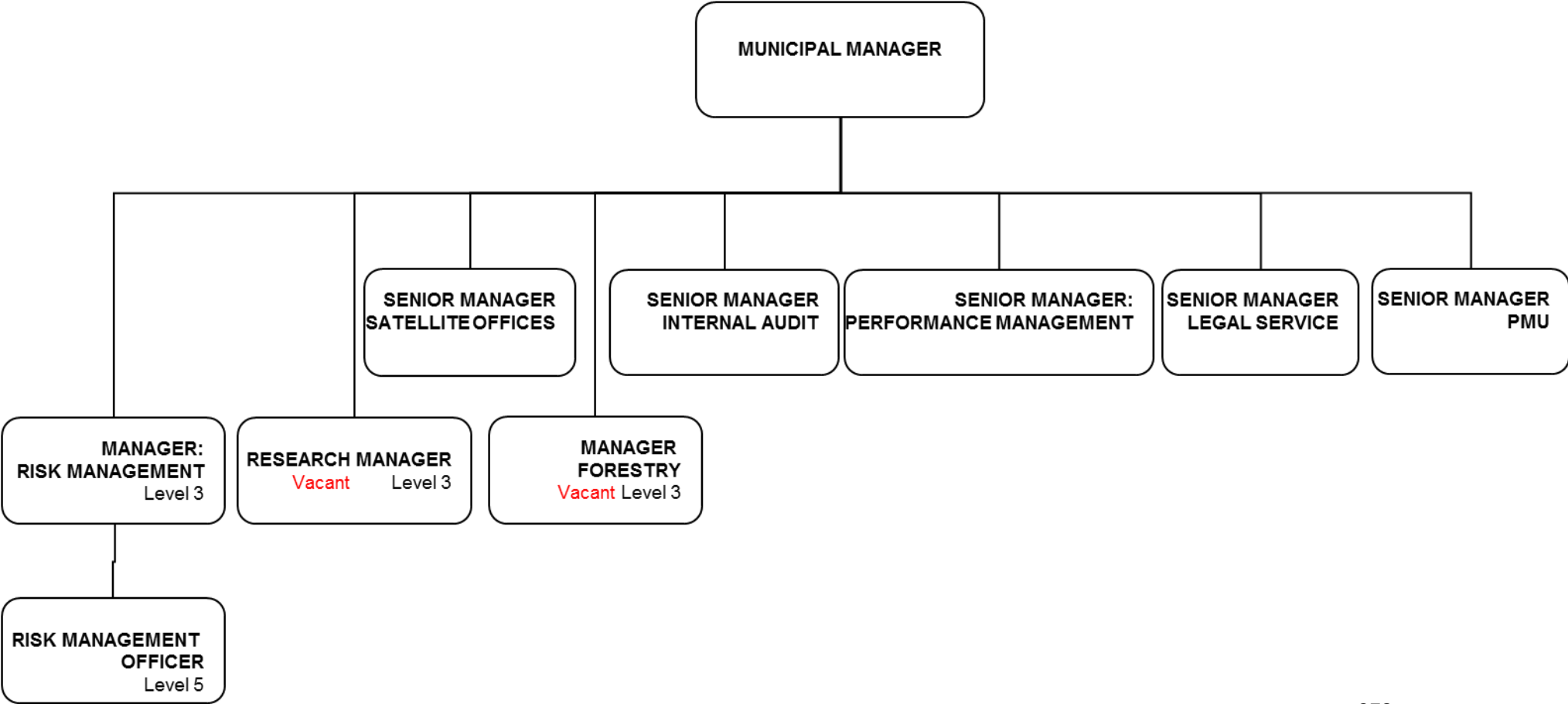
ORGANOGRAM –POLITICAL OFFICE CONTINUE



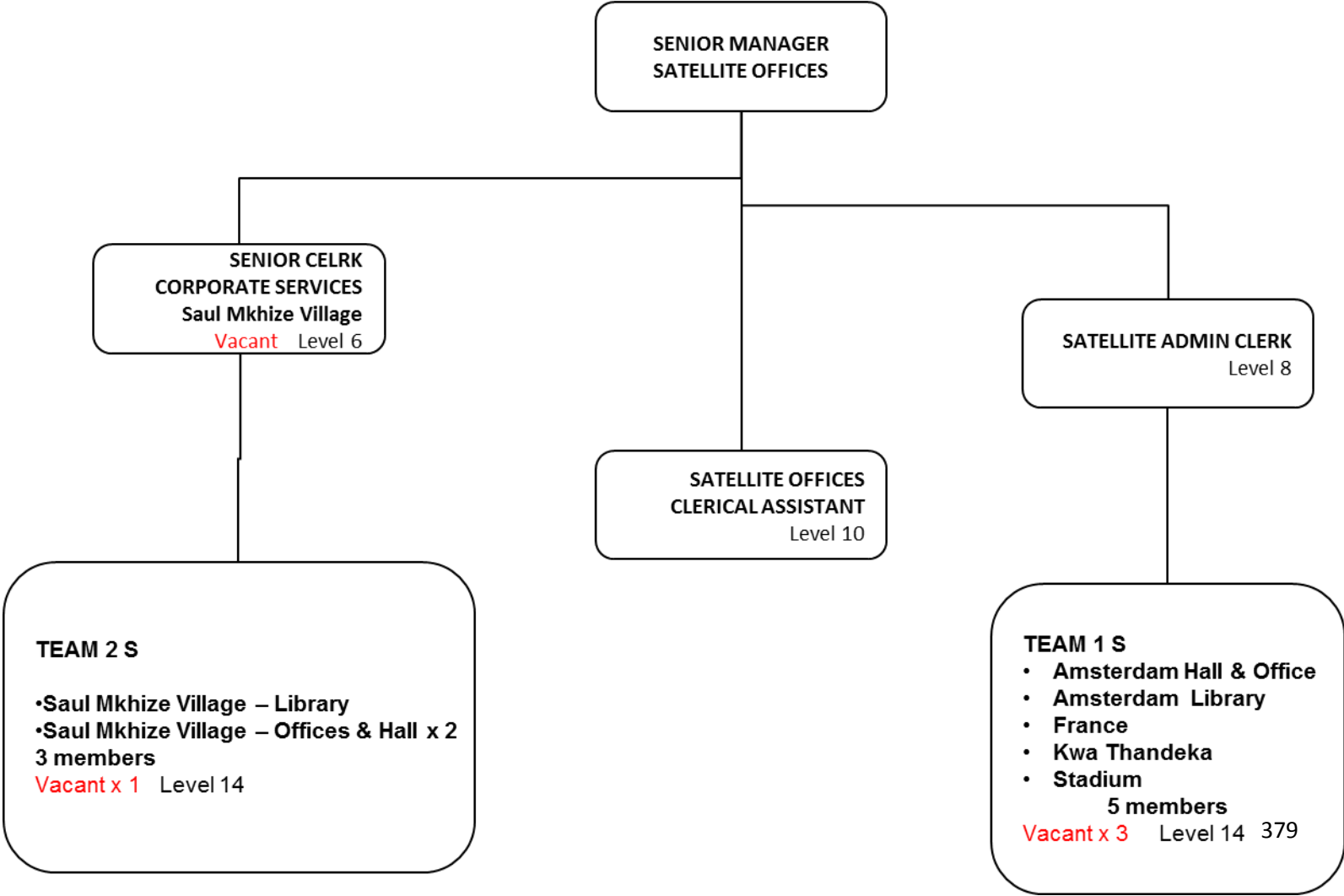
**MKHONDO MUNICIPALITY
OFFICE OF THE MUNICIPAL MANAGER
ORGANOGRAM**



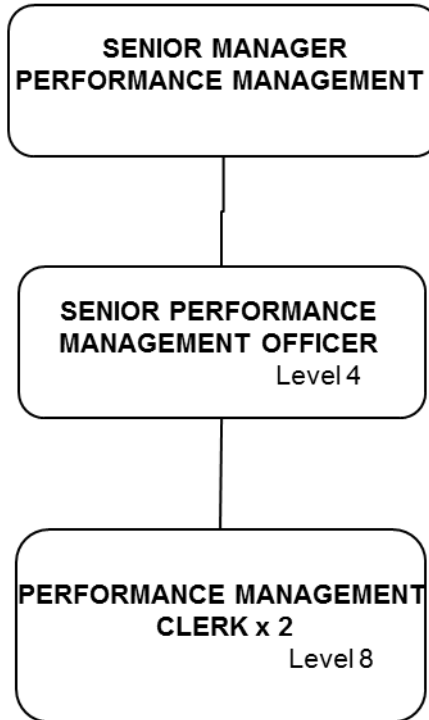
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OFFICE OF THE MUNICIPAL MANAGER
ORGANOGRAM - CONTINUE**



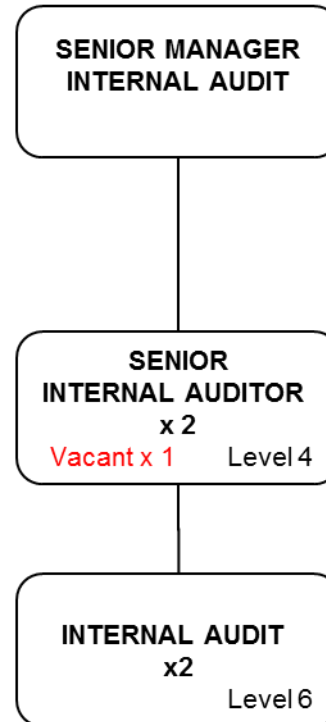
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OFFICE OF THE MUNICIPAL MANAGER
ORGANOGRAM - CONTINUE**



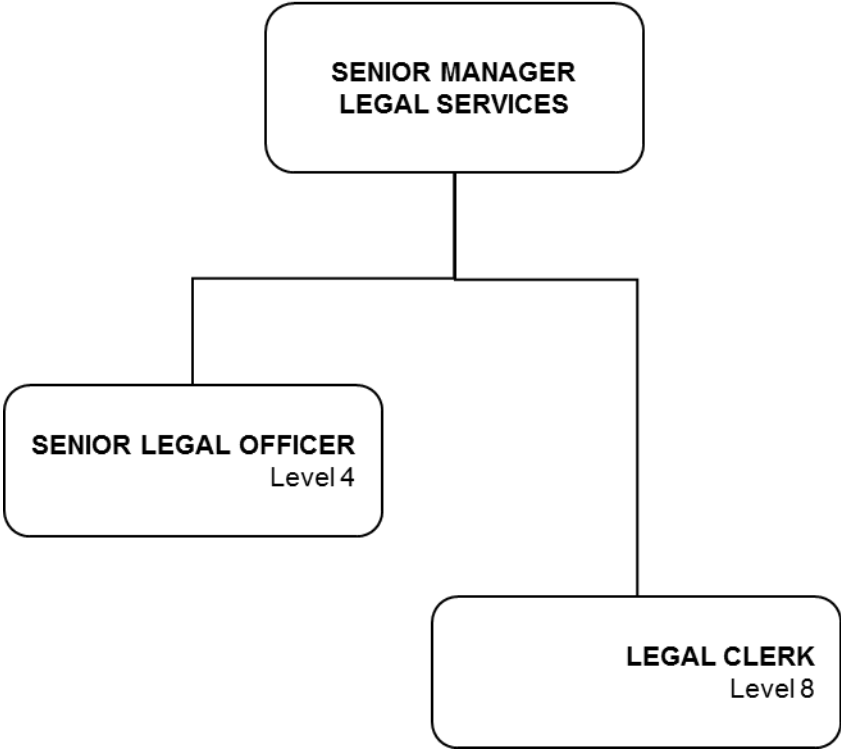
**MKHONDO MUNICIPALITY
OFFICE OF THE MUNICIPAL MANAGERS PMS
ORGANOGRAM-**



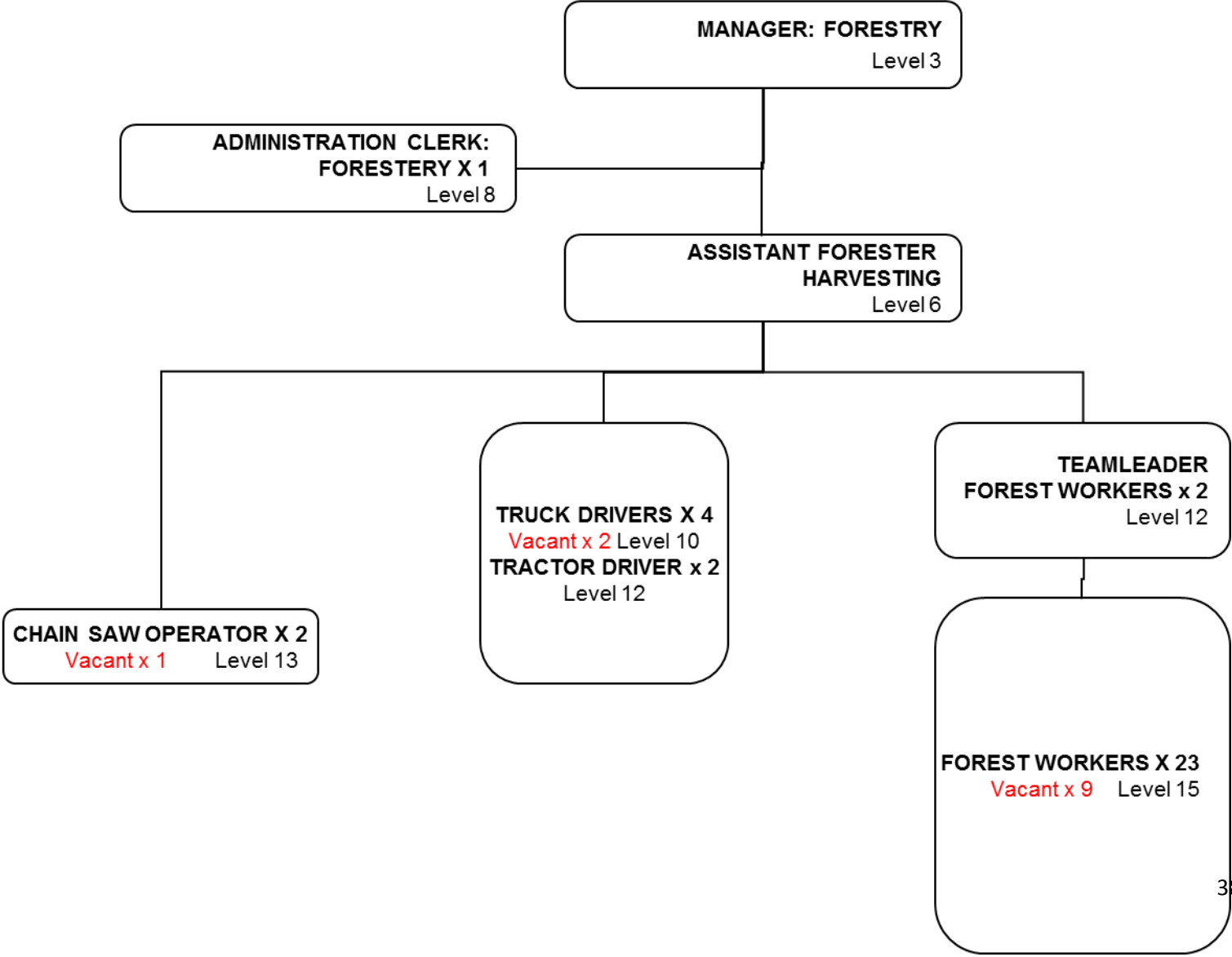
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OFFICE OF THE MUNICIPAL MANAGER
ORGANOGRAM - CONTINUE**



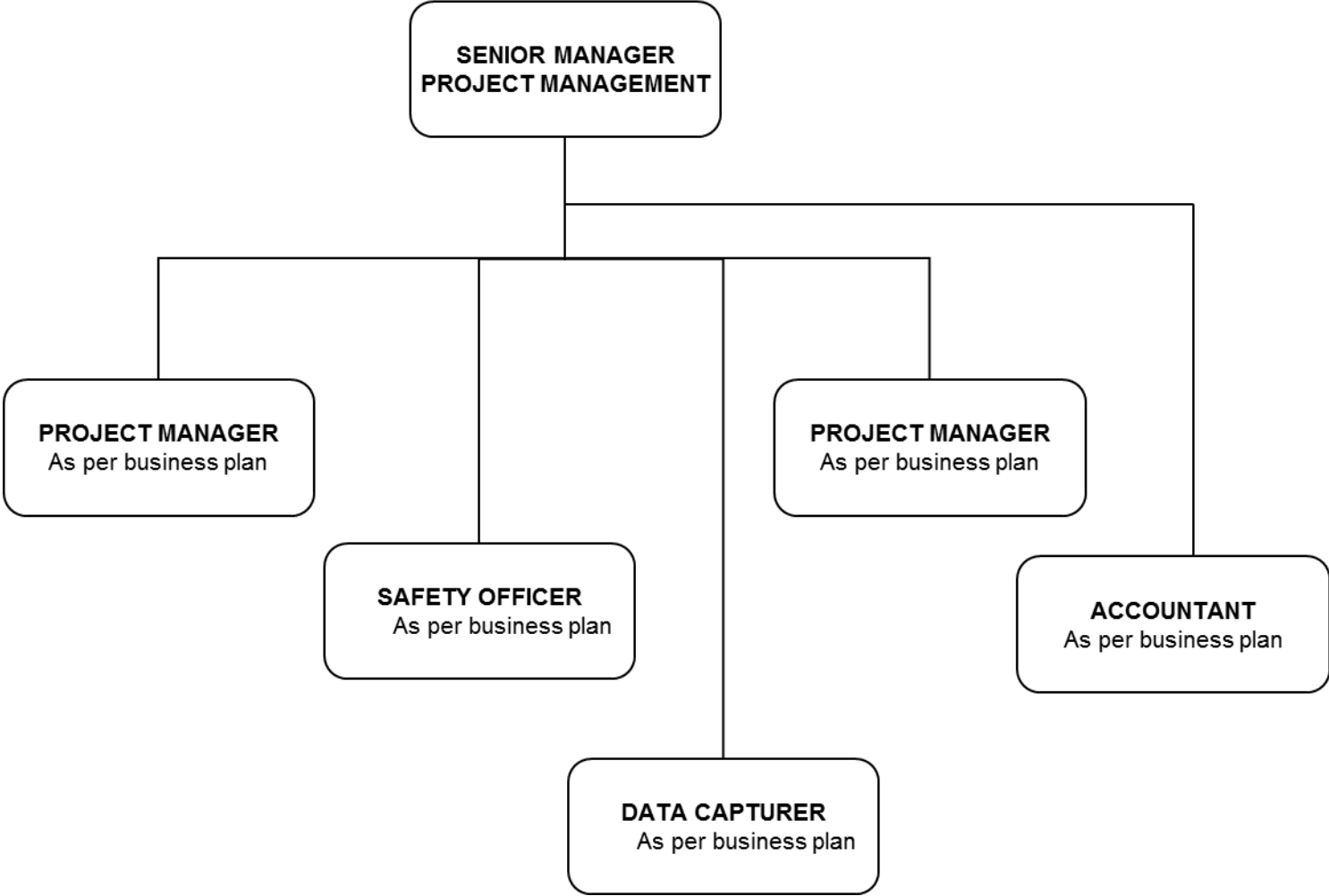
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OFFICE OF THE MUNICIPAL MANAGER
ORGANOGRAM - CONTINUE**



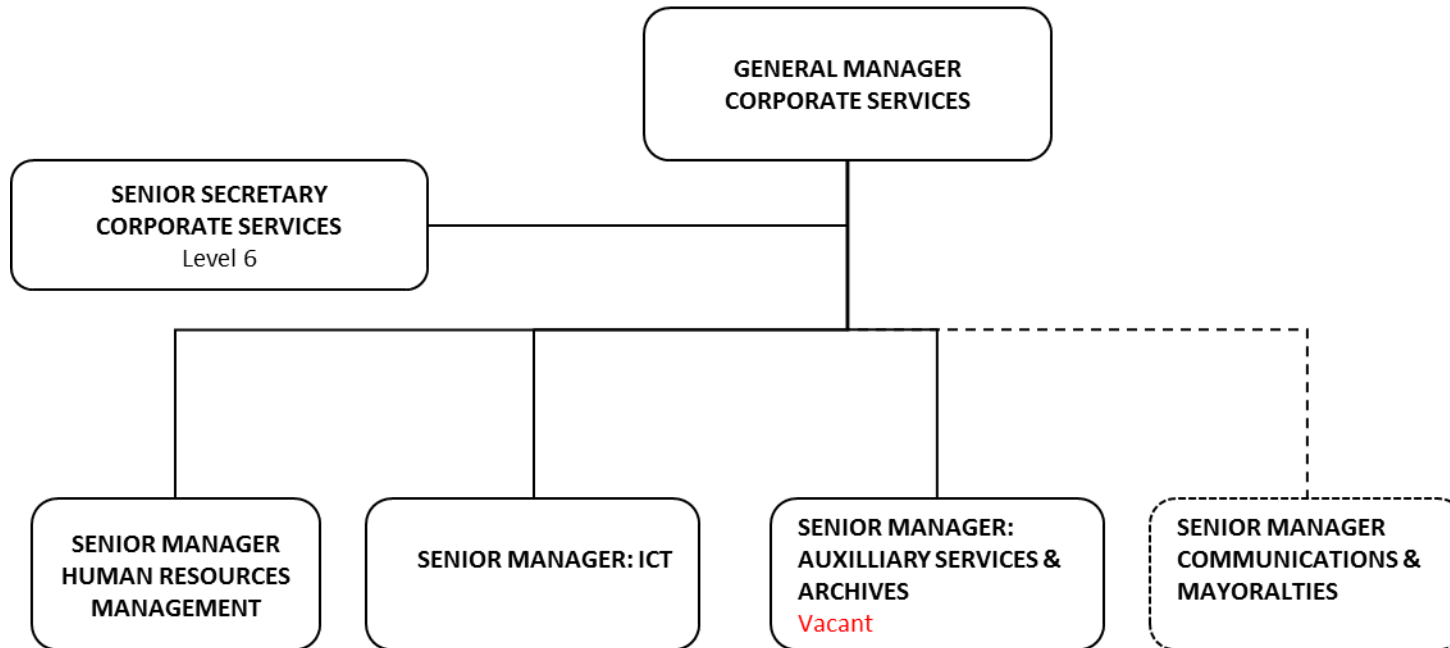
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OFFICE OF THE MUNICIPAL MANAGER
ORGANOGRAM - CONTINUE**



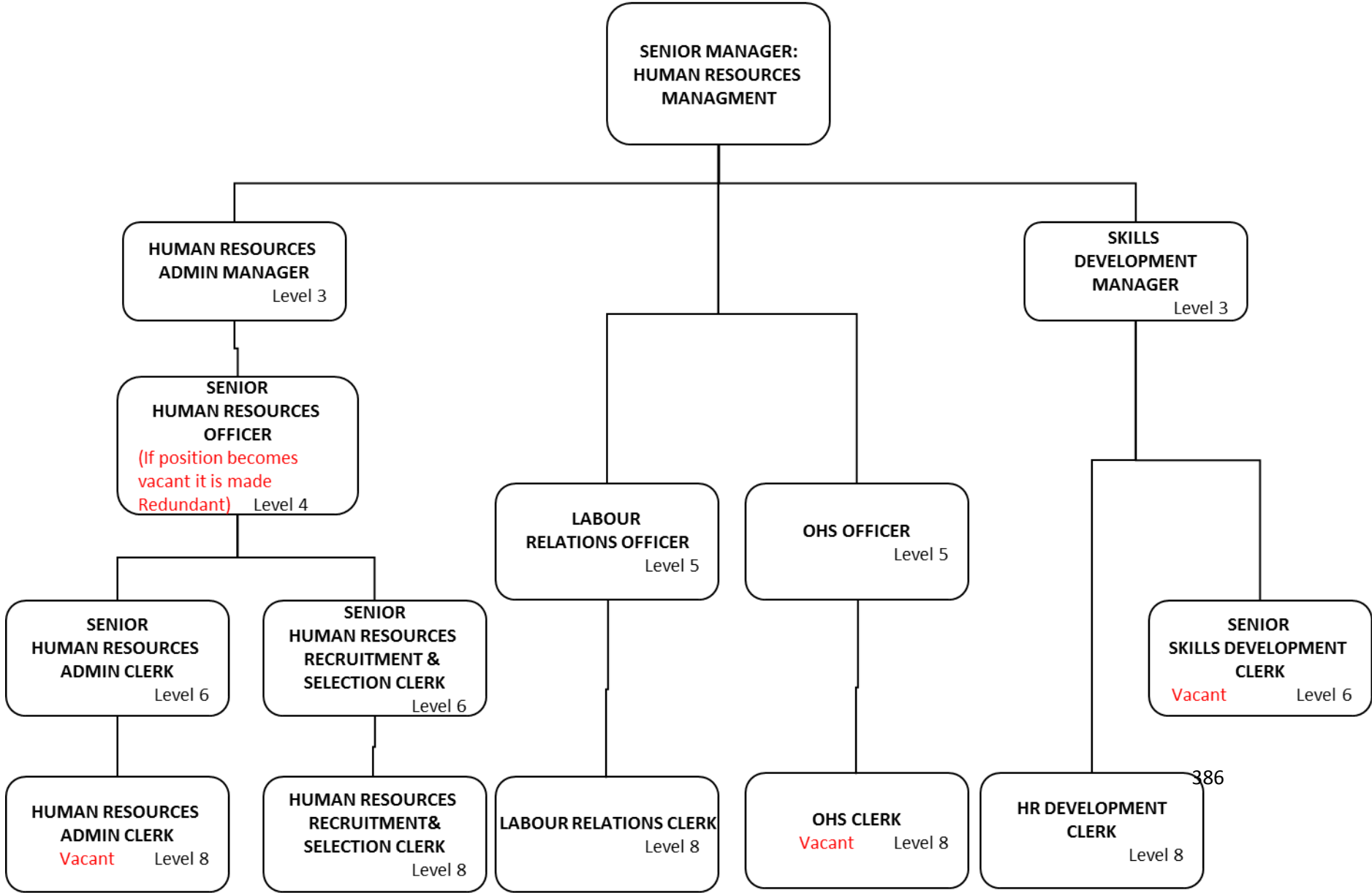
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OFFICE OF THE MUNICIPAL MANAGER
ORGANOGRAM - CONTINUE**



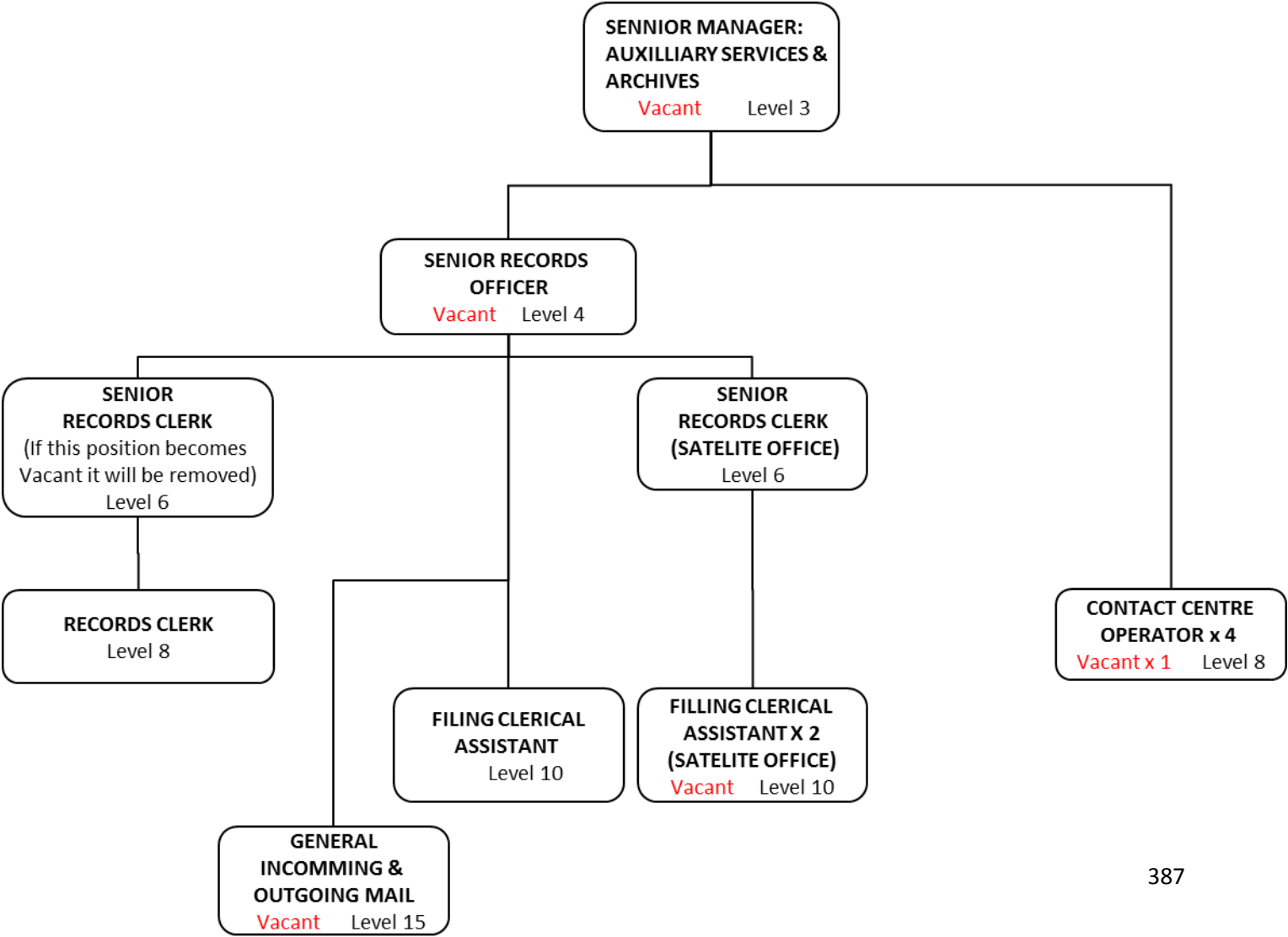
**MKHONDO MUNICIPALITY
DEPARTMENT CORPORATE SERVICES
ORGANOGRAM**



**MKHONDO MUNICIPALITY
DEPARTMENT CORPORATE SERVICES
ORGANOGRAM - CONTINUE**



**MKHONDO MUNICIPALITY
DEPARTMENT CORPORATE SERVICES
ORGANOGRAM - CONTINUE**



**MKHONDO MUNICIPALITY
DEPARTMENT CORPORATE SERVICES
ORGANOGRAM - CONTINUE**

**SENIOR MANAGER:
AUXILLIARY SERVICES &
ARCHIVES**
Vacant x 1 Level 3

AUXILIARY OFFICER
Vacant Level 5

**AUXILIARY CLERICAL
ASSISTANT**
Level 10

**AUXILIARY CLERICAL
ASSISTANT**
Level 10

TEAM 1

- Town Hall
- Town Hall Offices
- Mobile Office
- Kempville Hall

7 members
Vacant x 1

Level 14

TEAM 2

- Finance/
IA Offices
- Kempville Offices
- eMkhondo Library

5 members
Vacant x 1

Level 14

TEAM 3

- Sthuli Hleza x 2
- Old Beer Hall x 1
- Eziphunzini Hall x 2
- Skeyfin x 1
- Masenkeni
Stadium x 1

7 members
Vacant x 4

Level 14

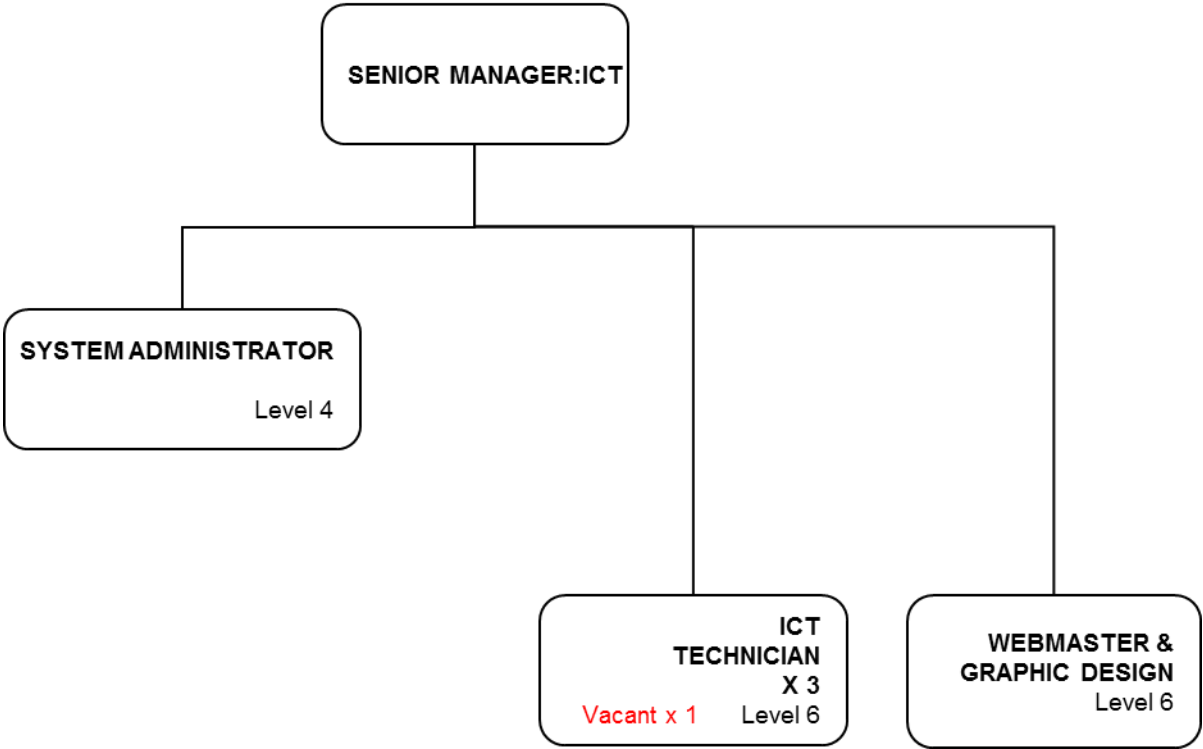
TEAM 4

- Ntombe Hall
- Iswepe

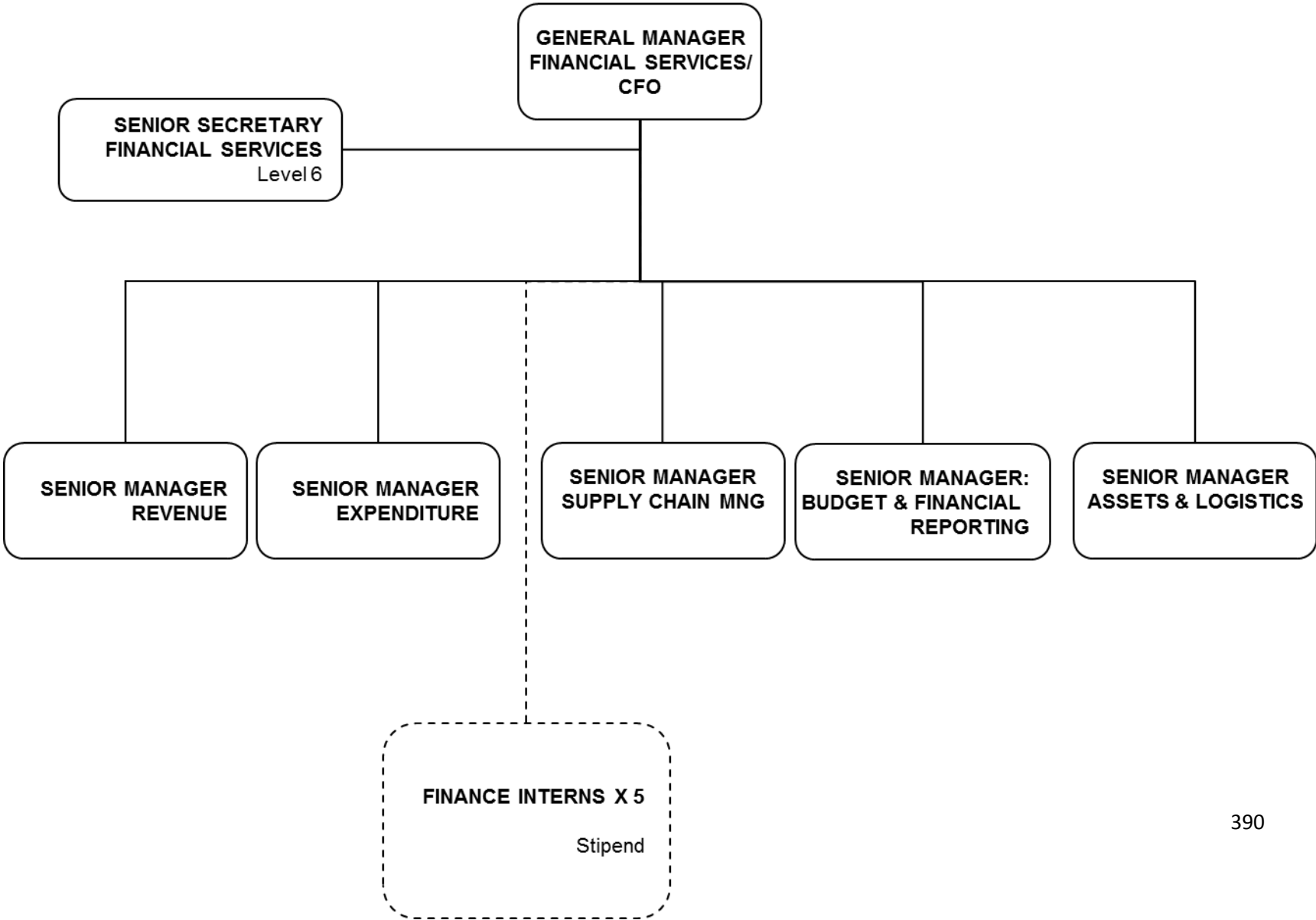
2 members
388
Vacant x 1

Level 14

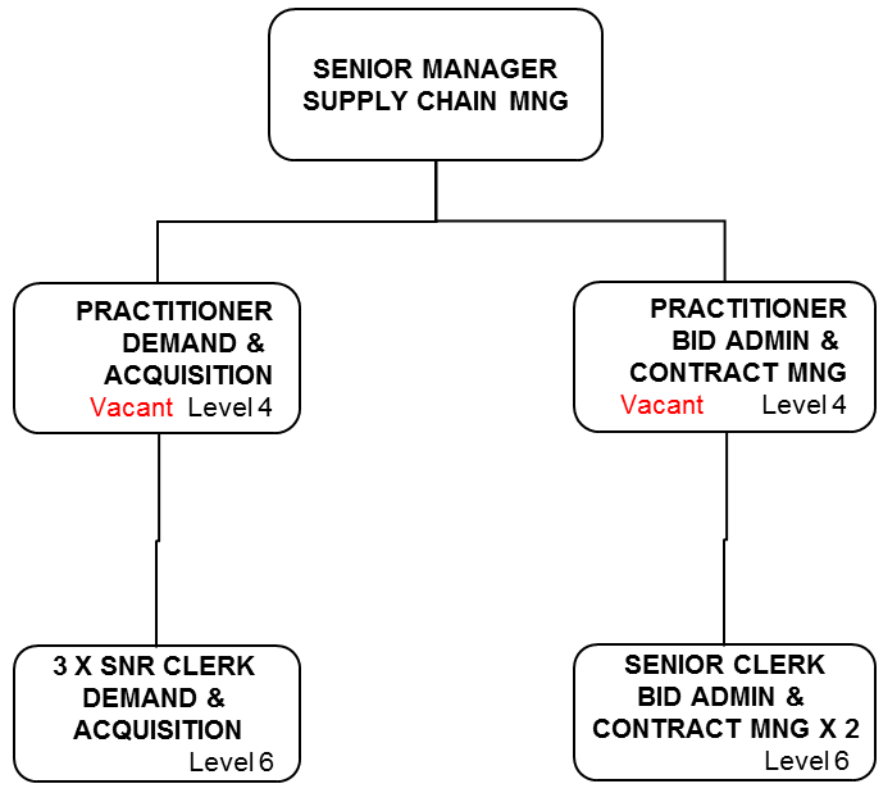
MKHONDO MUNICIPALITY
DEPARTMENT CORPORATE SERVICES
ORGANOGRAM - CONTINUE



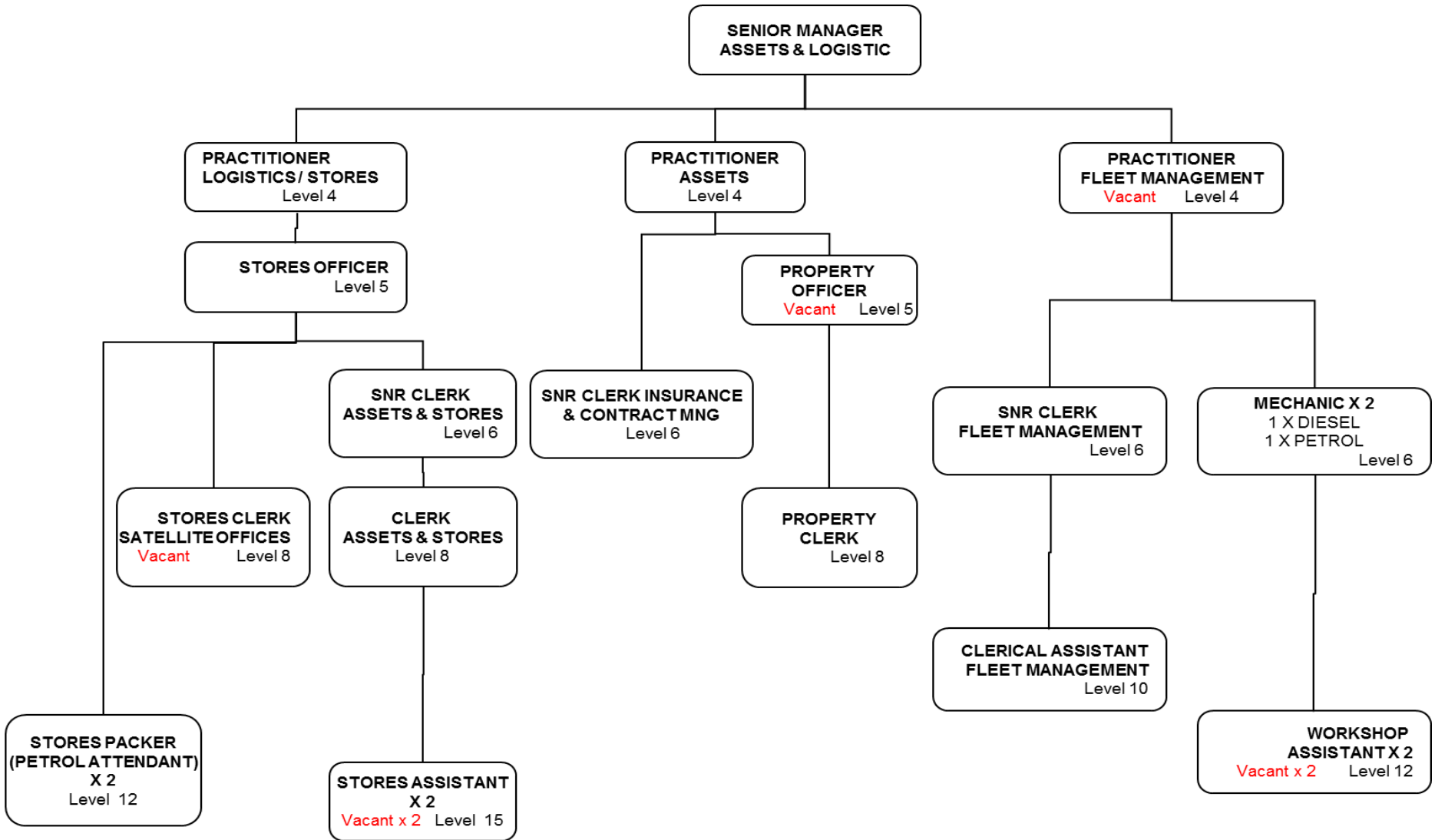
DEPARTMENT FINANCIAL SERVICES ORGANOGRAM



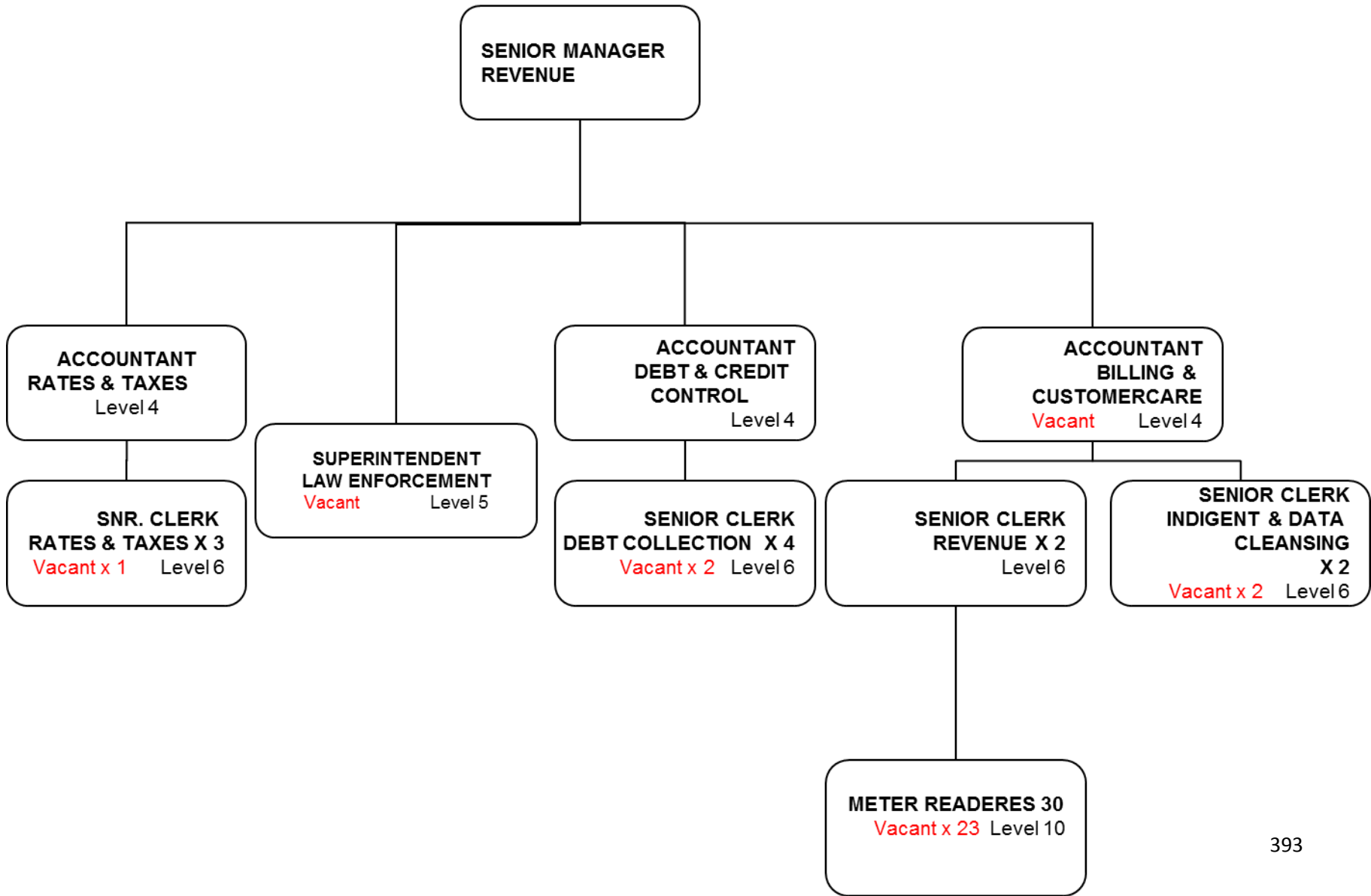
**DEPARTMENT FINANCIAL SERVICES ORGANOGRAM -
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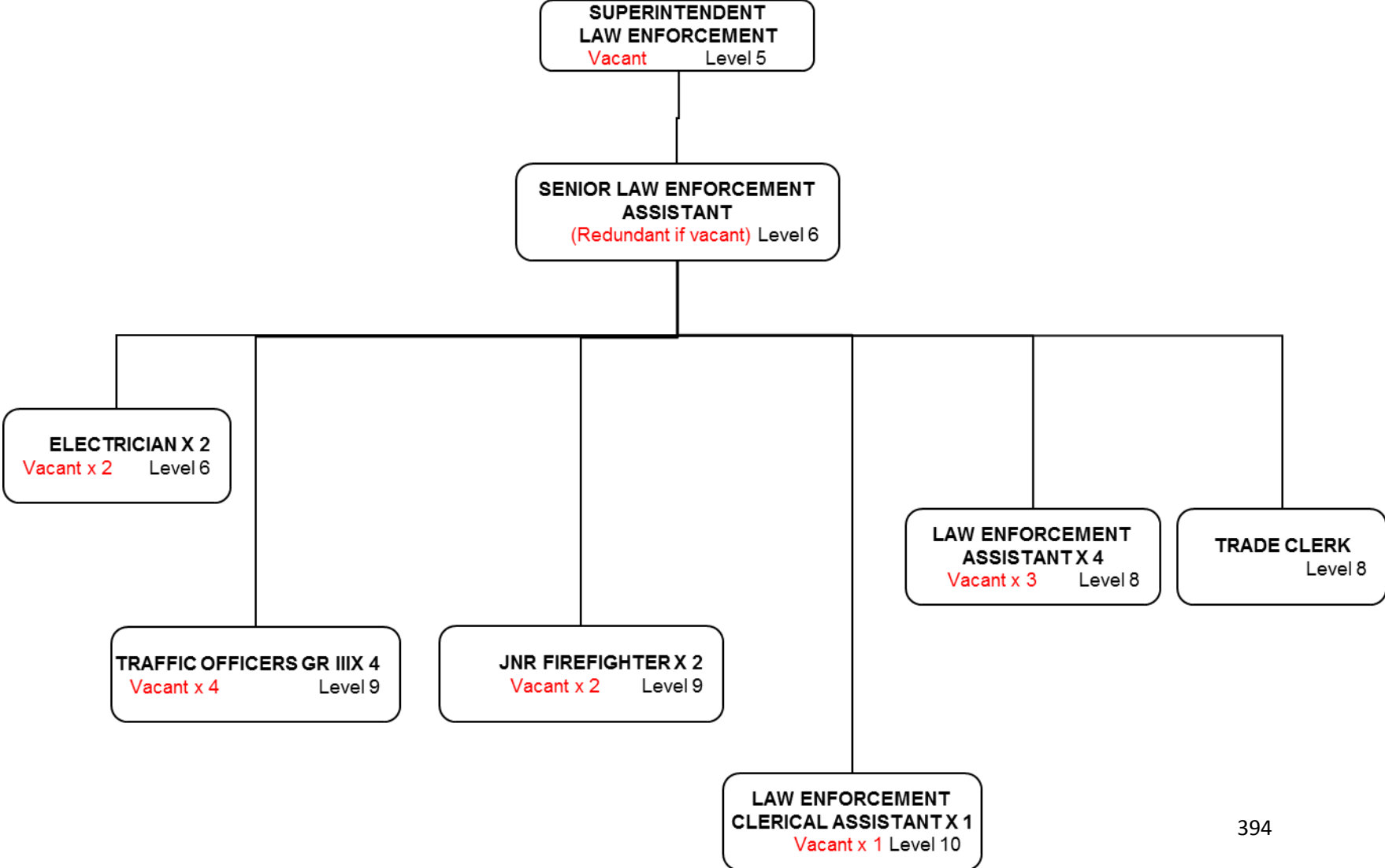
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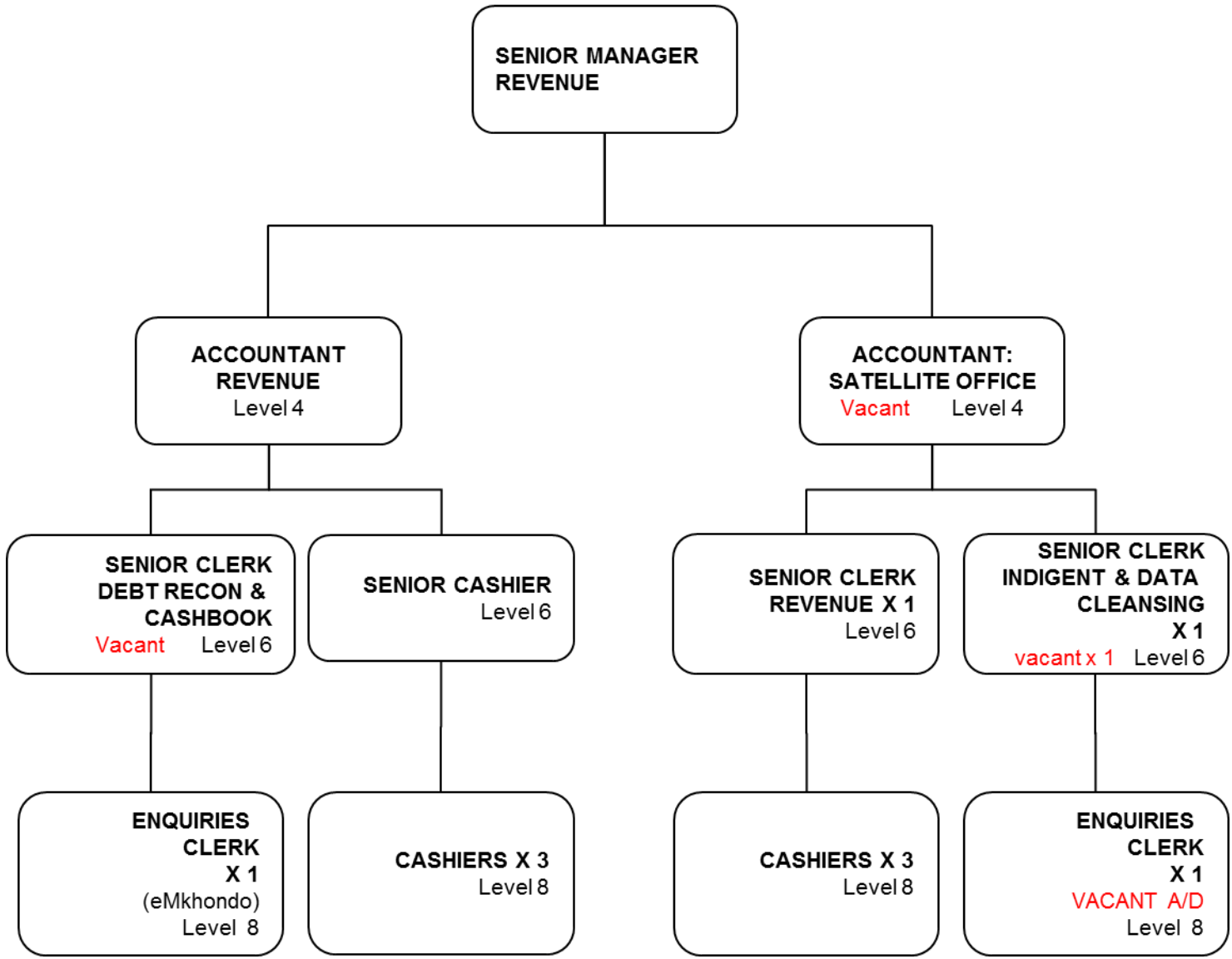
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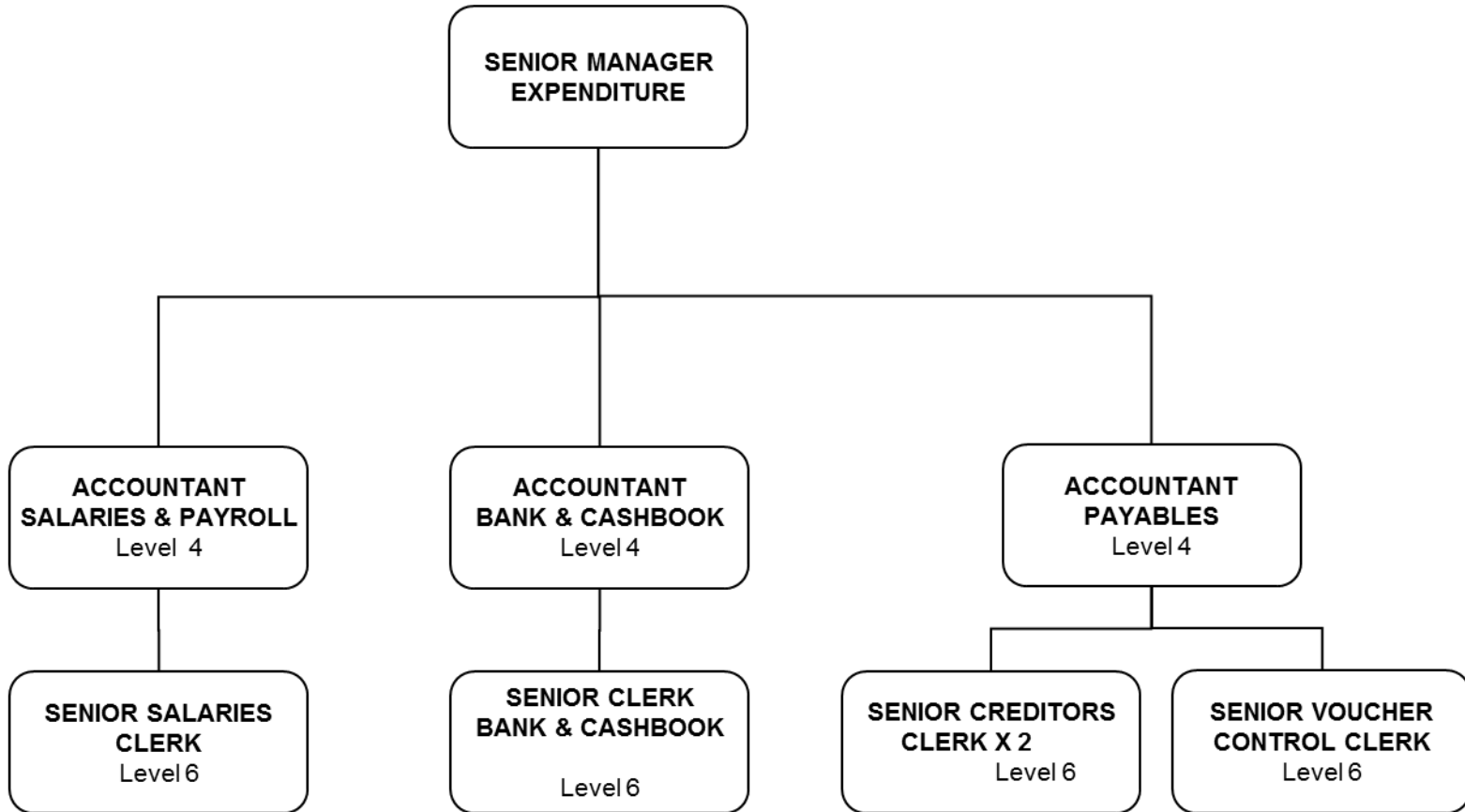
**MKHONDO MUNICIPALITY
FINANCIAL SERVICES CONTINUE**



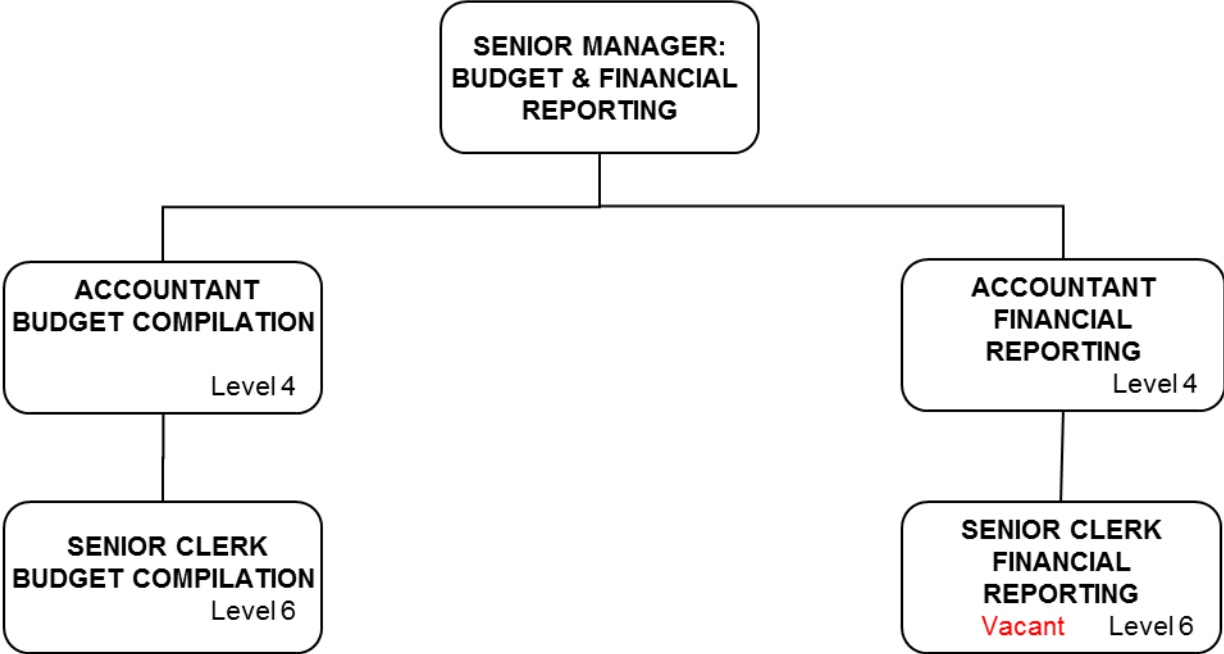
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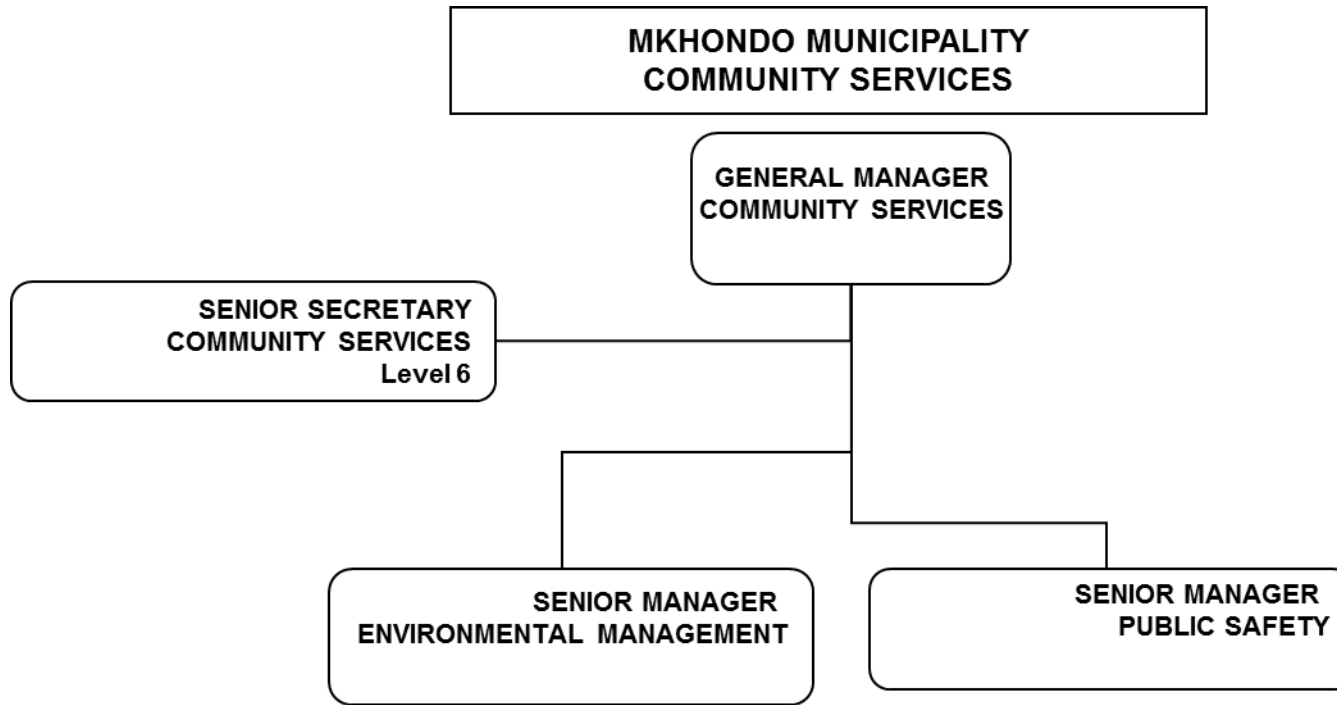


**DEPARTMENT FINANCIAL SERVICES ORGANOGRAM -
CONTINUE**



**DEPARTMENT FINANCIAL SERVICES ORGANOGRAM -
CONTINUE**





**MKHONDO MUNICIPALITY
COMMUNITY SERVICES CONTINUE**

**SENIOR MANAGER
ENVIRONMENTAL MANAGEMENT**

**ENVIRONMENTAL MANAGEMENT
OFFICER**
Vacant Level 5



**MKHONDO MUNICIPALITY
COMMUNITY SERVICES CONTINUE**

**SUPERVISOR
REFUSE REMOVAL/
STREET CLEANER**

**TEAMLEADER
(Night Shift)
REFUSE REMOVER
Level 9**

**TEAMLEADER
(Day Shift)
REFUSE REMOVER
Level 9**

**TEAMLEADER
(Day Shift)
REFUSE REMOVER
Vacant Level 09**

**TEAMLEADER
STREET CLEANERS
Level 12**

**COMPACTOR
TRUCK DRIVER
Level 10**

**BLOWER
OPERATORS
X 6
Vacant x 1
Level 13**

**REFUSE REMOVERS
X 4
Vacant 2
Level 15**

**COMPACTOR
TRUCK DRIVER
Level 10**

**REFUSE REMOVERS
X 10
Vacant X 5
Level 15**

**COMPACTOR
TRUCK DRIVER
Level 10**

**REFUSE REMOVERS
X10
Vacant X 5
Level 15**

**TRACTOR DRIVERS
CONTAINER
REMOVALS x 2
Level 12
LANDFILL SITE
MACHINE OPERATOR
(If such machine
becomes available)
Level 9**

**FRONTLOADER
OPERATOR
Level 9**

**WASTE VOLUME
RECORDER
Level 15**

**ASSISTANTS X 3
Vacant X 2
Level 15**

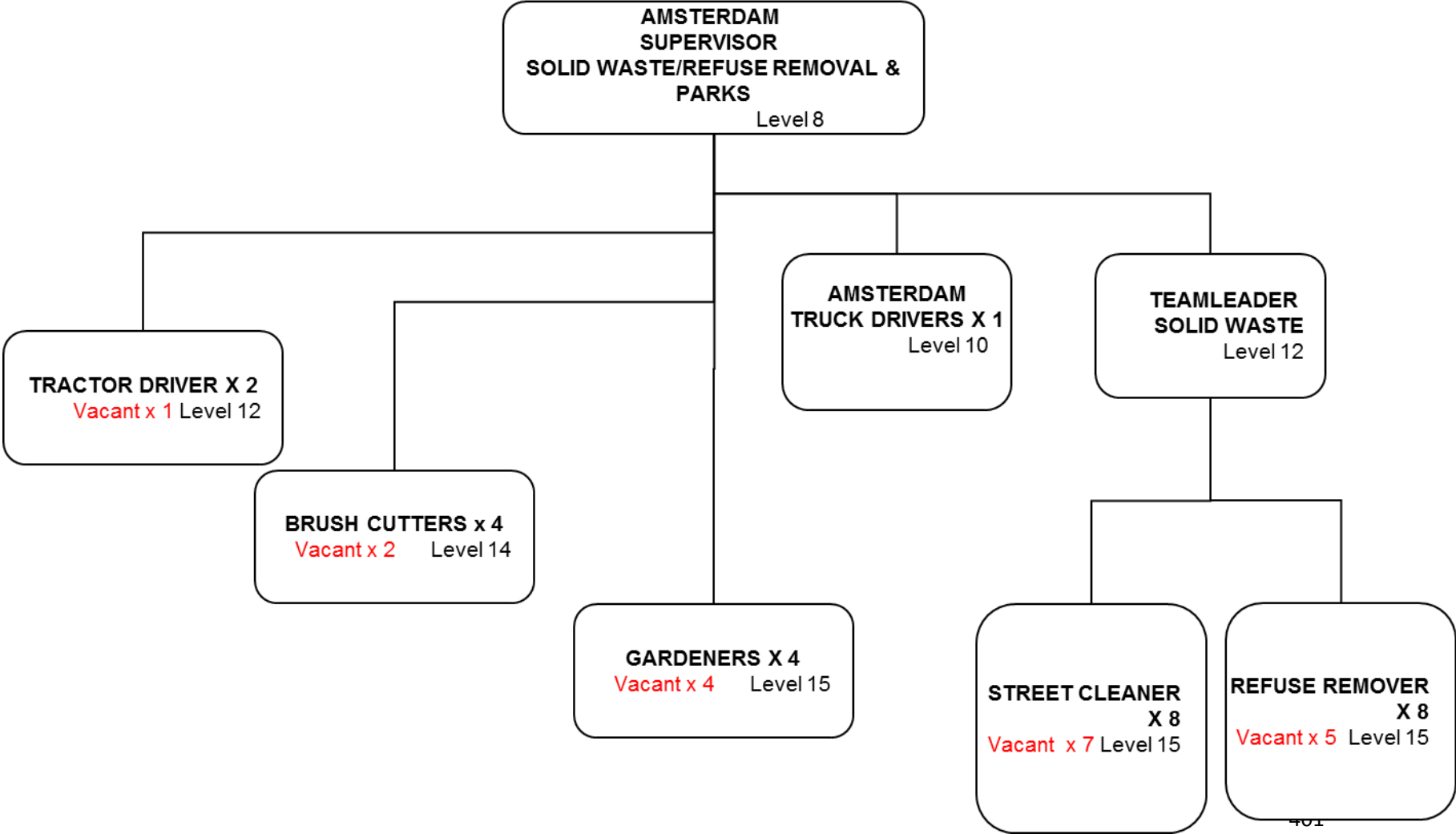
**STREET CLEANERS
X 36**

16 Vacant

Level 15

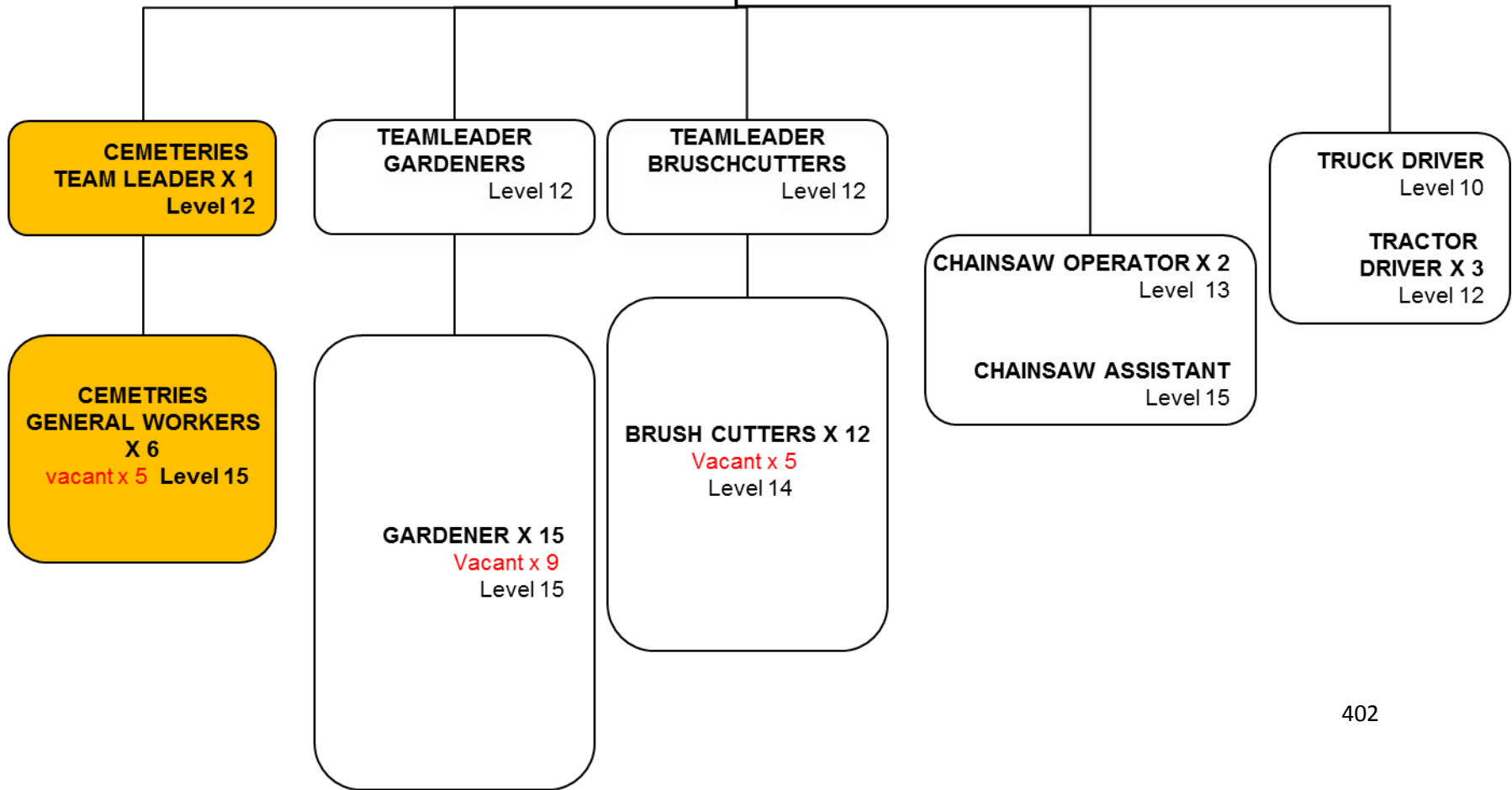
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**MKHONDO MUNICIPALITY
COMMUNITY SERVICES CONTINUE**

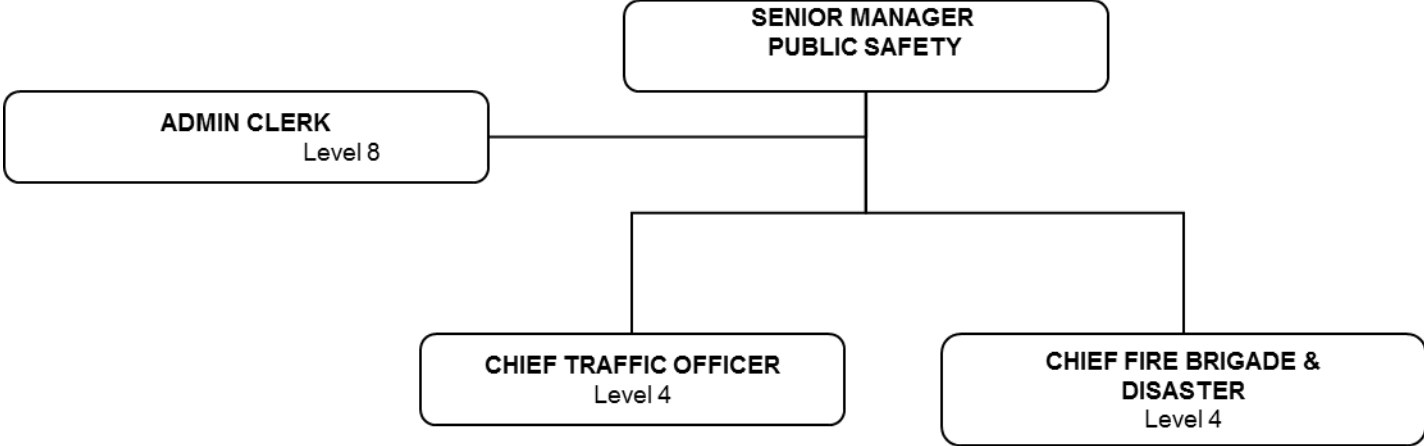


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COMMUNITY SERVICES CONTINUE**

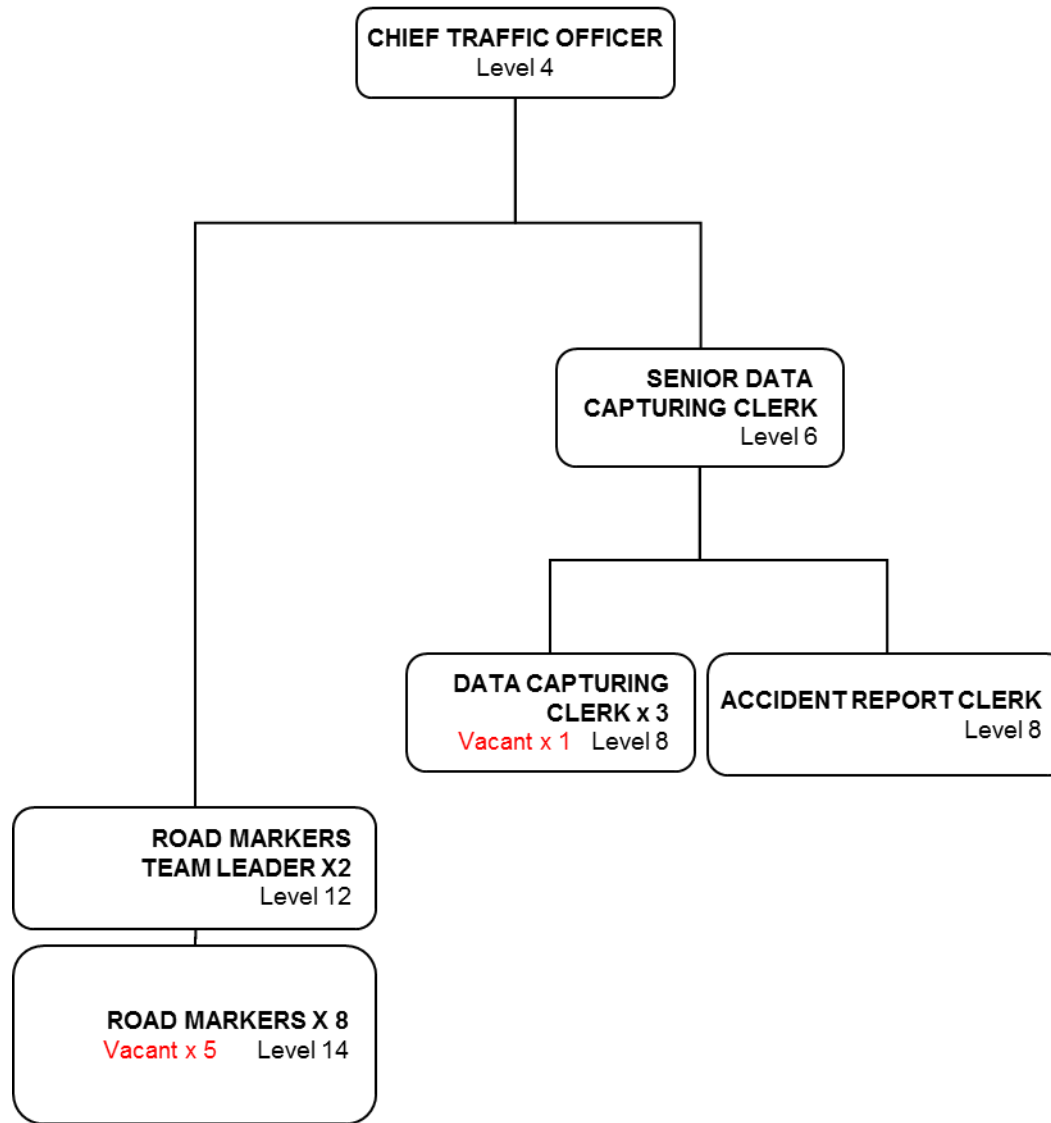
**PARKS & GARDEN
SUPERVISOR**



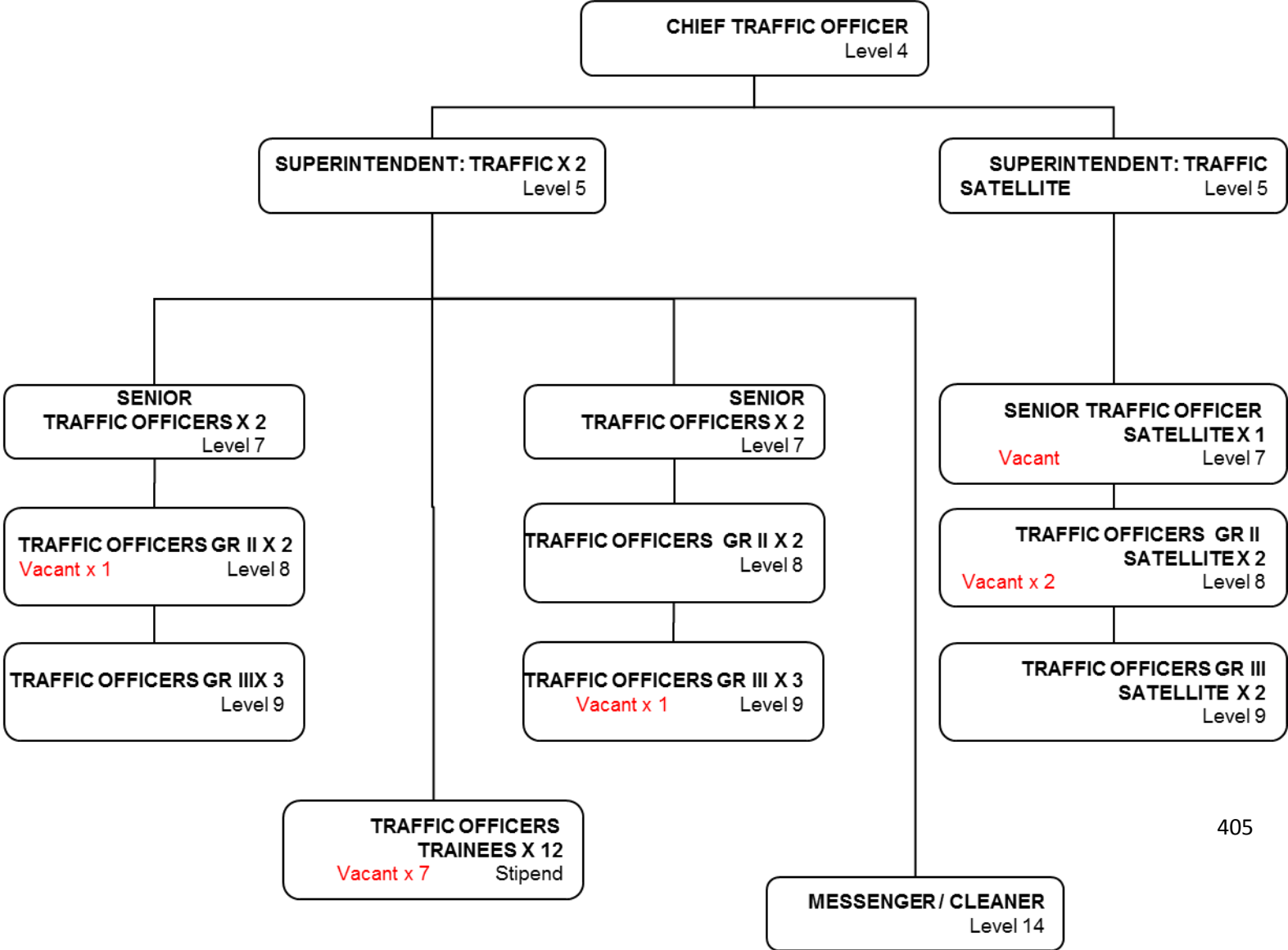
**MKHONDO MUNICIPALITY
COMMUNITY SERVICES CONTINUE**



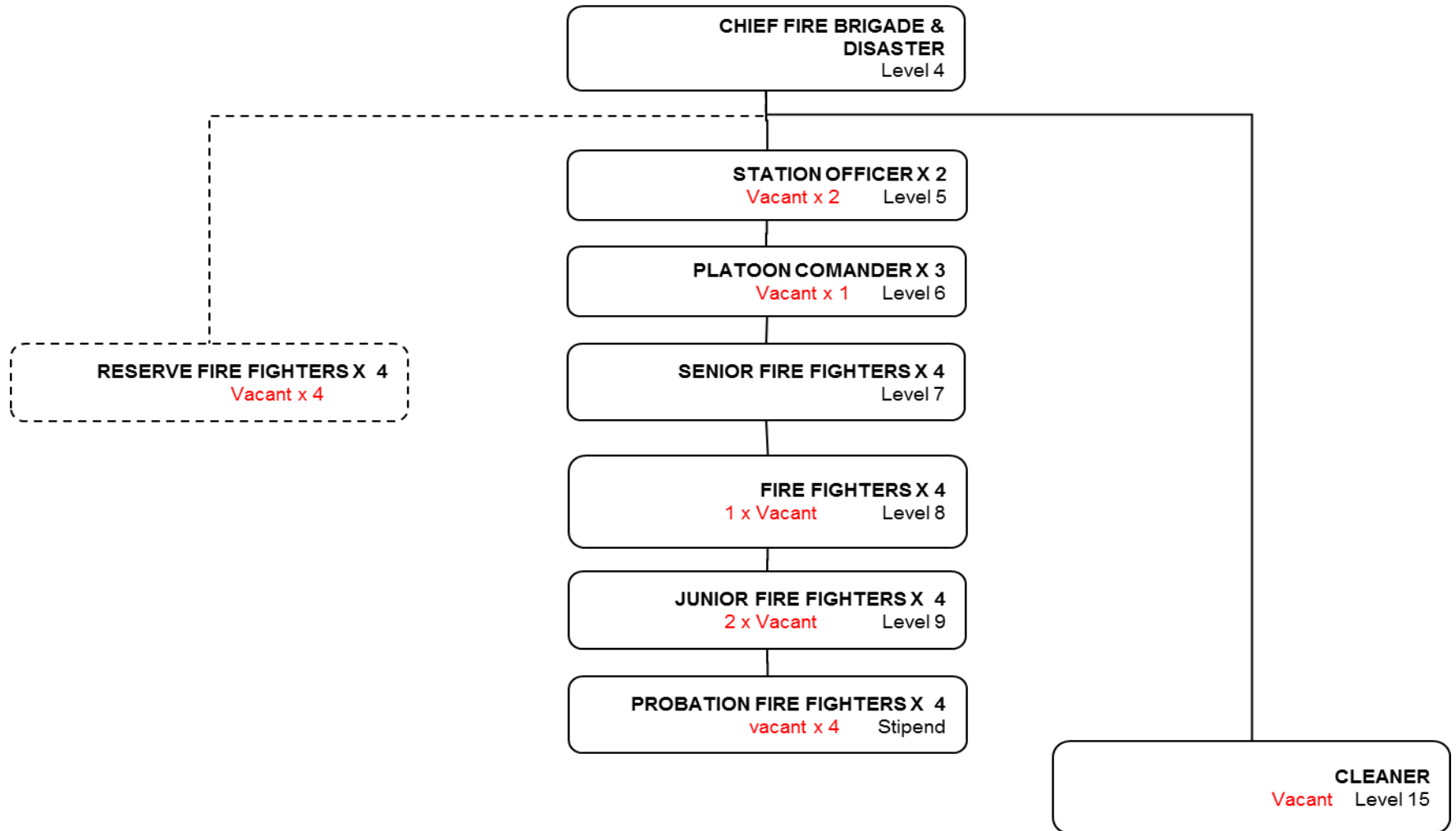
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COMMUNITY SERVICES CONTINUE**

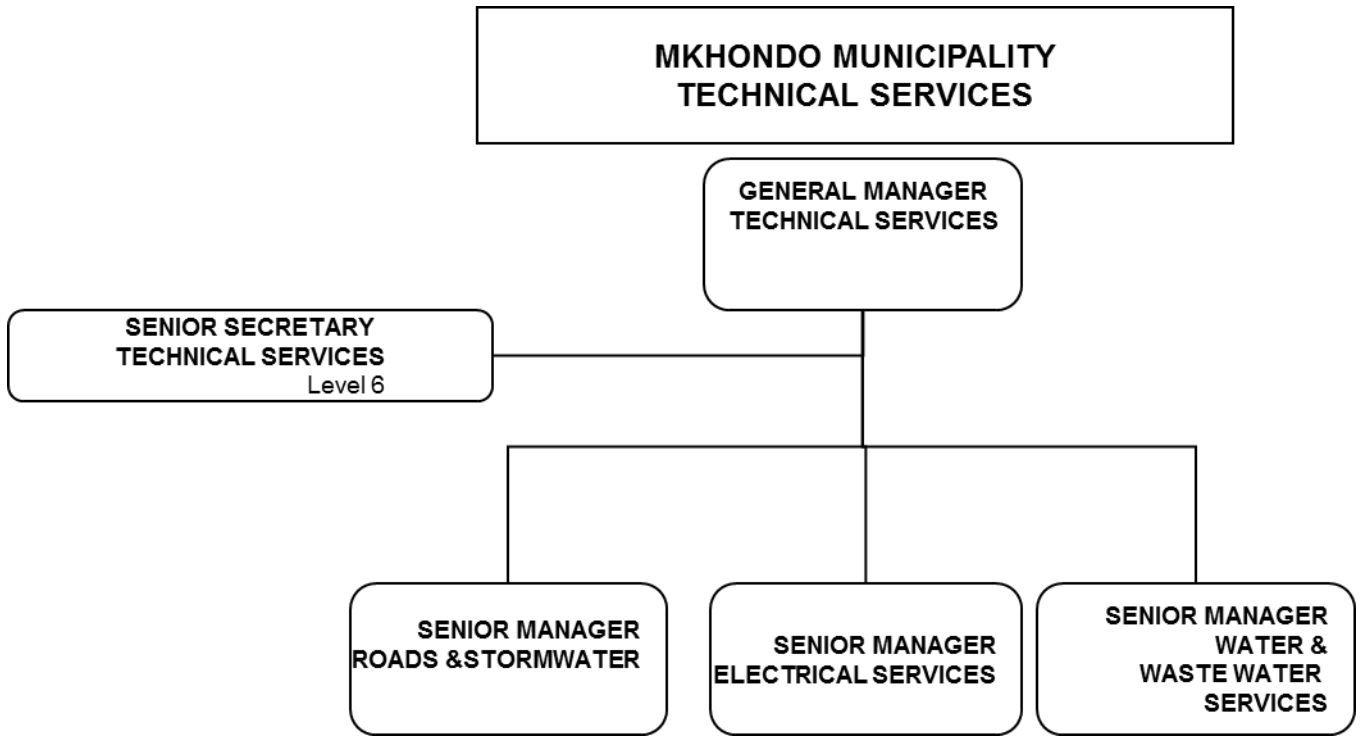


**MKHONDO MUNICIPALITY
COMMUNITY SERVICES CONTINUE**



**MKHONDO MUNICIPALITY
COMMUNITY SERVICES CONTINUE**





**MKHONDO MUNICIPALITY
TECHNICAL SERVICES CONTINUE**

**SENIOR MANAGER
ROADS & STORMWATER**

ADMIN CLERK
Level 8

TECHNICIAN ROADS
Vacant x 1 Level 4

**SUPT. ROADS
URBAN**
Vacant Level 5

**SUPT. ROADS
RURAL**
Level 5

**SUPT. STORMWATER
& PAVEMENTS**
Level 5

**URBAN ROADS
TEAM LEADER X 2**
Level 12

**1 X GRADER
OPERATORS**
Level 8
**2 X 3 ton TRUCK
DRIVERS**
Level 10
**1 X TLB/
FRONTEND LOADER**
Level 8

**ROAD MAINTENANCE
GENERAL WORKERS X 20**
Vacant x 2
Level 15

**2 X GRADER
OPERATORS**
Level 8
**5 X TIPPER TRUCK
DRIVERS**
Vacant x 2 Level 10
1 x CRANE TRUCK DRIVER
Vacant x 1 Level 8

**1 X TLB/
FRONTEND LOADER &
BULLDOZERS**
Level 8

ADMINISTRATION
1 X CLEANER TECHNICAL
Vacant Level 15

**MKHONDO MUNICIPALITY
TECHNICAL SERVICES CONTINUE**

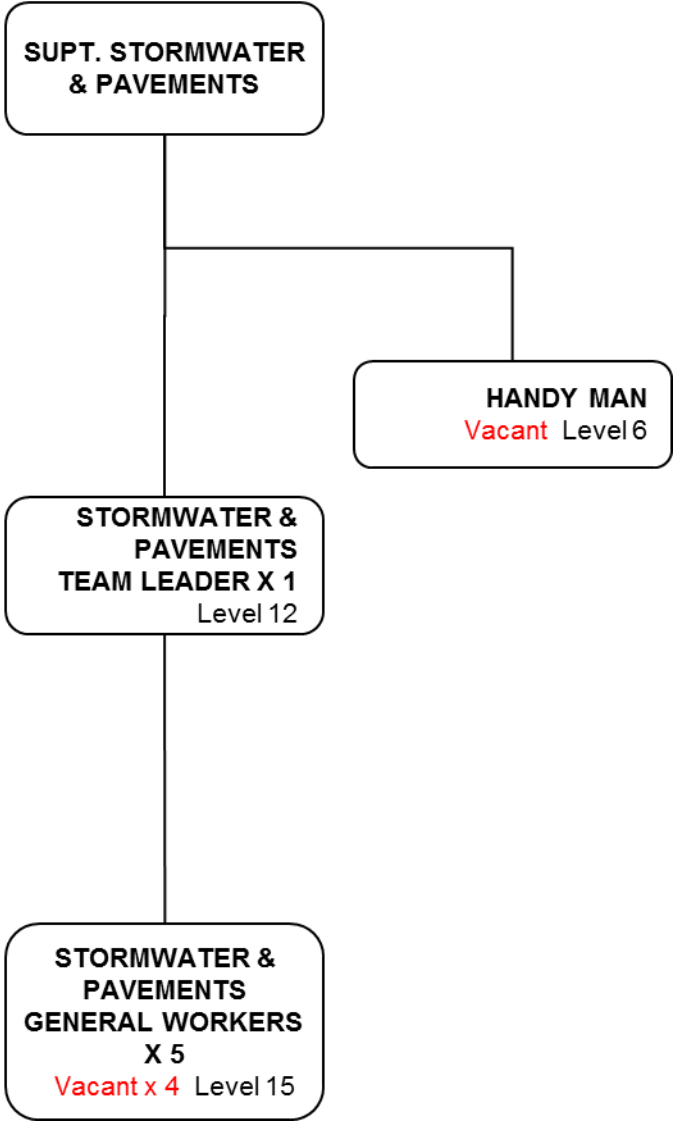
**AMSTERDAM OFFICES
TECHNICAL**

**1 X TRACTOR
DRIVERS**
Level 12

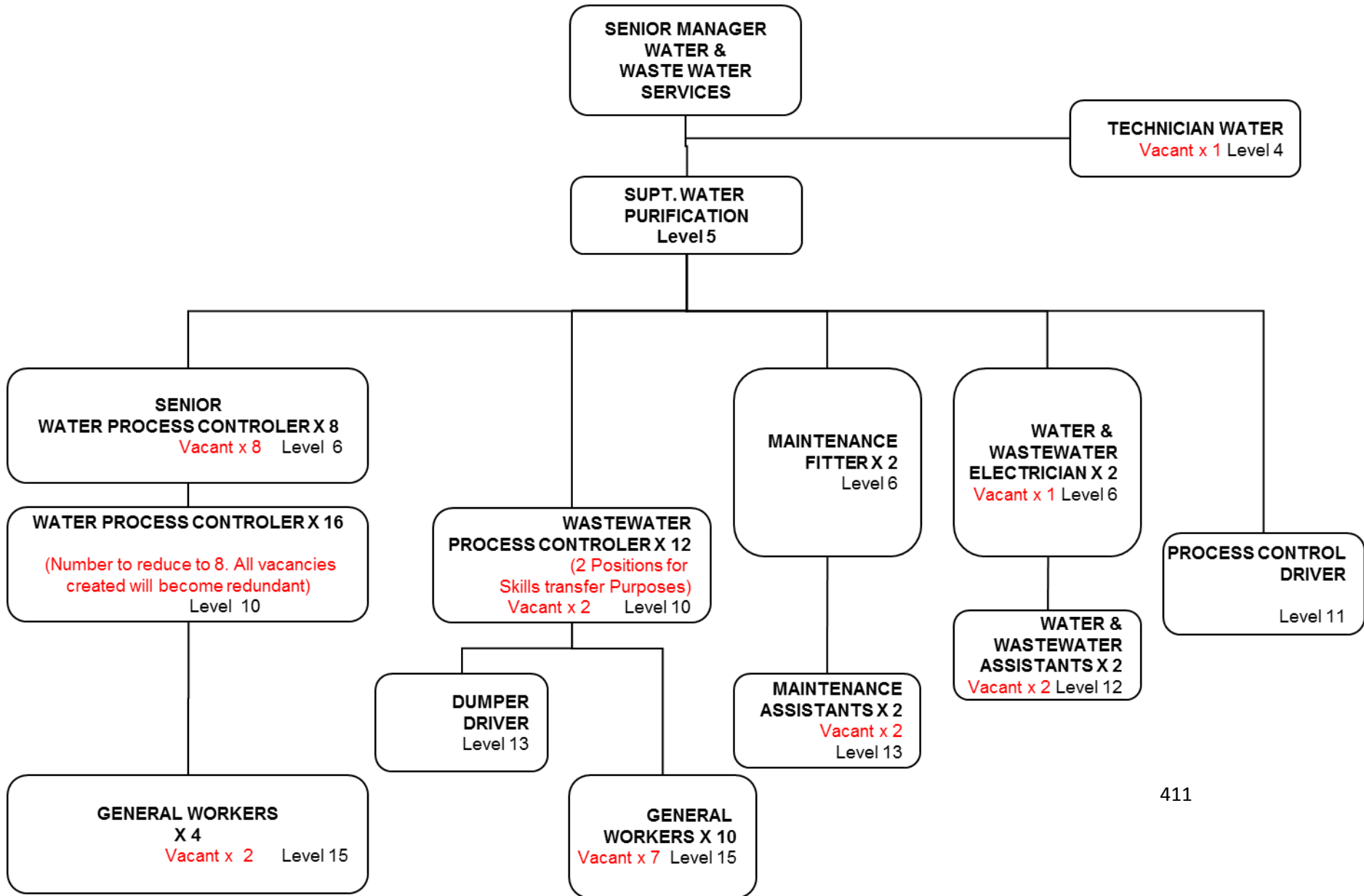
LDV DRIVER
Level 11

**10 X GENERAL
WORKERS**
Vacant x 4 Level 15

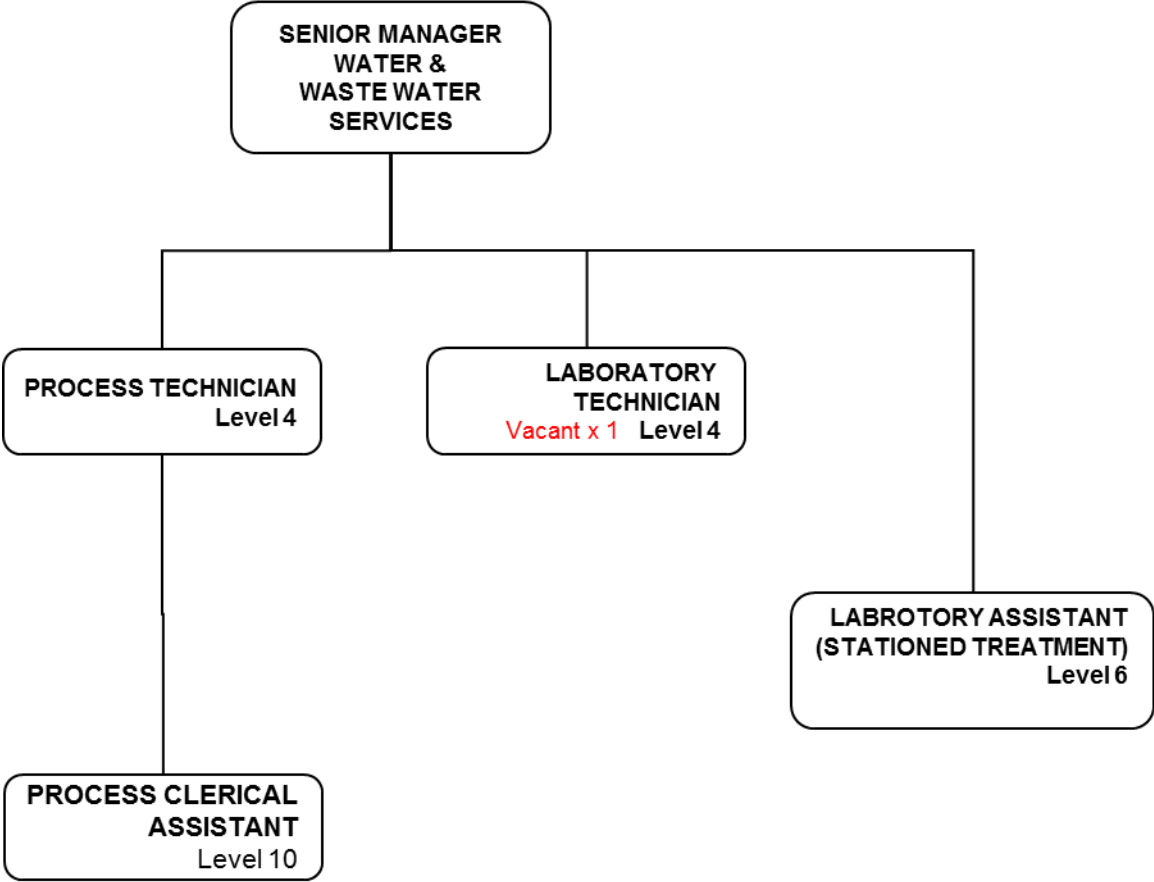
**MKHONDO MUNICIPALITY
TECHNICAL SERVICES CONTINUE**



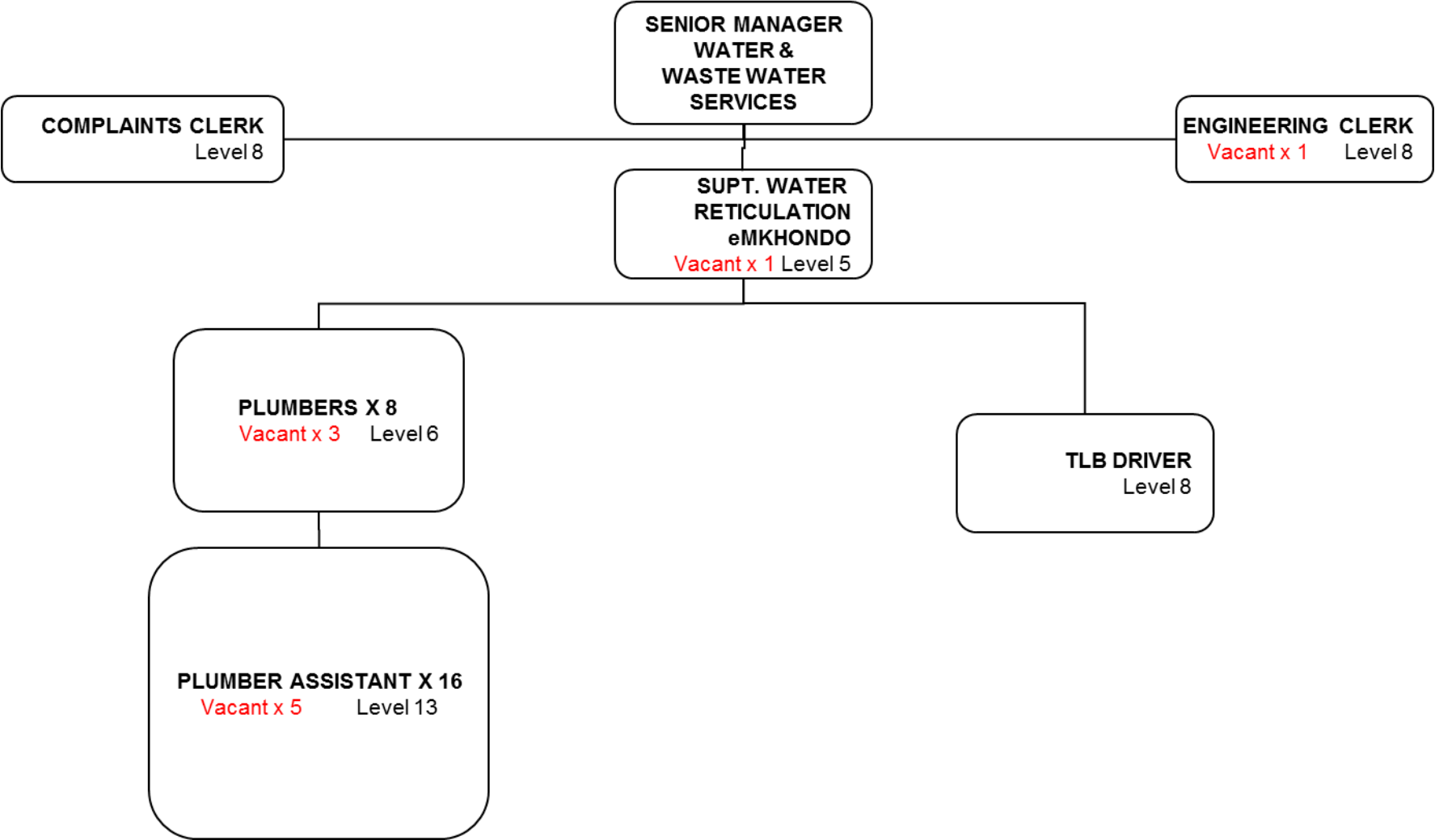
**MKHONDO MUNICIPALITY
TECHNICAL SERVICES CONTINUE**



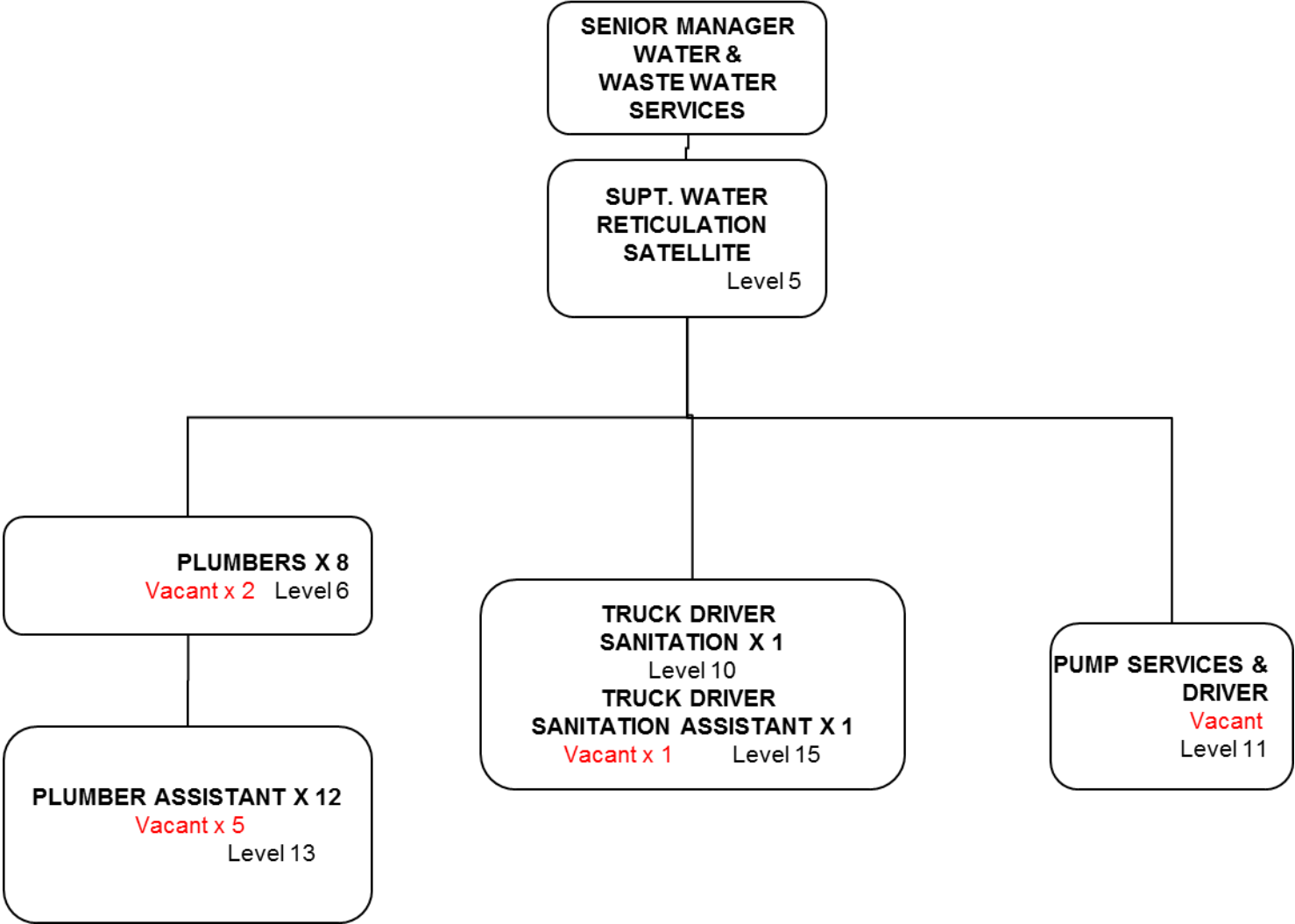
**MKHONDO MUNICIPALITY
TECHNICAL SERVICES CONTINUE**



**MKHONDO MUNICIPALITY
TECHNICAL SERVICES CONTINUE**



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TECHNICAL SERVICES CONTINUE**



**MKHONDO MUNICIPALITY
TECHNICAL SERVICES CONTINUE**

**SENIOR MANAGER
WATER &
WASTE WATER
SERVICES**

**SUPT. RURAL
WATER SUPPLY
SCHEME**
Level 5

PLUMBERS X 2
Vacant x 2 Level 6

**BOREHOLE
TECHNICIAN x 2**
Level 6

**WATER DELIVERY
(TANKER)
TRUCK DRIVERS X 3**
Level 10

**TRACTOR DRIVER
WATER DELIVERY**
Level 12

PLUMBER ASSISTANTS X 6
Vacant x 6
Level 13

**BOREHOLE
ASSISTANT X 6**
Level 13

**WATER DELIVERY
ASSISTANCE X 1**
Vacant x 1 Level 15

**MKHONDO MUNICIPALITY
TECHNICAL SERVICES CONTINUE**

**SENIOR MANAGER
ELECTRICAL SERVICES**

COMPLAINTS CLERK
Level 8

**ELECTRICAL
TECHNICIAN x 1**
Vacant Level 4

**SUPERINTENDENT
ELECTRICAL
AMSTERDAM**
Level 5

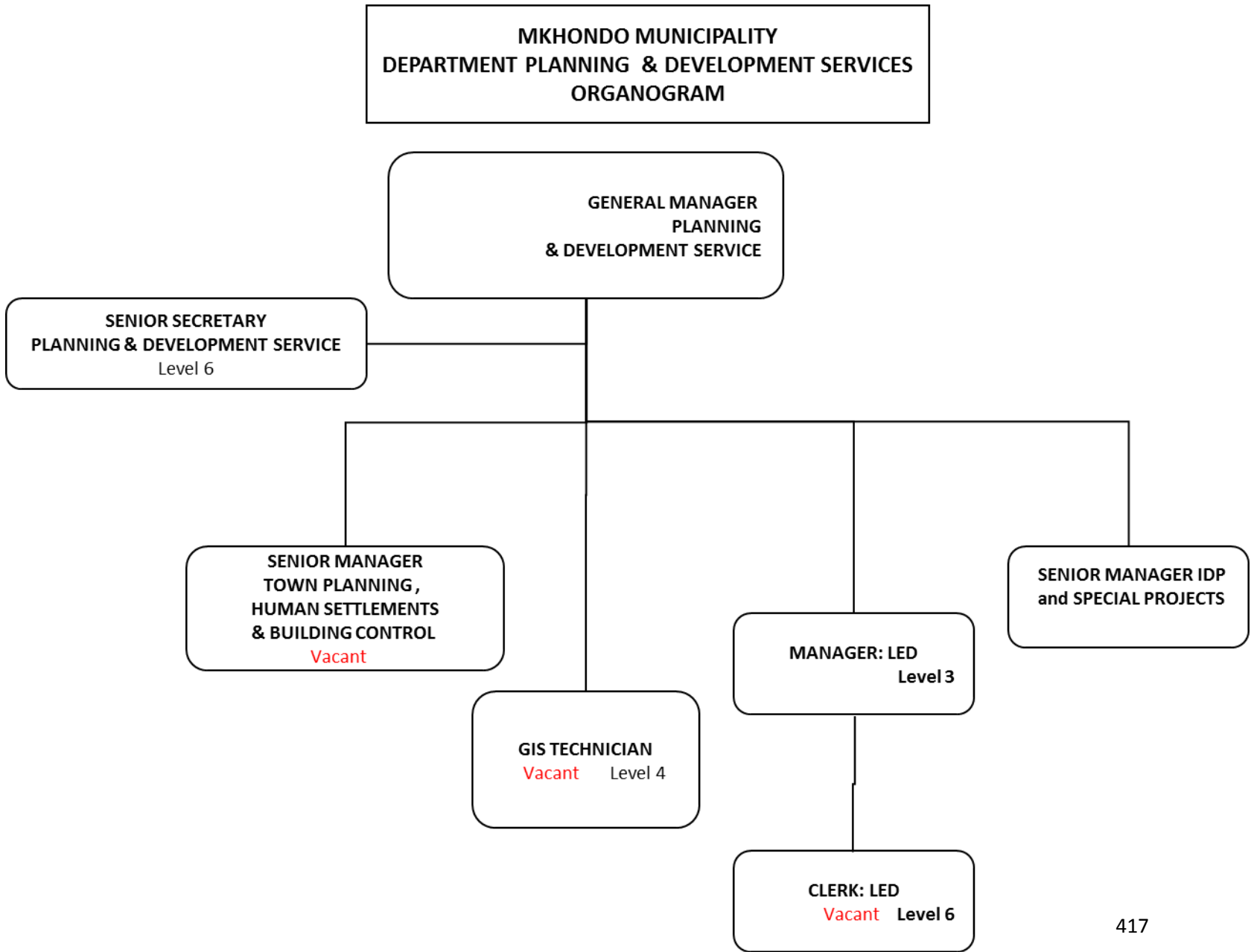
**SUPERINTENDENT
ELECTRICAL X 1**
Level 5

ELECTRICIAN X 2
Vacant x 1 Level 6
2 X LINES-MAN
Vacant x 1 Level 11
2 X GENERAL WORKERS
Level 15

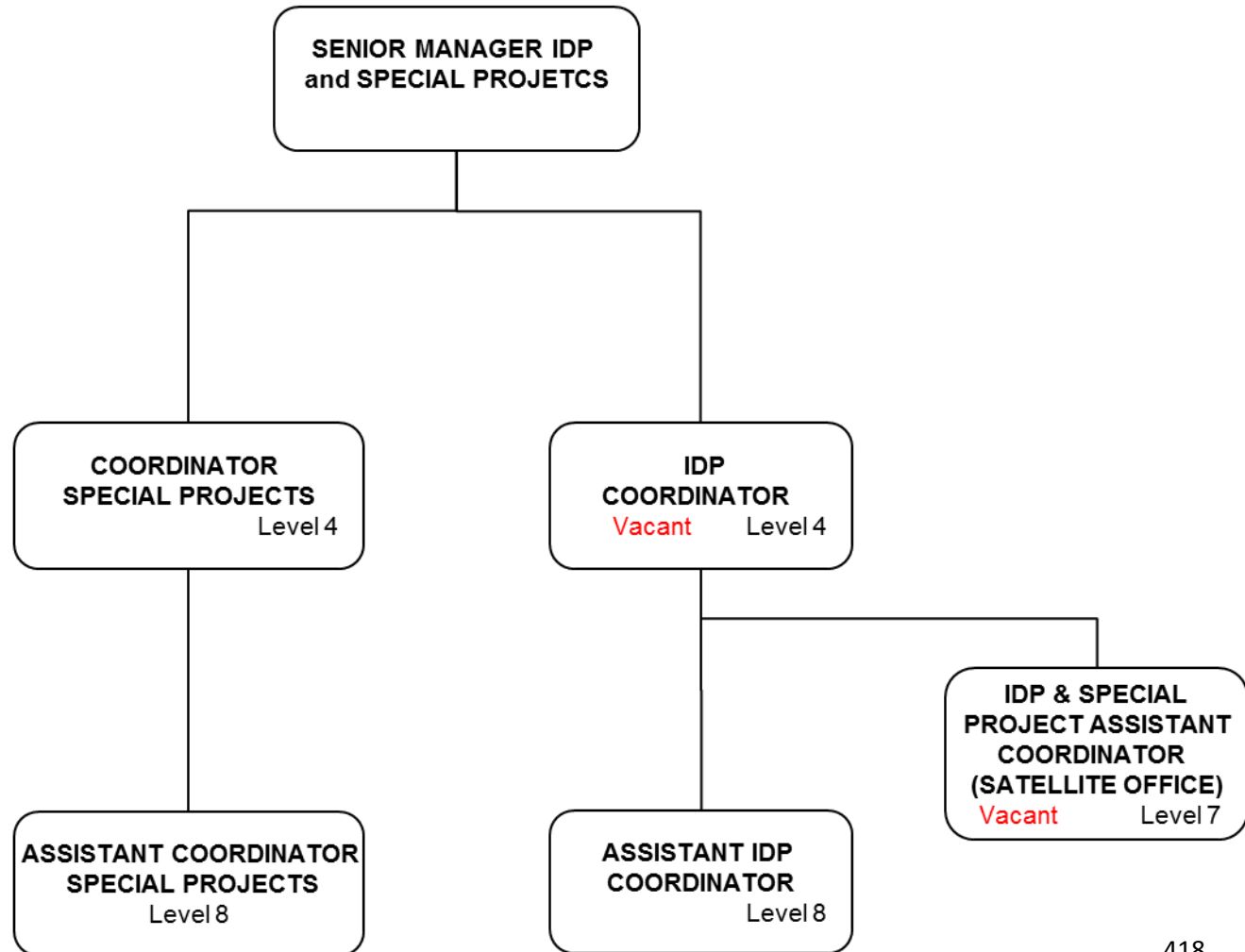
**3 X STREETLIGHT
ATTENDANT**
Level 8
6 X ARTISAN ASSISTANT
Vacant x 2 Level 12

6 X ELECTRICIANS
Level 6
3 X LINES-MAN
Level 11
1 X SPECIAL WORKSMAN
Level 8
ENGINEERING CLERK
Level 8
GENERAL ASSISTANT X 1
(Redundant if vacant) Level 14

1 X TEAM LEADER
Level 12
12 X GENERAL WORKERS
vacant x 2 Level 15



MKHONDO MUNICIPALITY
DEPARTMENT PLANNING AND DEVELOPMENT SERVICES
ORGANOGRAM- CONTINUE



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DEPARTMENT PLANNING AND DEVELOPMENT SERVICES
ORGANOGRAM- CONTINUE**

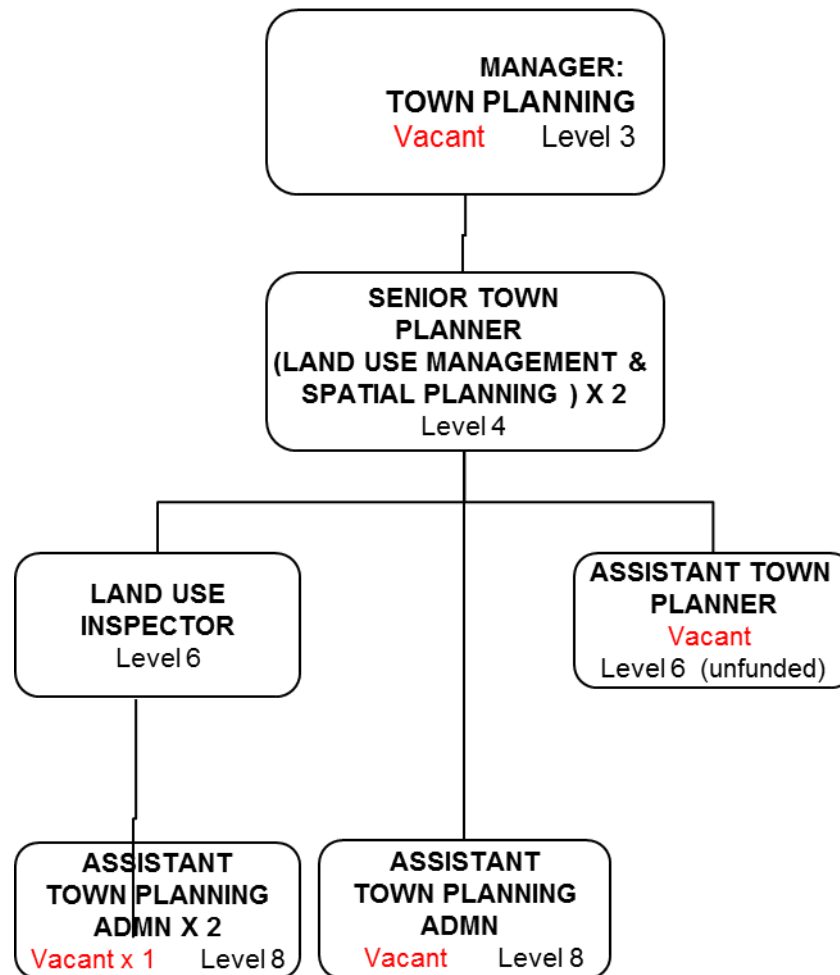
**SENIOR MANAGER
TOWN PLANNING ,
HUMAN SETTLEMENTS
& BUILDING CONTROL**
Vacant

MANAGER: TOWN PLANNING
Vacant Level 3

**SENIOR HUMAN
SETTLEMENTS
OFFICER**
Vacant Level 4

**SENIOR BUILDING
INSPECTOR**
Vacant Level 4

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DEPARTMENT PLANNING AND DEVELOPMENT SERVICES
ORGANOGRAM- CONTINUE



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DEPARTMENT PLANNING AND DEVELOPMENT SERVICES
ORGANOGRAM- CONTINUE

