



UMJINDI LOCAL MUNICIPALITY

INTEGRATED DEVELOPMENT PLAN

2013/14

The gem of the Lowveld, a preferred destination for all.

Umjindi Municipality 2013-14 IDP

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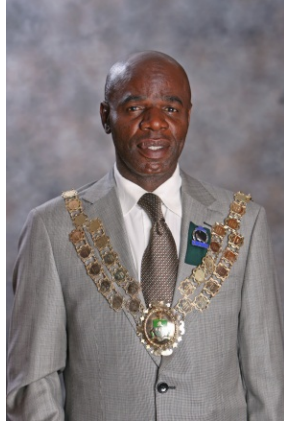
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(I) LIST OF ABBREVIATIONS/ACRONYMS

AIDS:	Acquired Immune Deficiency Syndrome
BATOBIC:	Barberton Tourism and Biodiversity Corridor Programme
BCT:	Barberton Community Tourism
CBP:	Community Based Planning
CDW :	Community Development Worker
COGTA :	Cooperative Governance and Traditional Affairs
CPD:	Continuing Professional Development
CSR:	Corporate Social Responsibility
DME:	Department of Minerals and Energy
EDM :	Ehlanzeni District Municipality
ESKOM :	Electricity Supply Commission
EROS:	Environmental Research Information System
EPWP:	Expanded Public Works Programme
EQ:	Equitable Share
GDP:	Gross Domestic Product
GVA:	
GIS:	Geographic Information System
HIV:	Humane Immune Virus
HR :	Human Resource Development
HTA:	High Transmission Area
IDP:	Integrated Development Plan
ISF:	Integrated Spatial Framework
IWMP:	Integrated Waste Management Plan
KPA:	Key Performance Area
KPI:	Key Performance Indicator
LED:	Local Economic Development
MDG:	Millennium Development Goals
M&E:	Monitoring and Evaluation
MFMA:	Municipal Finance Management Act
MIG:	Municipal Infrastructure Grant
MLM:	Mbombela Local Municipality
MOU:	Memorandum of Understanding
MPCC:	Multi-Purpose Community Centre
MSA:	Local Government Structures Act
MSA:	Local Government Municipal Systems Act
NEMA:	National Environmental Management Act no.
NSDP:	National Spatial Development Perspective
PGDS:	Provincial Growth and Development Strategy
PMS:	Performance Management System
PMTCT:	Prevention of Mother to Child Transmission
PRUDS:	Mpumalanga Provincial Rural and Urban Development Strategy
RED:	Regional Electricity Distribution
RDP:	Reconstruction Development Programme
SEDA:	Small Enterprise Development Agency
SMME:	Small Medium Micro Enterprises
SDF:	Spatial Development Framework
SWOT:	Strength, Weaknesses, Opportunity and Threat
ULM:	Umjindi Local Municipality
UMDA:	Umjindi Development Agency
VCT:	Voluntary Counselling and Testing
WSDP:	Water Services Development Plan
WPSP:	White Paper on Strategic Planning
WSP:	Workplace Skills Plan

(i). FOREWORD



The presentation of the 2013/14 IDP document coincides with the celebration of the 101 years of African National Congress; the oldest liberation movement on the continent, which brought about freedom and democracy in our country. The presentation of this IDP coincides also with the celebration of 50 years since the establishment of the organisation of African Unity, which fought tirelessly to free this continent from colonialism and racism, and to unite the African people. The presentation of the 2013/14 IDP coincides furthermore with the celebration of 20 years since the awarding of the Nobel Peace Prize to our former, Isithalandwe Nelson Mandela, who remains a symbol of peace, unity and reconciliation in our country.

The drafting and adoption of the IDP is a legislated process. It is a strategic planning instrument that informs, guide all decision-making, planning and investment at municipal level. It also informs all budgetary and expenditure related decisions of municipal level.

A plethora of policy documents, speeches and strategic planning documents from other spheres of government and sector departments, have been consulted in the drafting of this IDP. The January 8 Statement of the ruling party, The State of the Nations Address by the President, have also been consulted. The local elections manifesto continues to be our roadmap that always steers and navigates municipal planning processes.

The ANC led government has since 1994 made substantial progress in consolidating democracy, achieving political stability, extending basic services and promoting respect human dignity.

Conversely our economy faces skewed patterns of ownership and production. It is characterized by inequality, dualism and marginalisation. In addition, the monopolistic domination of the economy by selected few, is an obstacle to the goals if economic transformation, growth and development. Decisive action is required to thoroughly and urgently transform the economic patterns of the present in order to realise our vision for the future.

Transforming the economy and promoting diversity is central to achieving the goals set out the Freedom Charter. These goals shall be achieved through a range of measures, contained in our development blueprint, the National Development Plan. The Plan set out various methods to tackle unemployment, poverty, inequality and other challenges facing our country.

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Umjindi Local Municipality resonates the microcosm of the plethora of challenges faced by the country. Umjindi is experiencing a decline in the manufacturing sector, a decline in the mining sector, and also a decline in tourism. It is the intention of the IDP to transform the socio-economic patterns of the municipality. Access through the R40 has relatively improved, but contrary to expectation the socio-economic patterns have remained stagnant. Improved access to the municipality through other networks remains the commitment of this municipality. However this requires hard work and inter jurisdictional co-operation and support.

There is renewed hope that other stakeholders are coming to the party. Barberton Mines is one of the stakeholders that has expressed commitment in realigning the vision set in the National Development Plan. A number of Corporate Social Investment Initiatives are in the pipeline – some related to infrastructure and others related to Local Economic Development. Other parties in the private sector are also encouraged to contribute to the socio-economic upliftment of our society. Nkomati Mines, Sappi Lomati are some of the partners that have expressed commitment to support municipal development initiatives.

The Municipality for the past couple of years has not performed well in terms of audit outcomes. It is an expressed commitment from both political and administrative leadership to improve the audit outcomes so that we can improve the credit rating of the municipality. It is also a commitment of this municipality to deepen public participation and good governance; so that through collective leadership we can promote transparency, fairness and openness. The socio-economic performance will improve if our socio-political climate stabilises. Though we respect the right of all South Africans to embark on protected strikes, we should strongly denounce mass movements that are associated with violence, destruction of property, maiming and killing of innocent members of the community.

We welcome constructive criticism that is intended to accelerate a positive development trajectory.

Enjoy reading our IDP.

“Like a phoenix rising from the ashes, Umjindi through collective wisdom and leadership, will never be the same again!”

MR. L. MASHABA

EXECUTIVE MAYOR

(II) MUNICIPAL MANAGER'S OVERVIEW



Integrated Development planning (IDP) is one of the most important tools introduced by South Africa's new system of local government. The aim support the delivery of services to well considered planning. The IDP process is designed to be consultative and inclusive so that the diverse needs of all parts of the community are considered. Through their IDP, municipalities can allocate their resources in a strategic manner to get the greatest benefit from their use. In drawing up the IDP, municipalities have to confront hard choices on issues such as municipal budgets, land management, promotion of local economic development and institutional transformation.

The reviewal of the 2013/14 IDP was informed by various legislation amongst them is the Constitution of the Republic of South Africa, the Municipal Systems Act, the Municipal Structures Act and the Municipal Finance Management Act. It is guided by national, provincial and district priorities. The Umjindi priority focus for the 2013/14 financial year is the provision of basic services (water, sanitation, electricity, roads and storm water); eradication of informal housing settlements through proper housing; Local Economic Development, institutional development, social development particularly focussing on HIV and AIDS and public-private partnerships.

The municipality has made significant progress in the provision of services to its community based on the 2011 census; however the census showed that the level of unemployment rate particularly amongst the youth and poverty within Umjindi continues to grow. The mining sector which was once the dominant sector that contributed to the economy of Umjindi continues to decline. The leading industries in

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terms of percentage contribution to Umjindi's economy are community services, manufacturing, and trade. This necessitates a change in the strategic direction of the municipality moving forward.

The municipality continues to be one of the leading municipalities in terms of our Municipal infrastructure Grunts (MIG) spending. To date, about 53% has been spent on MIG. For the 2012/13 financial year, the municipality has successfully upgraded the bulk water supply for Emjindini Trust and KaMadakwa-Ndlovu, upgrading of Lomati; installing of the Dikbaas sewer line; the replacement of AC pipes with PVC & HDPE pipes (phase 5). The construction of the road and stormwater facilities in Emjindini Ext 9, the electrification of KaMadakwa-Ndlovu, Sheba Siding and the upgrading of the electricity bulk supply in Emjindini Trust are in progress.

The Expanded Public Works Programme (EPWP) continues to be the driver of employment and skills development in Umjindi with about 258 jobs have been created to date. There is a need to register other sectors to be included in the EPWP reporting systems as temporary jobs are created at municipal level for example social and cultural sector including environment.

Umjindi Municipality continues to experience a serious financial constraint which resulted in the slow pace on the implementation of capital projects and some capital projects not being implemented at all. As a result the municipality has embarked on an extensive drive to lobby for support from our local mines, private sector, provincial and national departments in addressing the developmental challenges facing the municipality. The restructuring of the Umjindi Development Agency in order to promote economic growth in Umjindi is in progress.

In conclusion; my gratitude is extended to the community of Umjindi for their maximum participation in the IDP process; Council and Administration for their commitment to service excellence in Umjindi.

MR. D.P MSIBI

MUNICIPAL MANAGER

CHAPTER 1: EXECUTIVE SUMMARY

1.1. LEGISLATIVE AND POLICY CONTEXT

Meeting the planning requirements that are binding on local government in terms of national and provincial legislation and priorities; all relevant documents that need to be considered in the course of the planning process must be known and available. This applies especially to legal documents and to guidelines, plans and strategies from the provincial and national spheres and corporate providers. A number of national acts and policies require local governments to produce sector plans, or to fulfil certain planning requirements when preparing an IDP. These plans and planning requirements are indicated below. These sectoral plans and other statutory should be sought, ensuring greater developmental impact and cutting out duplication. This could be done by:

- Ensuring that members of the various sectoral plan-preparation teams serve on each other's teams;
- Working from the same base data set;
- Sharing draft plans/strategies throughout planning horizon;
- Sitting in on each other's strategy formulation sessions;
- Using the spatial framework to co-ordinate and integrate plan proposals.

1.1.1. CONSTITUTION OF THE REPUBLIC OF SOUTH AFRICA

Section 151 of the constitution of the Republic of South Africa provides a legal status of municipalities as thus;

1. The local sphere of government consists of municipalities, which must be established for the whole of the territory of the Republic.
2. The executive and legislative authority of a municipality is vested in its Municipal Council.
3. A municipality has the right to govern, on its own initiative, the local government affairs of its community, subject to national and provincial legislation, as provided for in the Constitution.
4. The national or a provincial government may not compromise or impede a municipality's ability or right to exercise its powers or perform its functions

Section 152 also provides the objects of local government as thus;

1. The objects of local government are –
 - a) to provide democratic and accountable government for local communities;
 - b) to ensure the provision of services to communities in a sustainable manner;

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- c) to provide social and economic development
- d) to promote a safe and healthy environment, and
- e) to encourage the involvement of communities and community organizations in the matters of local government.

2. A municipality must strive, within its financial and administrative capacity, to achieve the objects set out in subsection (1).

Section 153 provides for developmental duties of municipalities as thus;

- a) Structure and manage its administrative and budgeting and planning processes to give priority to the basic needs of the community, and to promote the social and economic development of the community; and
- b) Participate in national and provincial development programmes.

1.1.2. ALIGNMENT OF IDP WITH NATIONAL / PROVINCIAL PRIORITIES

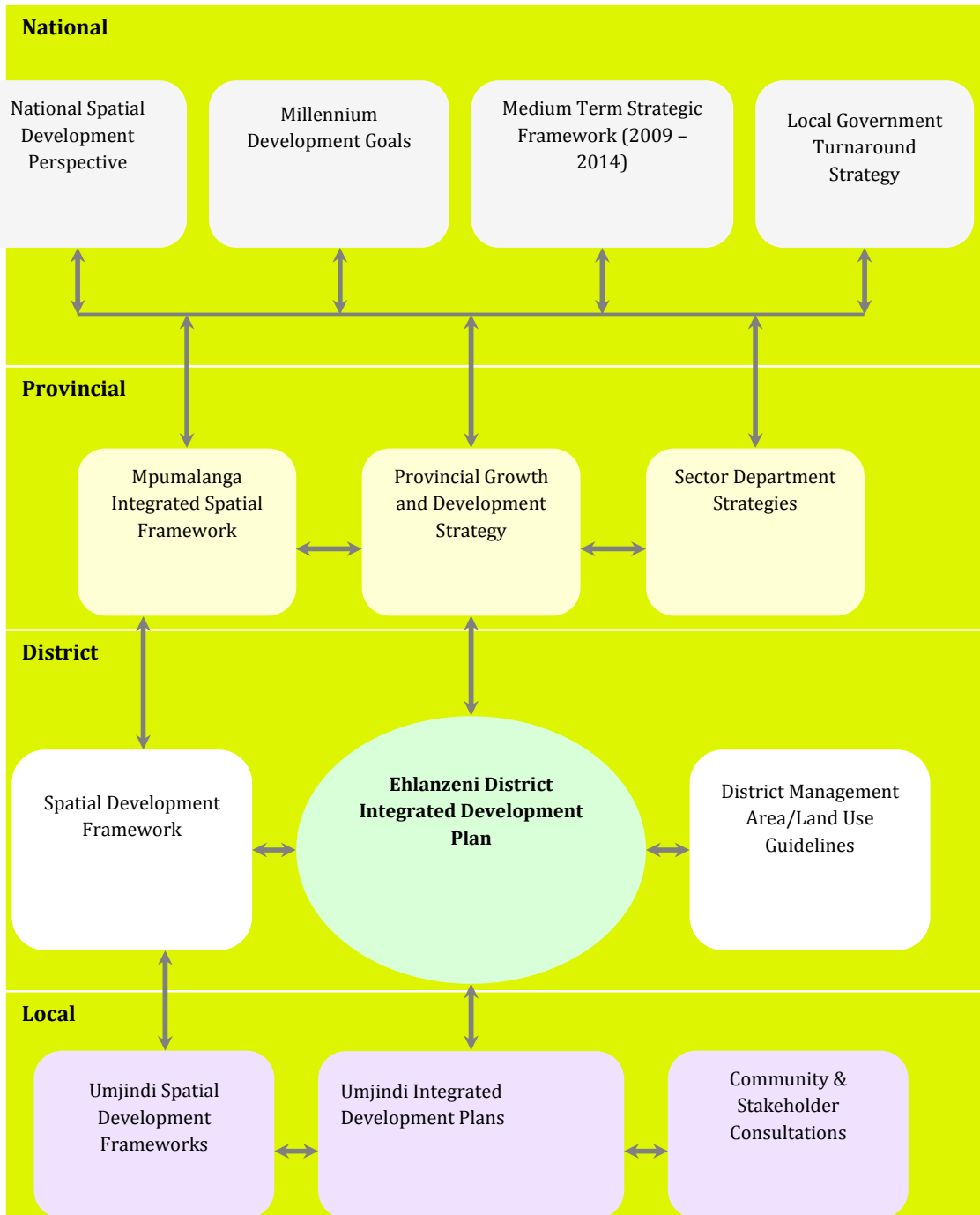
Section 24 (1) of the Municipal Systems Act states that “the planning undertaken by a municipality must be aligned with, and complement, the development plans and strategies of other affected municipalities and other organs of state so as to give effect to the principles of co-operative government contained in Section 41 of the Constitution”.

The IDP is a policy and principal strategic planning instrument which guides and informs all planning and development, and decisions with regard to management and development. It binds the municipality to the exercise its executive authority, and guides all other persons in the municipality to perform and execute their duties and functions according to specific legal frameworks and regulations of local government. It is therefore imperative that all spheres of government are part of the IDP process to ensure integration, alignment and harmonisation of government programmes.

This section provides a macro perspective of policies, strategies, programmes and initiatives impacting on district planning and the strategy being pursued by Council.

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CONTEXT IN WHICH INTEGRATED DEVELOPMENT PLANNING TAKES PLACE IN UMJINDI



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National Development Plan	Manifesto	Outcomes	Provincial priorities	District priorities	10 point plan	Community priorities	Municipal strategy
Economic growth	Creation of decent work and sustainable livelihoods	Decent employment through inclusive economic growth	Economic growth and job creation	LED	LED	Job creation SMMEs	Economic development
		An efficient, competitive and responsive economic infrastructure network	energy & mining				PPP with local mines
Expand infrastructure			Bulk water infrastructure	Basic water & infrastructure development	Improve municipal basic services	Water, electricity, sanitation, roads and stormwater,	A better life for all through improved access to basic services
Rural development	Rural development, food security and land reforms	Vibrant, equitable, sustainable rural communities contributing towards food security for all	Strategic infrastructure	Basic water and infrastructure development	Improve municipal basic services	Formalisation Provision of services Land for farming	Formalisation of rural area and provision of basic services
	Education	Quality basic education	Education and training			Schools and libraries Bursaries	Land for schools
		Skilled capable workforce to support an inclusive growth path		Institutional transformation & development	Capacity building	Learnerships Internships	Skills development
building capable state			Enhancing municipal financial viability	Financial management			Grant funding Revenue collection Budget management Debt recovery

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	Health	A long and healthy life for all South Africans	Provide quality health care	environment		Clinics hospitals	Social development
						Refuse collection Refuse bins Recycling	Waste management
-Fighting corruption	Crime and corruption	All people in South Africa feel safe and free	Fight corruption		Fraud and corruption	Safety and security	Good governance, public participation and community development
-Integrated Human settlement		Sustainable human settlements and improve quality of life	Transform urban and rural spaces	agriculture		Housing Community amenities Social services Basic services	Sustainable human settlement Basic services Community amenities
Social cohesion			Disaster management				Community halls Sports, Parks and recreation Cemeteries Public safety

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1.1.3. ALIGNMENT TO MILLENNIUM DEVELOPMENT TARGETS AND GOALS

Goal		Targets		UMJINDI Response
1	Eradicate extreme poverty and hunger	1	Halve, by 2015, the proportion of people whose income is less than \$1 a day	Umjindi Local Municipality is providing free basic services to indigents (people earning less than R1200)
		2	Halve, by 2015, the proportion of people who suffer from hunger	Reduce poverty through job creation
2	Achieve universal primary education	3	Ensure that, by 2015, children everywhere, boys and girls alike, will be able to complete a full course of primary schooling	Support is given to all levels of education by ensuring that municipal services are effectively provided. Budget is set aside to ensure safety of our children through school patrols.
3	Promote gender equality and empower woman	4	Eliminate gender disparity in primary and secondary education, preferably by 2005, and in all levels of education no later than 2015	The municipality we comply with the Employment Equity Policy.
4	Reduce child mortality	5	Reduce by two-thirds, by 2015, the under-five mortality rate	Our Municipality (clinics) is educating community members on family planning.
5	Improve Maternal Health	6	Reduce by two-thirds, by 2015, maternal mortality ratio	The municipality advocates for the building of health care facilities in all areas within Umjindi in order to ensure that people don't travel long distances to get access to quality health care
6	Combat HIV/AIDS, Malaria, and other diseases	7	Have halted by 2015 and begun to reverse the spread of HIV/AIDS	The HIV and AIDS unit within the municipality in collaboration with other stakeholders have programmes, awareness campaigns and projects directed assisting people affected and infected with HIV and AIDS.

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		8	Have halted by 2015 and begun to reverse the incidence of malaria and other major diseases	
7	Ensure Environmental Sustainability	9	Integrated the principles of sustainable development into country policies and programmes and reverse the loss of environmental resources	
		10	Halve, by 2015, the proportion of people without sustainable access to safe drinking water and basic sanitation	Provision of safe drinkable water and basic sanitation remain the top Council priorities in Umjindi with the larger portion of funding allocated towards the provision of such services
		11	Have achieved by 2020 a significant improvement in the lives of the least 100 million slum dwellers	The municipality has a dedicated squatter control officer who ensures that all illegal informal housing structures are demolished.
8	Develop a Global Partnership for development	12-18	For comprehensive set of targets, please refer to the Millennium Development Goals of the United Nations	<p>Council has embarked on a process of PPP (Private-Public-Partnership) by entering into a service level agreement with the BCT (Barberton Community Tourism) to render certain tourism functions on Council behalf.</p> <p>Our Incentive Policy and Supply Chain Policy allows for open tendering and financial systems that is rule-based, predictable and non-discriminative. <i>(Develop and implement strategies for work for the youth)</i></p>

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CHAPTER 2: IDP PLANNING PROCESS

2.1. THE PROCESS PLAN 2013/14

The municipality have to develop an IDP Process Plan that is in line with the District IDP Framework. All organizational arrangements for the development of the IDP should be in place during this phase. Below is the 2013/14 IDP and Budget Process Plan:

The Umjindi Municipality Council approved the Process Plan and Framework on the 21st of August 2012 through a Council resolution FA. 90 that had to guide the review process of the current IDP, as part of ensuring compliance with the provisions of Chapter 5 of the Municipal Systems Act, 1998. The process plan served as a guide on the review of the IDP for the 2013/14 financial year.

F A. 90 INTEGRATED DEVELOPMENT PLAN: FRAMEWORK PLAN AND PROCESS PLAN:
 2013 / 2014 (3/6/9) MDP & HS/ CFO

RESOLVED

T H A T:

1. Council notes the Ehlanzeni District Municipality draft IDP Framework Plan for the 2013 / 2014 financial year.
2. Council approves the IDP and Budget Process Plan for the 2013/2014 Financial Year with its programme with its time frames:

No	PHASE	ACTION & RESPONSIBLE PERSONS	START DATE
1.	Training Councillors and Ward Committee on IDP and Community Based Plans	-MM, MDP&HS, IDP Coordinator	1 September
2.	Compilation of CBP (Analysis, Strategies and Projects)	-Ward 1-9 – Ward Committee Members, relevant stakeholders, Traditional Leaders, CDWs -Municipal manager does initial review of National policies and budget plans and potential price increase of bulk resources with function and department official (MFMA S35, 36, 42)	*10-27 September 2012 Ward 1: 10-11Sept Ward 6: 19-20 Sept Ward 2: 11-12: Sept Ward 7: 24-25 Sept Ward 3: 12-13: Sept Ward 8: 25-26 Sept Ward 4: 17-18: Sept Ward 9: 26-27 Sept Ward 5: 18-19: Sept *Ward Councillors are advised to use the first day allocated for community consultations per ward and the second day to complete the Community Based Plans
3.	Meeting with the Traditional Leader	IDP Coordinator, Speaker, ward Councillor (ward 1)	10-27 September 2012
4.	Submit CBP to IDP Coordinator	Ward Councillors	28 September 2012

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5.	Submit draft CBP to Ward Councillors for verification.	IDP Coordinator and Ward Councillors.	05 October 2012
6.	Ward Councillors submit final CBP to IDP Unit	IDP Coordinator and Ward Councillors.	12 October 2012
7-	Prioritization of needs by IDP rep forum	IDP rep forum	17, 18 & 19 October 2012
8.	Compile minutes of IDP rep forum meetings	IDP Coordinator	22 October – 26 October 2012
9.	Submit institutional needs by different Directors to IDP Coordinator	Institutional needs submitted	29 October to 02 November 2012
10.	Technical assessment by IDP steering committee	IDP Steering committee	08-09 November 2012
11.	Compilation of draft IDP document by IDP Coordinator	Working document	09 November to 02 December 2012
12.	Finalisation of the draft IDP and rates and services policies	-Representative Forum -Council finalize rates and services charges policies for next financial year	6 December 2012 December 2012
13.	Council approve 1 st draft IDP and budget	-Council adopt the 1 st draft IDP and the 2013/14 adjusted budget where necessary in terms of optimal compliance with legislation and to inform the forthcoming budget preparations (MFMA S28)	31 January 2013
14.	Advertise draft IDP and Adjustment Budget for public comments.	-Municipal Manager review proposed National and Provincial allocation for incorporation into the final Budget. -Municipal manager publishes tabled budget, plans and proposed revision to IDP, invites local community comments and submit to National and Provincial Treasuries and others. (MFMA S75)	At the Beginning of February 2013 28 February to 9 March 2013
15.	Council approve 2 nd IDP draft document.	-2 nd IDP draft to be submitted to Council by IDP Coordinator	20 March 2013
17	Submit 2 nd draft IDP to MEC Executive Mayor tables draft MTREF Budget for the next Financial year	-Submission by IDP Coordinator	01 April 2013
18	Obtain MEC comments The Executive Mayor and Council manage the Public Participation Programme with the Community and stakeholders.	-IDP Coordinator -Municipal Manager assist the Executive Mayor in revising budget documentations in accordance with consultative processes and taking into account the results from the 3 rd quarter review of the 2013/14	April 2013
19	Final adoption of the IDP by Council. Executive Mayor tables final MTREF Budget and SDBIP for Council Approval (MFMA S23, 24)	-Municipal Manager submits the final IDP to Council for adoption and assists the Executive Mayor in preparing the final budget documentation for consideration and approval at least 30 days before	May 2013

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		the start of the budget year taking into account consultative processes and any other new information of material nature.	
20	Submission of approved documentations to the Executive Mayor and other relevant departments and submission of	-Municipal Manager submit the approved documentation to the National and Provincial Treasuries and relevant organs of state with Appendix A, B and C and update the performance contracts of Senior staff accordingly. -Municipal Manager submits to the Executive Mayor no later than 14 days after approval of the budget the SDBIP and annual performance agreement required by S57 (1)(b) of the MSA, MFMAS69/ MSA S57	June 2013
21	Planning for the next three year budget (MFMA S53)	MM and Senior Managers begin planning for next three year budget (MFMA S68, 77)	July 2013
22	Executive Mayor tables the schedule of key deadlines setting the time table for Budget, IDP and Policies for next three year budget (MFMA S21,22,23 and MSA S34)	MM assist in the preparations	August 2013

2.1.1. ANALYSIS PHASE

The Analysis phase is aimed at establishing the current developmental status of the municipal area. This was done by comparing community needs with statistical information that is available to be able to identify priority areas, jointly with the community.

2.1.2. STRATEGY PHASE

During the Strategies phase the developmental priorities identified during the analysis are used as the basis for developing a vision and a mission for the municipality. Thereafter strategic objectives and strategies were developed to ensure that the vision is achieved.

2.1.3. PROJECT PHASE

During the Project phase projects were identified in line with the strategies developed during Phase 2. The projects were prioritized based on the national, provincial, local mandates and the availability of funds (external and internal).

2.1.4 INTEGRATION PHASE

During the integration phase all sector plans and programmes are developed e.g. Spatial Development Framework. Only summaries of these sector plans are included in the IDP document.

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2.1.5. APPROVAL PHASE

During the Approval phase of the IDP the IDP document has to be advertised for 21 days to enable all stakeholders and members of the public to give inputs. Thereafter the IDP has to be adopted by Council before the start of the new fiscal year.

CHAPTER 3: SITUATIONAL ANALYSIS

3.1. INTRODUCTION

Umjindi municipality is one of the smallest municipalities in the Country with the smallest equitable share and Municipal Infrastructure Grant (MIG) as compared to the other municipality. This could hinder the municipality to provide the essential services to its citizens as enshrined in the Constitution. Most of land within the municipality belongs to the private sector. This limits development and the provision of one of the housing which is arguable the most fundamental service to citizens.

With the above synopsis in mind, this chapter outlines key information with regards to the state of the municipality: its population, the economy, access to services and the built environment.

3.2. LOCATION

Umjindi is situated in the south-eastern part of Mpumalanga on the escarpment. The Municipal Area forms part of the Ehlanzeni District Municipality together with Nkomazi Local Municipality, Thaba Chweu Local Municipality, Mbombela Local Municipality and Bushbuckridge Local Municipality. The only town in the area is Barberton. Neighbouring Municipal Areas within Mpumalanga are Mbombela, Albert Luthuli and Nkomazi Local Municipalities. The neighbouring country bordering the Municipality is Swaziland. The total size of the Municipal Area is 174 771ha.

Umjindi Municipal Area is situated within the following geographical co-ordinates on the

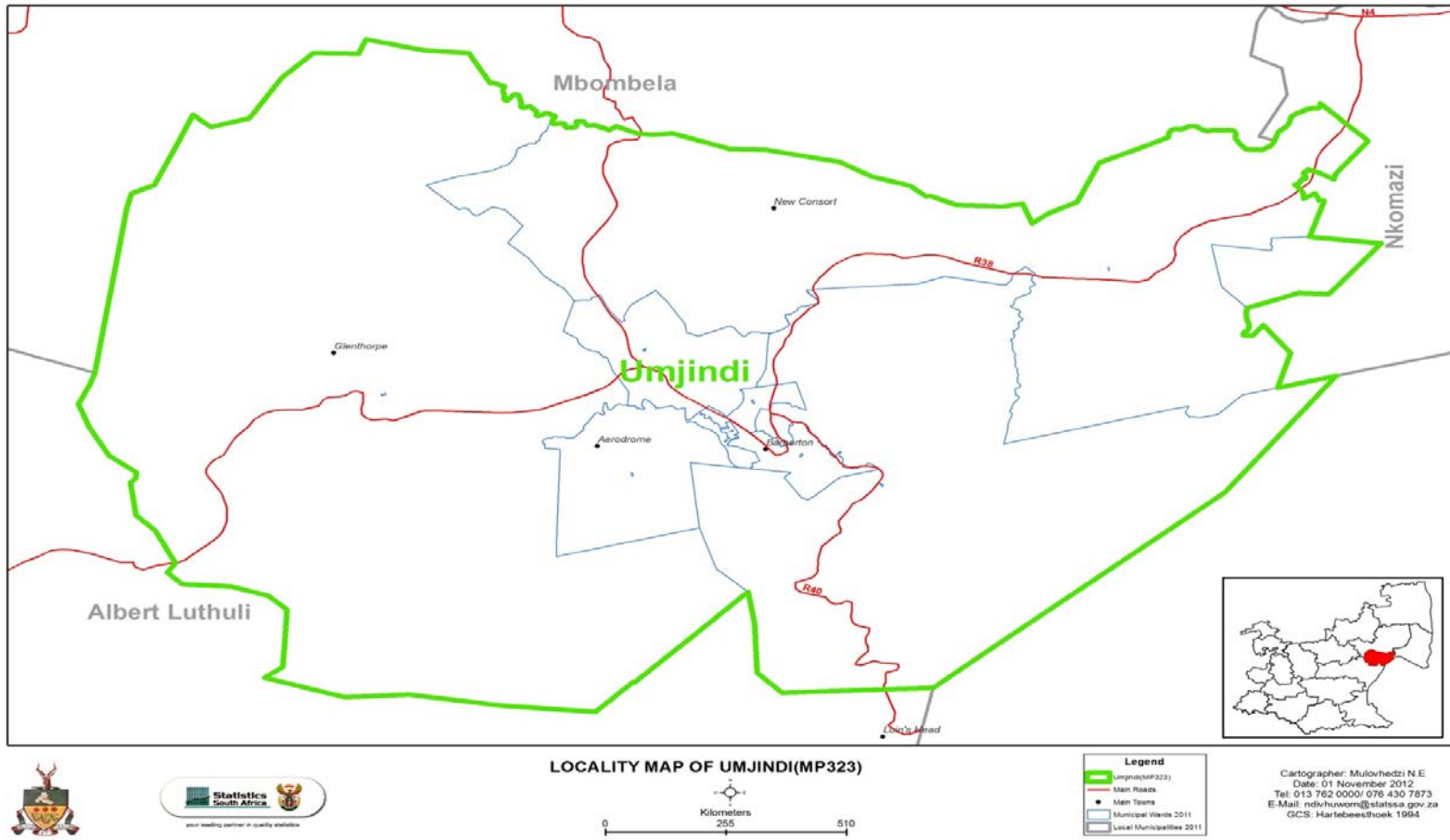
Lowveld Region:

- Latitude 25:47 South
- Longitude: 31:03 East

Distances to main centres and surrounding towns are as follows:

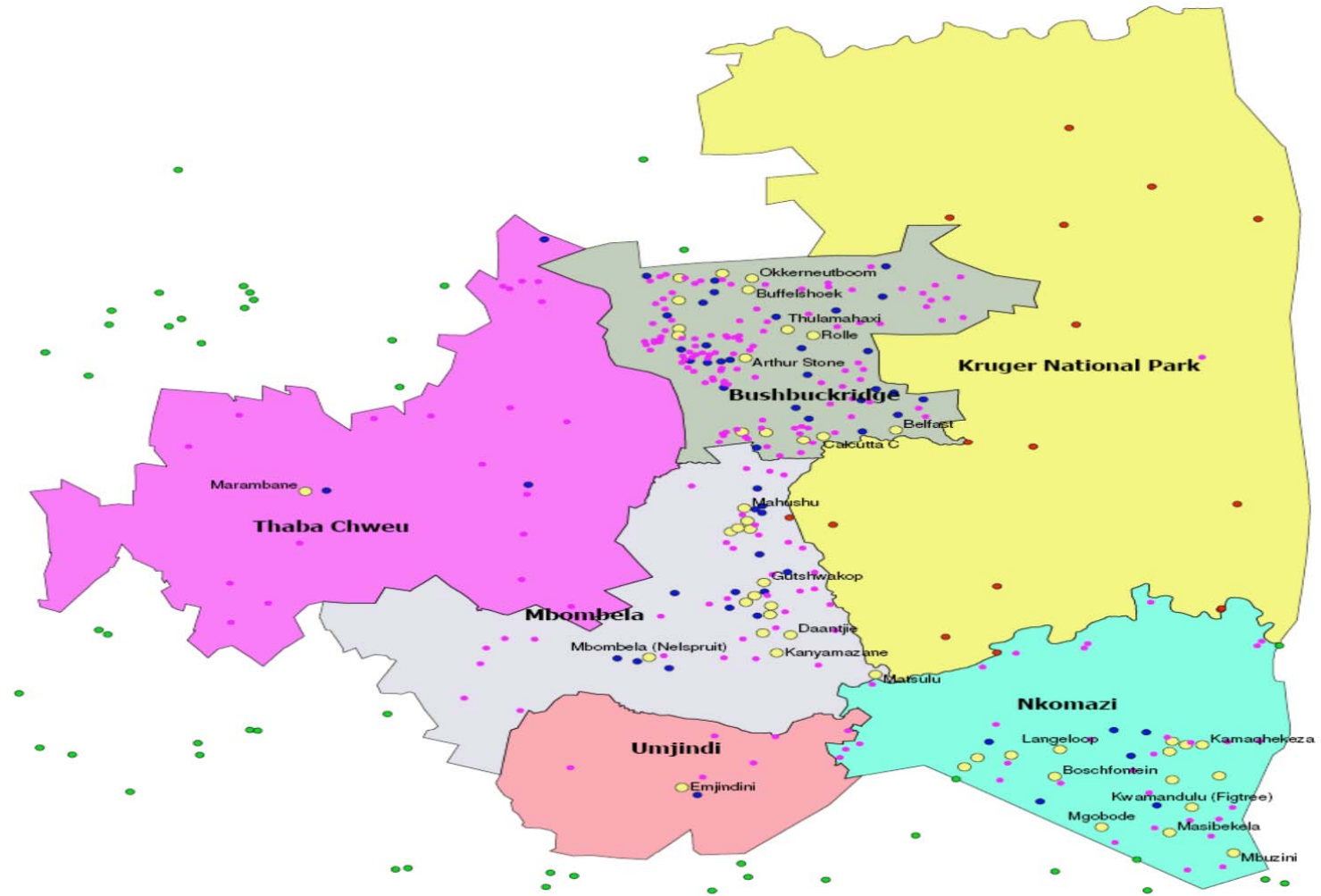
- Johannesburg: 380 km
- Pretoria: 366 km
- Nelspruit: 45 km
- Kruger National Park: 79 km
- Maputo, Mozambique: 180 km
- Swaziland border: 32 km

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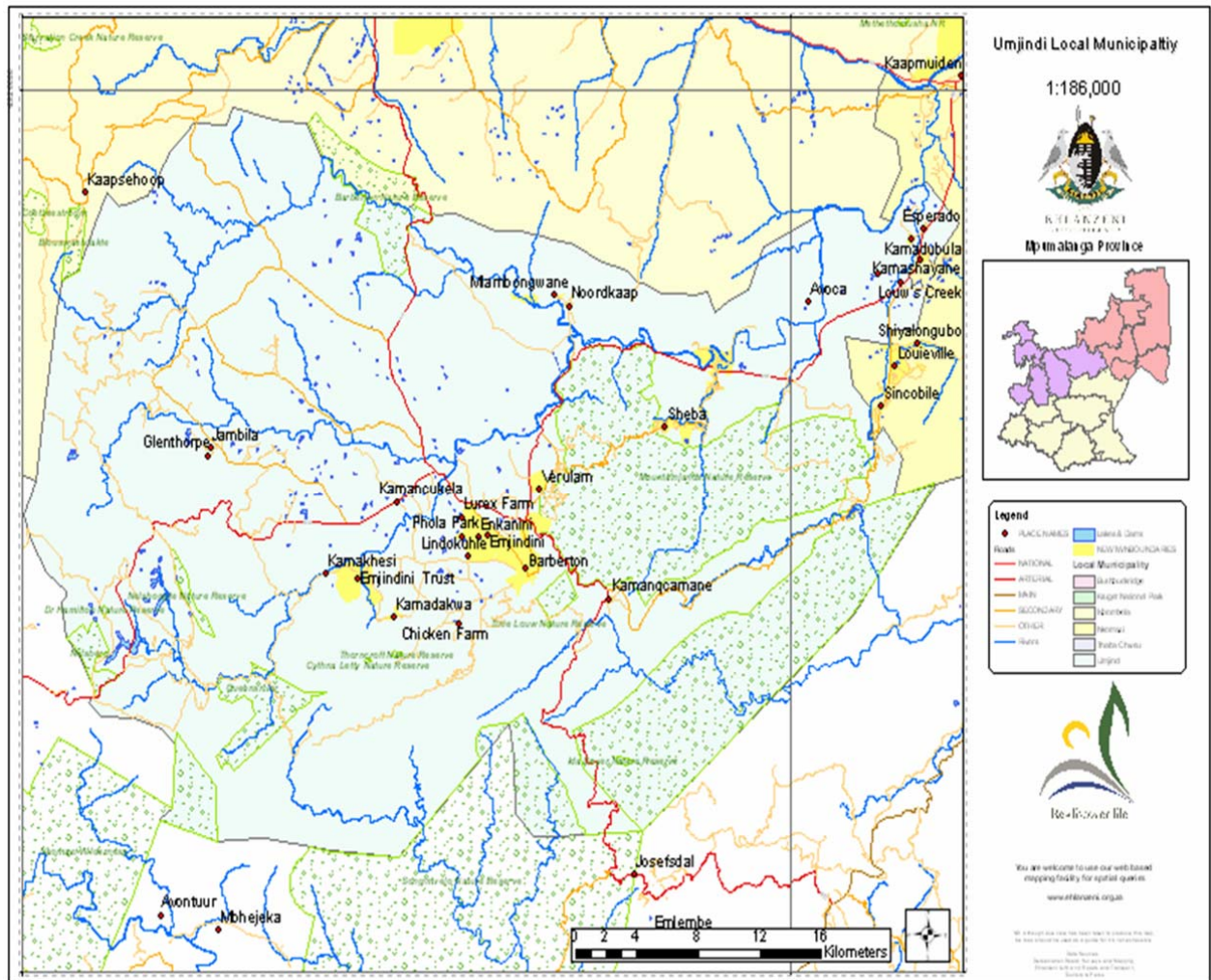
Map 1: location map

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Map 2: Umjindi within the Ehlanzeni District

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Map 3: Umjindi Municipality different locations

Settlements within the municipal boundaries: Avoca, Barberton, Jambila, Joe's Luck, Low's Creek, Noordkaap (Source: Gaffney's Local Government in South Africa 2002-2004, p554), Bonus, Gold Mine, Emjindini, Fairview Mine, Mataffin Industrial, Sheba Mine, Verulam (Municipal Demarcation Board, Municipal Profiles 2003)

Municipal wards and settlements

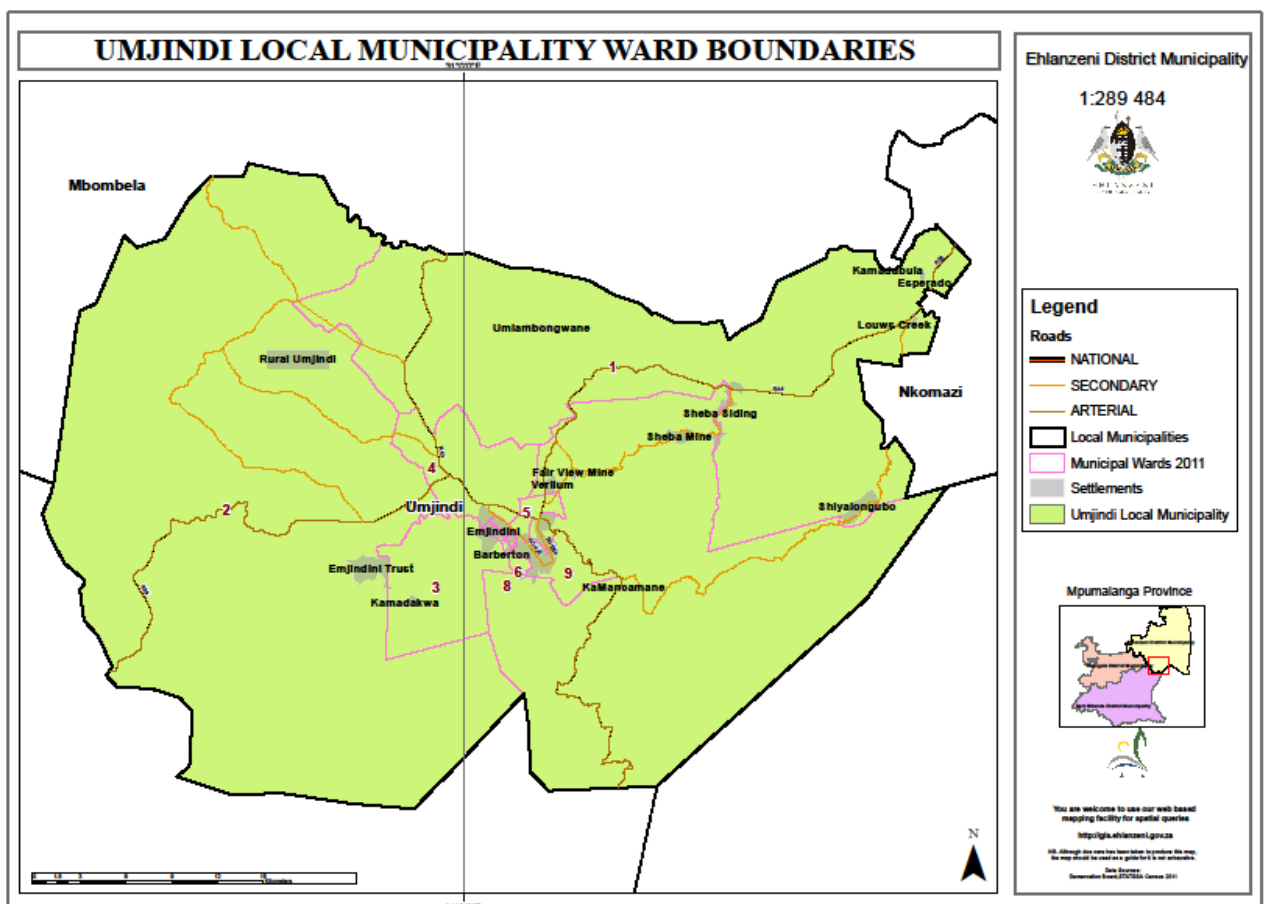
Umjindi is divided into 9 ward municipal wards as determined by the Municipal Demarcation Board

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Figure 1: Ward Coverage in Umjindi Municipality

WARDS	SETTLEMENTS
Ward 1	Dixie, Noordkaap, New Consort, Mlambongwane, Sheba Siding, KaGazi, Honeybird farm, Louwscreek, Silver Creek, Madubula, Esperado, Mashaiyane and Shiyalongubo.
Ward 2	Nkomeni, Emangozeni, Kempstone, Hhobela, Scencane, Hanging stone, Mangcukela, Trio, Glenthorpe, Dekaaap, Mahewu, Stellamine, Nelshoogte, Waterfall, Montros, Emjindini Trust
Ward 3	Ext 10 phase 2, Ext 8, Ext 13, Ext 14, Ext 15, Lindokuhle, Ext 16, Phola Park and ka Madakwa Ndlovu, Greyville
Ward 4	Extension 11, Extension 12, Msholozhi, Lurex Farm, St John Mission, Bhuhudla mine, Kasalkop farm, Enkanini
Ward 5	EXT 9, Phumula, Long Homes, Dindela part of Ext 7 and part of Ext 10
Ward 6	Ext 10, 7, lower Phumula, Lower Dindela, Lower Spearville, part of longhomes and Santaview
Ward 7	New Village, Spearville, Family Units, Erf 831
Ward 8	Verulam, Fairview mine, Dikbaas and part of town and highlands
Ward 9	CBD, Industrial Area, Cathyville, Burgerville, Town Prison area; Section above Sheba road and Section below Sheba next to CBD. New Village, Highway View, New Clare and White City.

Source: Community Based Plans 2013/14



Map 4: Ehlanzeni District Municipality 2013

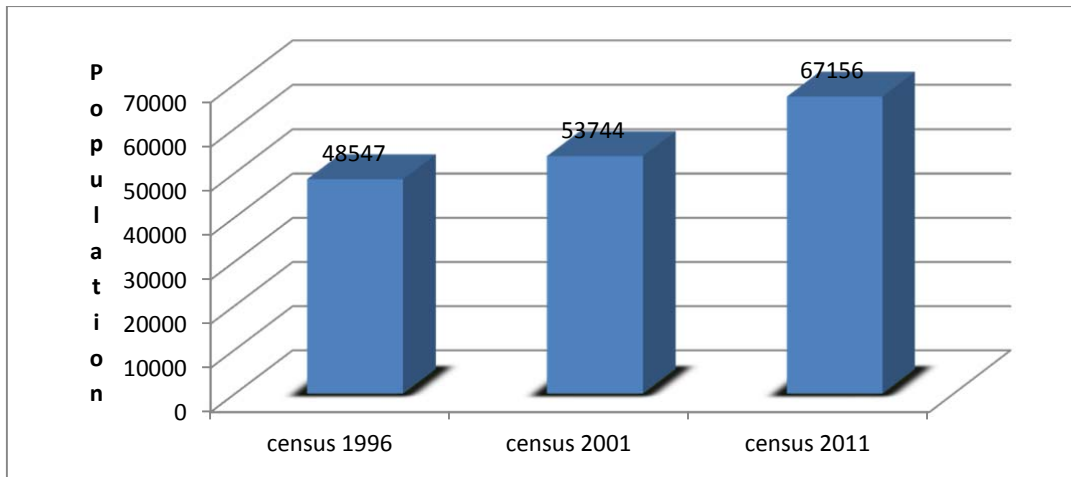
Umjindi Municipality 2013-14 IDP

3.3. DEMOGRAPHICS

1. Umjindi Population

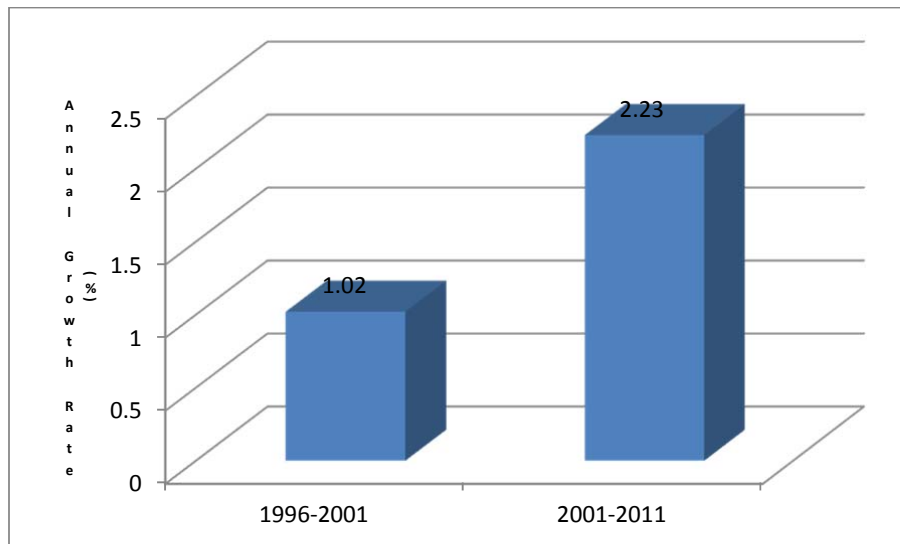
The population of Umjindi local municipality according to census 1996 was at 48547 after a 5 year period it grew to 53744 as per the 2001 census. The 2011 census shows that the population has increased to 67156 after 10 year period. Since municipalities deliver services at household level, it has implications for the provision of land, infrastructure and service delivery. In Umjindi municipality, over a period of 5 years, the growth rate was 1.02% annually between 1996 and 2001. While between the periods of 2001 and 2011 the growth rate was 2.23% annually over a 10 year period.

Figure 2: Population of Umjindi from 1996, 2001- 2011



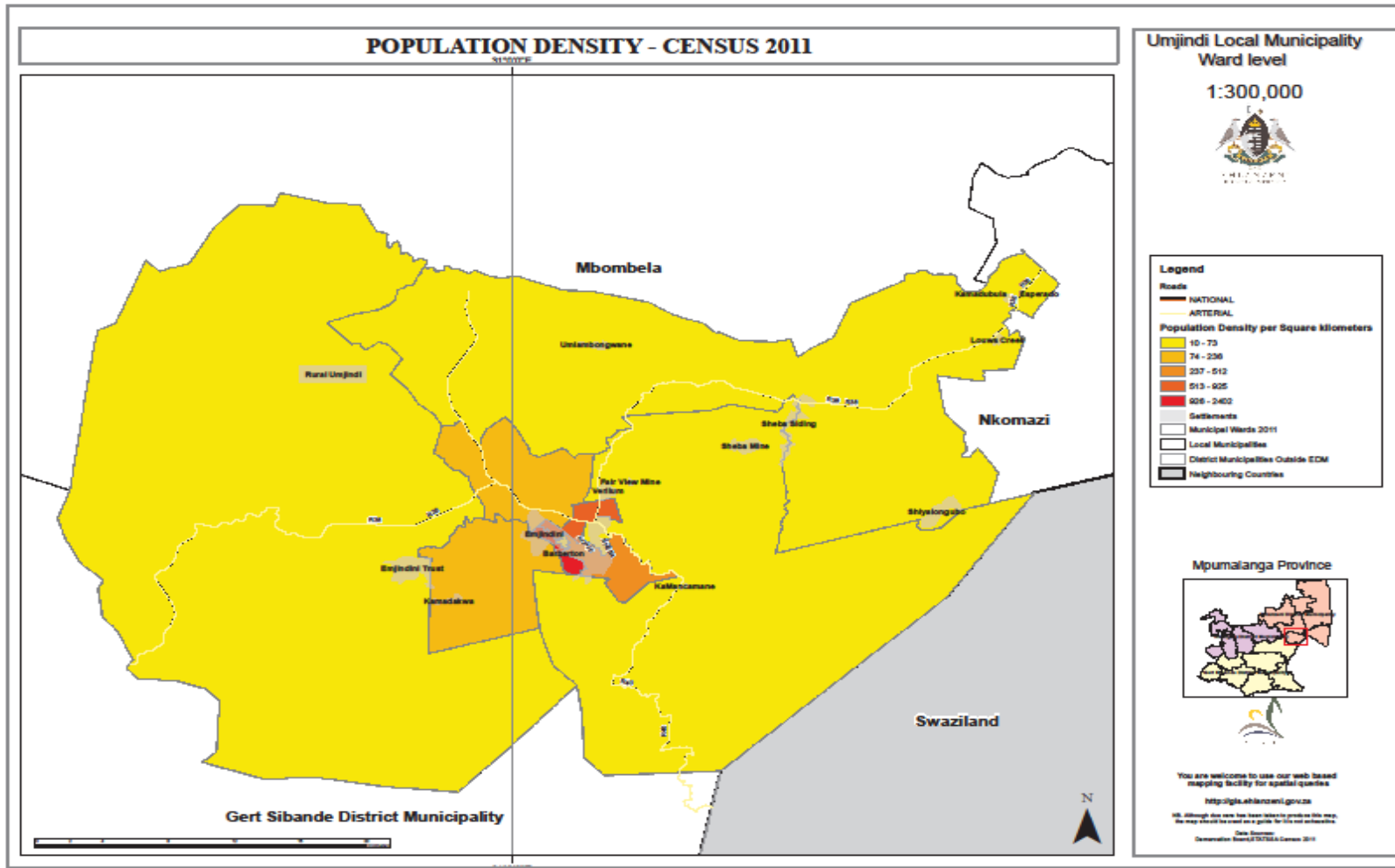
Source: Stats SA Census 1996, 2001 and 2011

Figure 3: Annual growth rate



Source: Stats SA Census 1996, 2001 and 2011

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Source: Stats SA Census 2011

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The majority of the population of Umjindi is situated mostly in town, Emjindini and Verulam. There are few people residing in our rural wards. Therefore there is a high rate of urbanisation. This puts much pressure on the provision of services in the high populated areas.

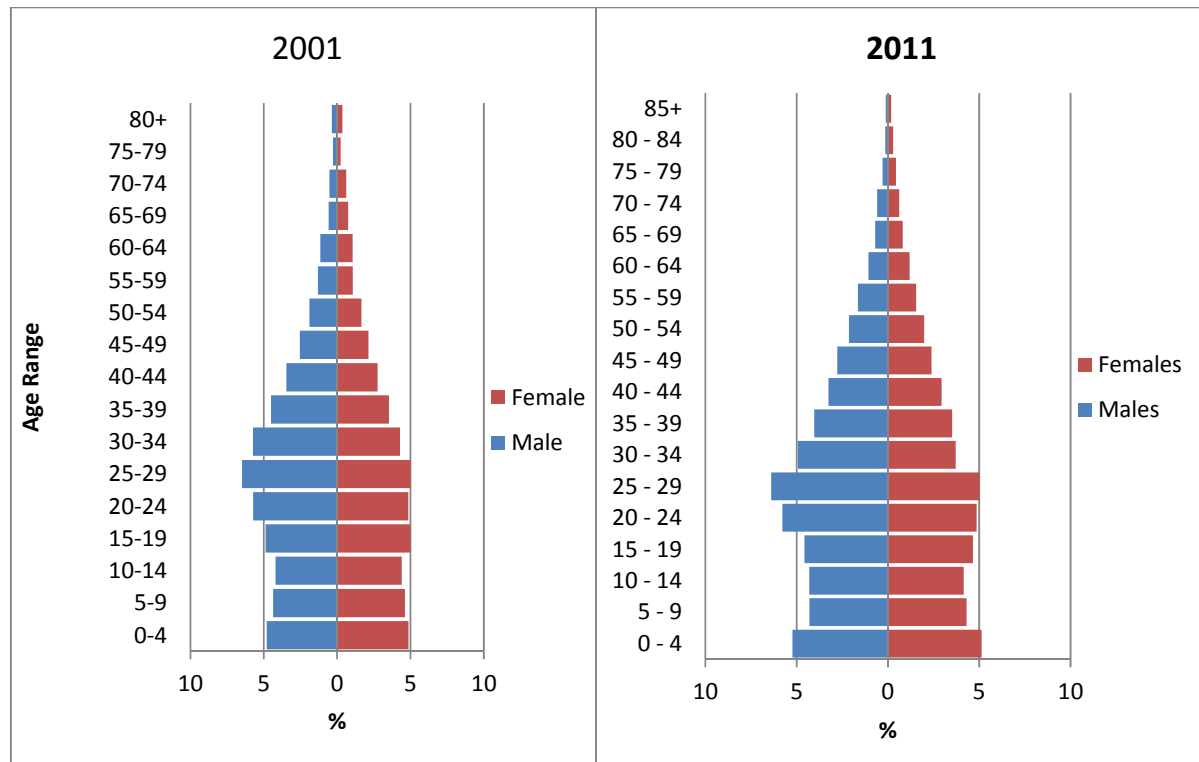
Figure 4: Sex Ratio 1996, 2001 & 2011

Description		Years		
		1996	2001	2011
Gender	Male	54	52.75	52
	Female	46	47.25	48
Sex ratio		116	111.66	109.76

Source: Stats SA 1996, 2001 & 2011 Census

In Umjindi Municipality, the male population is also higher than female population. Such an age structure is observed in population that attracts migrants due to lucrative employment opportunities.

Figure 5: Population pyramid 2001, 2011



Source: Stats SA Census 1996, 2001 and 2011

Population pyramids are used to analyze growth (or decline) of fertility, and migration in an area. Based on the above 2001 and 2011 pyramid, Umjindi has more males than females. Umjindi pyramid is almost triangular in nature and shows that we have high birth rate, slow growth rate, and short life expectancy. The bulk of the Umjindi Population lies between 15 and 35

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age; a relatively youth population followed by the 0-15 population. This means that the municipality needs to ensure that there are more quality preschools for early development and primary and secondary schools for the later population group. For the youth group, the municipality and other stakeholders need to ensure that they get access to tertiary education and ultimately access to employment.

Population groups

The population of Umjindi local municipality was largely Black based on the estimate from the Stats SA Census 2011. 87.03% of the population is Black while 9.76% were White. The Census shows that about 1.03% were Indian and only 2.00% were Coloured.

1. Disability

Disability is one measure in a group of measures used to evaluate the health of a population. It is defined as a health condition that limits functioning. A number of measuring tools were used to determine disability, mainly, sight, hearing, self-care, communication, walking stairs, remember and concentration in the 2011 census. Based on the census 2011, in Umjindi municipality about 1161 people cannot take care of themselves, about 403 have difficulties remembering and concentrating, 315 have challenges walking on stairs. Fewer people have sight and hearing problems. The municipality needs to ensure that all public facilities are wheelchair friendly and that there are facilities where people can be taken care of like old age homes, disabled centres, etc. the health departments must provide people who cannot see with hearing aids and walking sticks.

Figure 6: Types of Disability in Umjindi 2011

Type of disability	No difficulty	Some difficulty	A lot of difficulty	Cannot do at all	Do not know	Cannot yet be determined	Unspecified	Not applicable
Sight	56821	1600	316	108	68	2557	1960	3727
Hearing	53080	5051	742	103	55	2620	1777	3727
Self-care	52037	888	269	1161	312	6461	2301	3727
Communication	57306	703	237	291	158	2541	2194	3727
Walking stairs	56878	1261	382	315	104	2525	1965	3727
Remembering concentration	56202	1437	438	403	222	2689	2038	3727

Source: Stats SA 2011 Census

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3.4. SOCIO-ECONOMIC DEVELOPMENT

1. Poverty and inequalities

Inequality and poverty eradication remain a priority of the municipality. According to the Mpumalanga Department of finance, there was an improvement in the Gini-coefficient from 0.60 to 0.58 between 2007 and 2011. The Gini coefficient is an index between zero and one, which is used to measure the gap between the rich and the poor in Umjindi. Even though there was a slight improvement in the Gini coefficient, the high illiteracy levels and lack of skills amongst the majority of the population thus contributing to the inequalities.

There was a decrease in the poverty rate from 42.1% to 40.0% between 2007 and 2011. This could be attributed to LED and EPWP initiatives driven by the municipality and supported by other sector departments. Further Barberton Mine remains active as compared to other locally based mines in supporting local communities. Their projects range from poverty alleviation to infrastructure and Local Economic Development.

Figure 7: Gini Coefficient and Poverty in Umjindi 2001 and 2011

INDICATORS	Trend 2001	Latest figure 2011	Better (+) or worse (-) than Ehlanzeni	Better (+) or worse (-) than province	Ranking: best (1) - worst (18)
Gini-coefficient (0 best to 1 worst)	0.61	0.58	(+) (0.60)	(+) (0.62)	8
Poverty rate	45.4%	40.0%	(+) (45.3%)	(+) (41.6%)	8
Number of people in poverty	25 134	26 379			3
Poverty gap (R million)	R20	R45			2
Multiple Deprivation Index (100 worst to 1 best)					3

Source: Mpumalanga Department of finance

2. Human Development Index

Human Development Index (HDI) is defined as a standard measure of determining whether an area is developed, developing and developed. Even though the HDI for Umjindi has increased from 0.54 in 2010 to 0.55 in 2011; the decline in the life expectancy and the high death rate as a result of the leading causes of death as listed by the Stats SA 2011 namely: Tuberculosis, other

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viral diseases, other external causes of accidental injury, HIV, intestinal infectious diseases, influenza and pneumonia, etc.

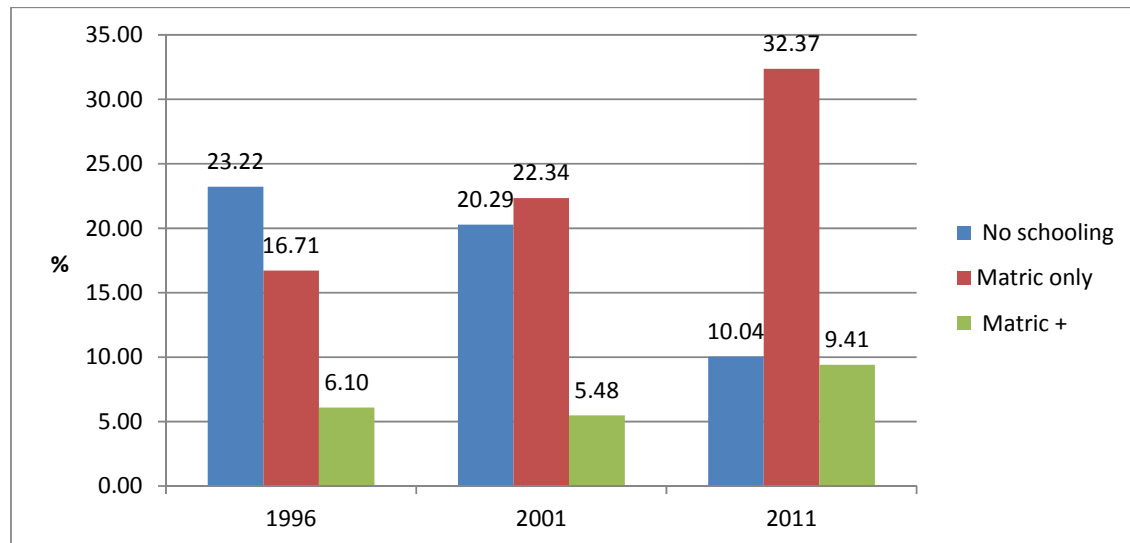
Gross Domestic product

Umjindi contributes abpur 3.4. to the Mpumalanga economy which is lesser that the 3.5 average of most municipalities in Mpumalanga. The implication of a lesser GDP could result doe loss of jobs and economic opportunies.

2. educational attainment

Educational attainment is a key indicator of development in a population. There are several ways in which one can evaluate access to educational services in a population. To evaluate long term provision of education, it is important to disaggregate educational attainment for persons from 0-18 years. This is an ideal group since they would have completed attending educational institutions indicating that the level of education they have is the final one.

Figure 8: highest educational attainment (20+) 1996, 2001&2011



Source: Stats SA 1996, 2001 & 2011 Census

Figures 5 graphically present educational attainment of persons older than 20 years in Umjindi local municipality. 1996 and 2001: there was a decline on people with no school and an increase in number of people with matric only. However the % of people progressing to tertiary has decrease. This could be attributed to either pupils not passing well or the high unemployment and poverty rate in Umjindi.

There were major improvements in educational attainment within the municipality between 1996 and 2011. The percentage of people with no schooling continues to decrease since 1996.

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There is an increase in the percentage of people with post matric from 16.71% to 32.37% between 1996 and 2011. This could be attributed to the expansion of the Ehlanzeni FET (Umjindi campus). This shows an improvement in the level of education. The municipality in collaboration with other stakeholders need to come up with strategies to ensure that the all students who pass matric progress to tertiary institutions.

3. Employment

It is important for councils to be able to provide employment opportunities for their economically active age group (15 to 65 years old). Retaining this category of the population through employment is crucial for family wellbeing. The economic growth and development of employment constitutes an integral component of the Development of Umjindi municipality. According to the figure below, the number of people who are employed has increase by 5.9% between the 2001 and 2011.

Figure 9: number of people Employed in Umjindi 2001 and 2011

LABOUR INDICATORS	Census 2001	Census 2011	Share of Ehlanzeni's figure 2011	Ranking: best (1) - worst (18)
Economically Active Population (EAP)/Labour Force	24 301	28 585	2.0%	
Number of employed	17 902	20 894	5.9%	

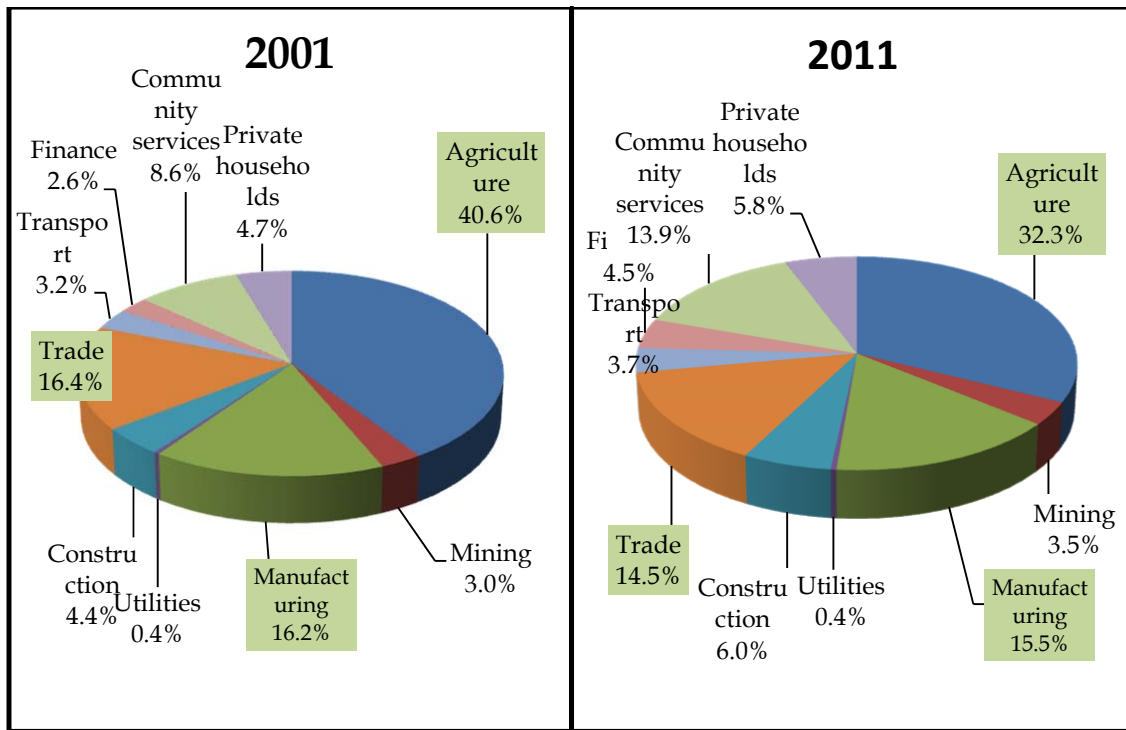
Source: Stats SA 2001 & 2011 Census

The municipality continues to employ people through the EPWP programme. During project implementation, locally based labour force is given a priority by constructors. Sector departments and local mines have also came up to job creation initiatives within the municipality. The LED unit continues to look for investment initiatives within the municipality in order to curb unemployemnt in the future; particulary amongst the youth.

The agriculture sector is the dominant sector in employment followed by manufacturing. Mining which was once the dominant sector in Umjindi is now the least employment sector. This could be one of the major reasons for the increase in the unemployment rate within the municipality. The municipality with other stakeholders need to come up with strategies to develop a strategy to ensure continued economic development and sustaining of infrastructure in mining towns after mine closure.

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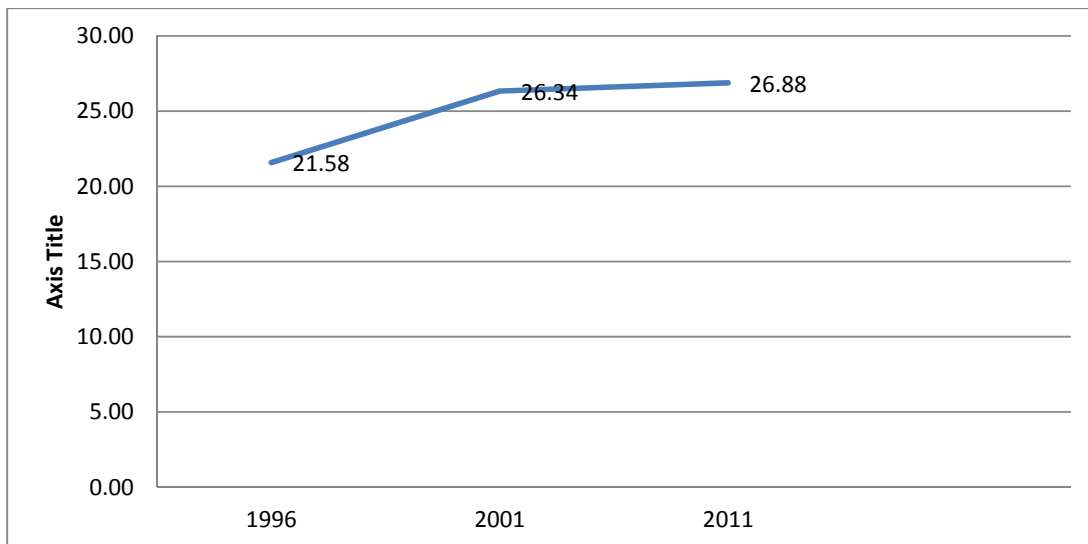
Figure 10: Employment by Industry



Source: Mpumalanga Department of Finance 2011

4. Unemployment

Figure 11: Unemployment Rate in Umjindi 1996, 2001 & 2011



Source: Stats SA Census 1996, 2001 and 2011

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In Umjindi municipality, the unemployment rate has increased from 21.58 in 1996 to 26.88 in 2011. The general unemployment rate increased from 21.58% in 1996 to 26.88% in 2011. As of 2011, the unemployment rate amongst women stands at 34.57 and about 35.57 of Umjindi youth are unemployed. See table below:

Figure 12: % of Unemployment of the General Population, Women and Youth 1996, 2001 & 2011

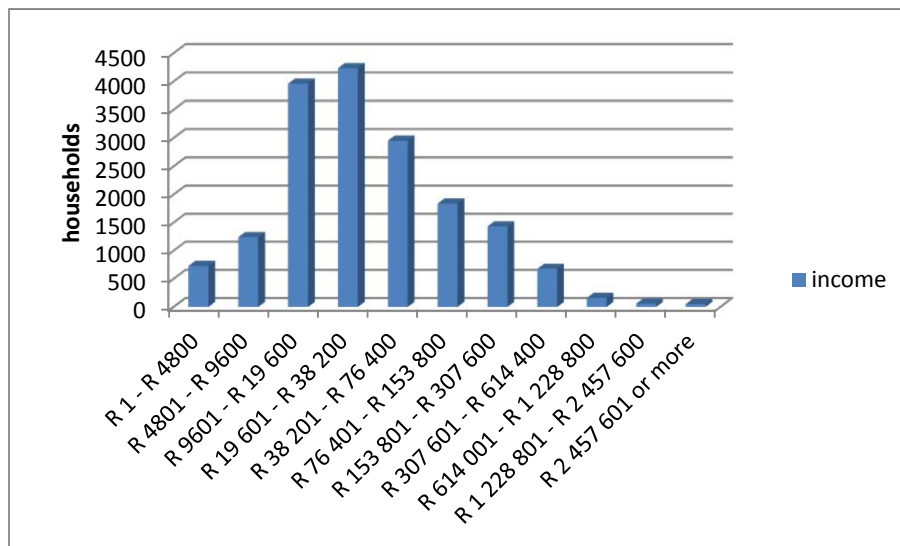
Description	1996	2001	2011
General (15-65)	21.58	26.34	26.88
Women (15-65)	35.46	36.39	34.57
Youth (15-35)	27.15	32.35	35.57

Source: Stats SA Census 1996, 2001 and 2011

Annual household income

The increase in income levels in the municipality could be attributed to the increasing population gaining access to tertiary institutions and gaining professional skills. According to the 2011 census, 4237 households received an income between 19601-38200, followed 3962 households with an income between 9, 601-19, 600. This shows that the people of Umjindi are not necessarily poor. They can be able to pay for our municipal services. Less than 500 households in Umjindi earn less than R4800. This has an impact on the municipality's indigent register.

Figure 13: Household Income in Umjindi 2011



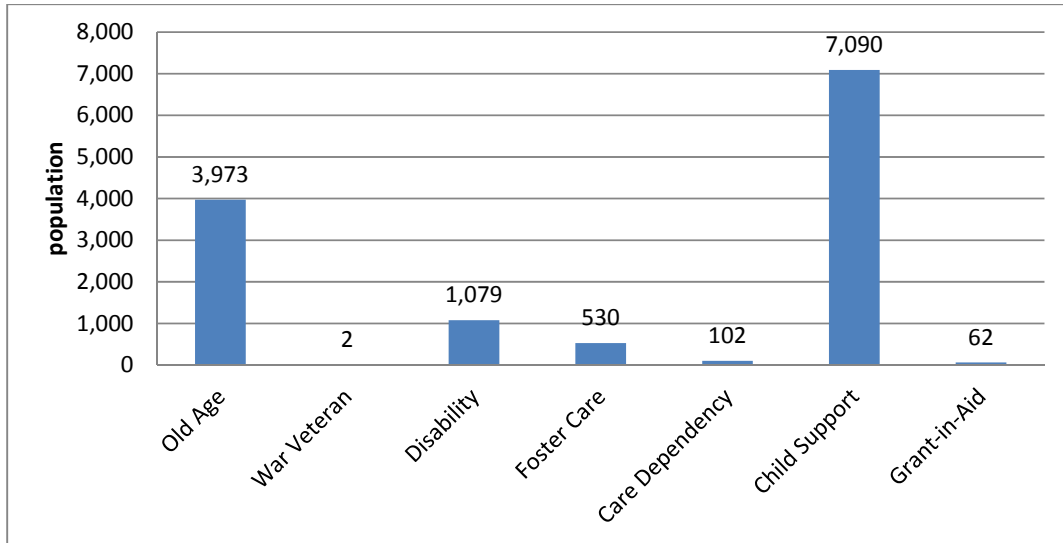
Source: Stats SA Census 2011

5. Social grants

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One of the services that the South African government provides for the population is in the form of income grants. These grants are designed to alleviate poverty among vulnerable persons for which the grant is intended for. Each grant has its own eligibility criteria that can be accessed from the Department of Social Development.

Figure 14: Social grants beneficiaries 2011



Source: Sassa 2012

The number of persons receiving social grants is indicated in table above. The grant with the largest number of recipients is the child support grant (7090 children). This partly reflects the need for this grant in improving child wellbeing, but also the larger numbers of recipients for this grant is merely a function of the size of the population aged below 15 as indicated in figure above. The second grant with the most recipients is the old age pension. As indicated in figure 1, Umjindi has a sizable number of persons above the age 65, which reflects the number eligible for the old age pension.

3.5. ACCESS TO HOUSEHOLD AND COMMUNITY SERVICES

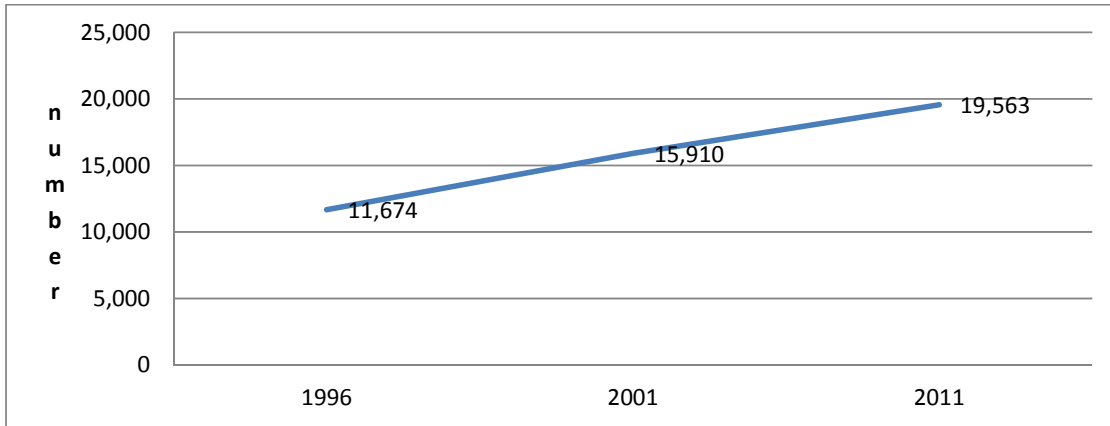
a) Households

The number of households is indicates the level of service provision within the municipality. Umjindi municipality provide services at household level rather than individual level. The census 2011 results indicates that the % of households in the municipality grew by 2.7% from 15910 in 2001 to 19563 in 2011 The number of households in Umjindi municipality is presented in Figure below.

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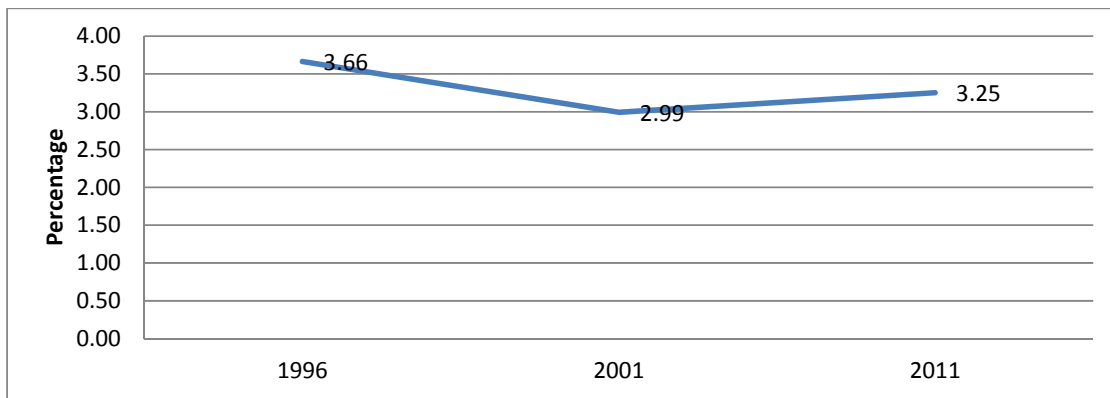
The average household size has increase from 2.99 in 2001 and is now 3, 37 persons per household according to the 2011 census

Figure 15: Number of Households in Umjindi 1996, 2001& 2011



Source: Stats SA Census 1996, 2001 and 2011

Figure 16: Average Household Size in Umjindi 1996, 2001 &2011



Source: Stats SA Census 1996, 2001 and 2011

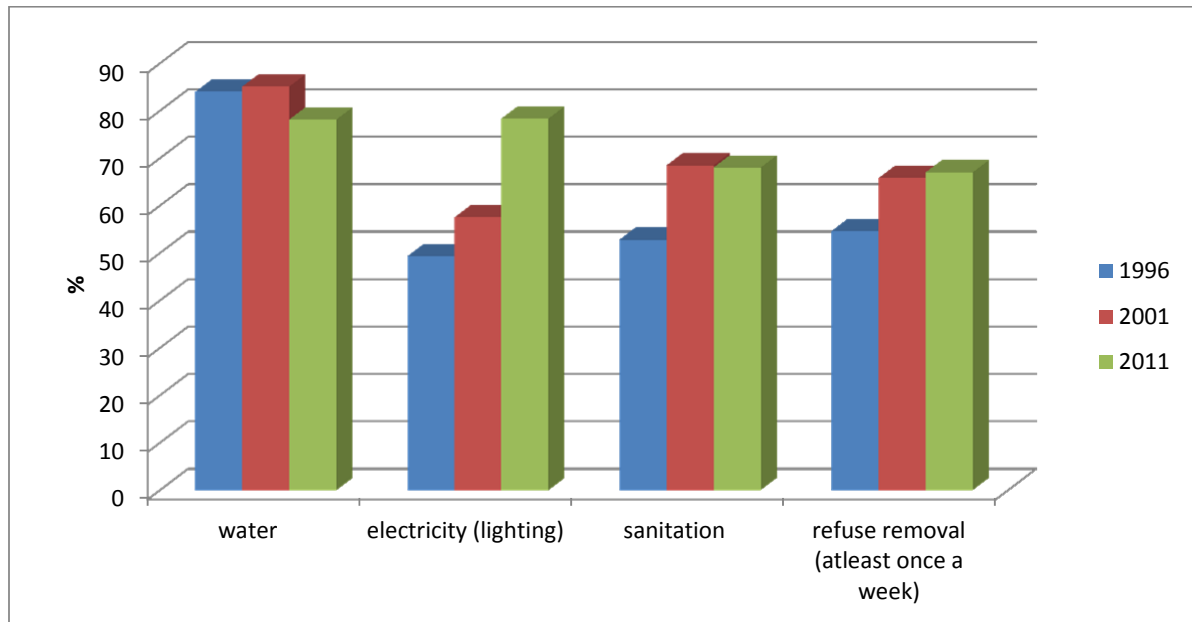
b). Service delivery backlog

The constitution states explicitly that all municipalities must “ensure the provision of services to communities in a sustainable manner” and in particular must structure and manage their “administration and budgeting and planning processes to give priority to the basic needs of the community. The community needs include water, sanitation, electricity, waste removal and community roads and storm water drainages. The municipality needs to offer these services at least at basic level though they have discretion to deliver at higher levels. In terms of on-going service operations, a basic level typically means 50 kilowatt (kwh) of electricity per household, 6 kilolitres (kl) of water per households per month and weekly refuse removal.

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Hereunder is the progress that Umjindi Municipality has made in terms of providing access to basic services to its citizens according to the latest 2011 Census

Figure 17: Access to households services 1996, 2001, 2011



Source: Stats SA Census 1996, 2001 and 2011

- Access to water

The provision of water to households in Umjindi increased between 1996 and 2001 from 84% to 85% and there was a decrease between 2001 and 2011 (from 85% to 78). This could be attributed to the increase in the population.

- Access to sanitation

Access to flushed toilet connected to a sewage system increased between 1996 and 2001 from 52.8 % to 68.4 while is decreased from 68.4% to 68.% between 2001 and 2011. This could be due to the new demarcation which added new rural informal settlements into the municipal boundaries.

- Access to electricity

Access to electricity for lighting, cooking and heating is an important indicator of provision of one of the key resources in households. The provision of electricity in Umjindi has been increasing since 1996 to 2011. The percentage of households that have access to electricity for lighting in the municipality in 2011 was at 78.38.

- Frequency of refuse removal

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Provision of refuse removal is an important community based service within the municipality. The provision of refuse removal within the municipality continues to increase. About 67.6% of households have refuse removed by the local municipality at least once a week based on the 2011 census.

- Access to Roads and Stormwater

The municipality currently has 120km of surfaced roads and 176 of gravel roads. Most formalised areas have surfaced roads while the rural unformalised areas have gravel roads. The surfacing of gravel roads will commence once the process of formalisation has been completed.

c). Dwelling type

The type of dwelling where a household resides is directly linked to wellbeing of household members. There is evidence that suggests that children under age 5 who reside in dwellings that have poor floor, wall and roof materials have higher prevalence of negative developmental outcomes. They have higher mortality during childhood, higher morbidity and lower school attendance (Weeks, 2004). This is also because dwellings with poor building structures are often poor, have no access to other basic services such as safe water and sanitation.

Figure 18: Dwelling Types in Umjindi 2011

House or brick/concrete block structure on a separate stand or yard or on a farm	Traditional dwelling/hut/structure made of traditional materials	Flat or apartment in a block of flats	Cluster house in complex	Townhouse (semi-detached house in a complex)	Semi-detached house	House/flat/room in backyard	Informal dwelling (shack; in backyard)	Informal dwelling (shack; not in backyard; e.g. in an informal/squatter settlement or on a farm)	Room/flat let on a property or larger dwelling/servants quarters/granny flat	Caravan/tent	Other	Unspecified	Not applicable	Total
15135	858	316	25	47	51	494	930	1427	103	21	156	-	-	19563

Source: Stats SA Census 2011

According to the 2011 census, about 15 135 households are formal dwellings such as houses. Informal dwellings (shack; not in backyard; e.g. in an informal/squatter settlement or on a farm) remain a challenge in the municipality. This is due to the fact that communities do not demolish their informal structures upon the receipt of RDPs, they rent them out or continue using them.

There is also high densification by means of informal dwellings (shacks in backyards) in Umjindi that put a strain on municipal services. The municipality is in the process of engaging the Provincial department of Human Settlement to include a clause that enforces the removal of

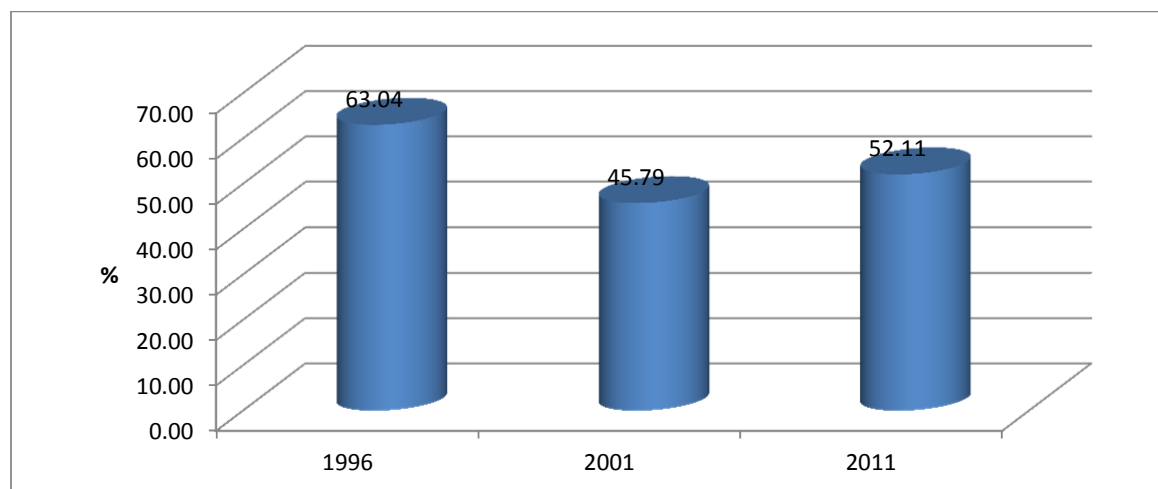
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shacks once an RDP house has been built. Further, there is an appointed squatter control officer that enforces the demolishing of informal structure.

3.6. OWNERSHIP

In Umjindi there was a decrease in households that fully own the dwellings they inhabit from 63.04 to 45.79 between 1996 to 2001. However there was an increase from 45.79 to 52.11 between 2001 and 2011. This increase in home ownership could be attributed to an increase in social grants and housing subsidies, improved access to RDPs, free basic electricity and water

Figure 19: Tenure Status in Umjindi 1996, 2001 & 2011



3.7. INDIGENT SUPPORT

There are about 2232 registered indigents in the municipality for the 2013/14 financial year. They get free basic services and pay 50% lesser than other residents. They pay lesser in connection fees for all municipal services. See table below:

Figure 20: Indigent Support in Umjindi 2013/14

CATEGORY	DESCRIPTION
Electricity	Indigents qualify for 50 kWh free electricity
Water	Indigents qualify for 6kl of water per month
Refuse	Free
sewerage	Free
cemetery	pay 80% lesser than other residents

Source: Umjindi Municipality 2013

3.8. HEALTH INDICATORS

1. Health Facilities

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Umjindi Municipality has 3 hospitals and 7 clinics. Out of the 7 clinics, only M’Africa clinic operates for 24 hours. During the community consultations, communities especially from rural wards requested more clinic and for the existing clinics to operate for 24 hours since travelling long distance is not only financially strenuous but could lead to unnecessary deaths.

Figure 21: Health Facilities in Umjindi

HOSPITAL	CLINIC	MOBILE CLINIC
-Barberton Hospital, -Barberton Hospital Dental Clinic -Barberton SANTA Hospital,	-Barberton Municipal Clinic, -Barberton Prison Dental Clinic, -Barberton SHS -Cathyville Municipal Clinic, -Emjindini (M’Africa) Clinic, -Kaapmuiden Clinic, -Louw's Creek Clinic	-Barberton Mobile 1, - Barberton Mobile 2, -Kaapmuiden Mobile

Source: Municipal Demarcation Board 2011

3. TB, HIV and AIDS

Figure 22: Prevalence of HIV amongst pregnant woman aged between 12 and 49 in Public Institutions

HEALTH INDICATORS	2009	2010	2011
HIV prevalence rate - survey (pregnant women attending antenatal clinic 15-49 years old)	39.0%	48.3%	44.1%
HIV prevalence rate – DHIS (excluding pregnant women)	42.4%	36.7%	31.5%
TB cases	1 058	688	798

Source: Mpumalanga province strategic plan for HIV, STI and TB 2012-2016

There was a drastic increase in the HIV prevalence rate of pregnant women from 39% to 48% between 2009 and 2010, while there was a decline from 48.3% in 2010 to 44.1% in 2011. Even though there was a decrease in the HIV prevalence rate excluding pregnant women from 36.7% in 2010 to 31.5% in 2011. This could have an impact on the mortality especially amongst the economically active groups and impact on the general socio-economic factors within the municipality in the long run

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There has been a decrease in TB cases between 2009 and 2011. This could be attributed to the extensive drive by the Department of Health and other private stakeholders to reduce TB. The early detection and treatment of TB in Umjindi could reduce the number of deaths associated with the diseases as TB has been shown to be the number 1 cause of death in the municipality.

4. Top ten leading underlying causes of death in Umjindi Local Municipality,

Tuberculosis remains the number one leading cause of death In Umjindi followed by other viral diseases. HIV is ranked as the 4th leading cause of death. This could be attributed to the fact that there is a correlation between TB and HIV with most HIV infected people dying from TB. Initiatives need to be put in place to curb death caused by external causes of accidental injury bot by the municipality and other stakeholders.

Figure 23:4. Top ten leading underlying causes of death in Umjindi Local Municipality

Ranking	Disease	No
1	Tuberculosis (A15-A19)	263
2	Other viral diseases (B25-B34)	113
3	Other external causes of accidental injury (W00-X59)	96
4	Human immunodeficiency virus [HIV] disease (B20-B24)	69
5	Intestinal infectious diseases (A00-A09)	62
6	Influenza and pneumonia (J09-J18)	47
7	Diabetes mellitus (E10-E14)	40
8	Cerebrovascular diseases (I60-I69)	31
9	Certain disorders involving the immune mechanism (D80-D89)	28
9	Hypertensive diseases (I10-I15)	28
9	Other forms of heart disease (I30-I52)	28
10	Inflammatory diseases of the central nervous system (G00-G09)	21

Source: Statistics South Africa, Mortality and Causes of Death, 2009: Death Notification Findings from Department of Home Affairs

3.8. Conclusion

This chapter has given a snapshot of the municipality's context under which the 2013/14 IDP is developed. The information above shows the advances the municipality has made in terms of improving access to basic services and alarming unemployment levels. The municipality needs to come up with radical strategies in reducing the gap between the poor and the rich as measured by the Gini-coefficient. More services delivery should be directed towards the two rural wards. The HIV prevalence within the municipality remains high and the municipality needs to join hand with all stakeholders in order to fight the epidemic.

CHAPTER 4: COMMUNITY PARTICIPATION AND GOOD GOVERNANCE

4.1. COMMUNITY AND STAKEHOLDER PARTICIPATION

Community participation remains a crucial part of democracy because it affords communities and stakeholders as opportunity to inform the municipality what their developmental needs are. It gives them an opportunity to determine the municipal development direction while it enables all stakeholders a platform to understand the process that have been put in place. The Municipality is therefore committed to institutional public participation to ensure that the final Integrated Development Plan belongs to all citizens of Umjindi, and not only a selected few.

4.2. LEGISLATIVE REQUIREMENTS

The development of the municipal IDP is guided by the chapter 5 of the MSA of 2000. The MSA is founded on the Constitutional principles of participatory governance and cooperation. Hereunder are some of the legislative requirements guiding municipal planning and the development of the IDP:

- Chapter 2 of the constitution (1996): section 151 (1)€, 152, 195 (e) emphasizes the participatory requirements that need to be met towards achieving development
- Municipal Structure Act 117 of 1998: stipules that the object of a ward committee is to enhance participatory democracy in local government
- White Paper on Local Government (1998): pronounces that political leaders remain accountable and work within their mandates and allow customer to have input on the way services are delivered.

4.3. PUBLIC PARTICIPATION IN UMJINDI

The public participation is driven by the Ward Committee System and managed by the Public Participation Unit within the Office of the Speaker. Ward Committees facilitate community consultation on matters that affect local communities and represent the local community interest within municipal governing structure. In Umjindi public participation with regards to the IDP begins by broader community consultation process in all wards followed by the completion of Community Based Plans by the Ward Committee and then the final prioritisation process which takes place during the IDP Representative Forum.

The community participation took place during the September to October 2012 driven by the IDP and the Speaker's office. The aim of the meetings was to report on the municipality's progress on the 2012/13 projects and also to give communities the opportunities to raise and confirm priority issues that the municipality need to address within the 2013/14 financial year.

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The status quo of this local municipality, as reported by the community during the community consultations, exposes inadequacy in terms of services such as water and sanitation provision, electricity, roads and storm water, waste management, public transport, education, housing, tenure upgrading and land reform, Local Economic Development (LED), tourism development, social security, health and welfare, cemeteries, sports, arts and recreation. Photos depicting the consultations are as follows:

Some members of Council during the consultation meetings in ward 9



Community members including ward committees during the consultation meeting in ward 8



The Executive Mayor, Director: Community Services and the ward councillors engaging with the community as a collective



The Assistant Chief Financial Officer (Income) responding to community members concerns on the new Sebata Financial System



4.4. COMMUNITY PRIORITIES

Emerging from the public participatory engagements with communities and stakeholders within ULM the following priorities were identified from the different 9 wards:

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*** attached as one of the annexures to this IDP document is a comprehensive Community Based Plan document.

PRIORITY RANKING	PRIORITY	PROBLEM STATEMENT	WARD NO:	AFFECTED VILLAGES/TOWNS
1	WATER	Water reticulation	1,2,3	Enkomeni, Moodies area, Kempstone,, Emjindini Trust and KaMadakwa-Ndlovu, erf 3030, 831, erf 829, Msholozhi(Ext 17), Ext 18, Ext 19, at Phola Park (Ext.16) and Lindokuhle (Ext.15), Lurex farm, and surrounding farms, for part of Sinqobile
2		Replacing of asbestos pipes with PVC pipe line in the lower part of multi year project	6	Sperville and lower Dindela, phase 6
3		Replacing of asbestos pipes with HDPE pipe line phase 5	ward 5, 7, 9	(New Village, White City, Spearville) and 3 zones in Barberton town,

PRIORITY RANKING	PRIORITY	PROBLEM STATEMENT	WARD NO:	AFFECTED VILLAGES/TOWNS
4	Water	Placing of water hydrants in certain areas.	ward 9	Areas (civil services to investigate)

PRIORITY RANKING	PRIORITY	PROBLEM STATEMENT	WARD NO:	AFFECTED VILLAGES/TOWNS
1	Water	Water Provision by Water Truck	1, 2,3,4	Mlambongwane, KaGazi, Ka Madakwa Ndlovu, Madubula (investigate electrification of bore hole), Silver Creek, Mashayane, Nkomeni, Noordkaap, Sheba Ext 2 and 3, Hangingstone (Kabhobho), Katjematjema, Makepisi and (Uitval)Mahiyane. KaBhubhudla and Castlekop. Trio farm,

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				Hopewell farm ,White hills and Sunnymead)
1	Bulk Water Supply:	Bulk water supply:	1	Shiyalongubo, Sheba Proper, Esperado
3		Upgrading of the purification Rimers water plant.	Ward 9	
4		Raising of the Lomati dam wall		
5		Construction of 2nd dam (feasibility study was done-investigate)		
6		Building of a dam in Nkomeni	ward 2	

PRIORITY RANKING	PRIORITY	PROBLEM STATEMENT	WARD NO:	AFFECTED VILLAGES/TOWNS
1	Sanitation	Sewer reticulation	9, 4, 2	on erven 3030, 831, 829, Ext 15, 16, 17, 18, 19, Hulley's Hill
2		Upgrading of the sewerage system	4	for the portion of Ext 11
3		Upgrading of pump station.	3	Ext 10 phase 2 to cater to Lindokuhle and Phola Park system

PRIORITY RANKING	PRIORITY	PROBLEM STATEMENT	WARD NO:	AFFECTED VILLAGES/TOWNS
1	Sanitation	VIP toilets for the whole ward.	1,2, 4	Emjindini Trust and Hangingstone, Whitehill, Lincoln farm,

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				Uitvaal (Mahewu and Mashiyane) and Trio, Mlambongwane, Noordkaap, Shiyalongubo, Madubula, Silvercreek, and Esperado, Castlekop and Lurex farm, Ka Madakwa Ndlovu, Sheba Siding
3		Toilets to be renovated	9	At Keller Park.
4		Hawkers' facilities in General Street change to public toilets	9	CBD
5		Change toilets at info centre to be wheelchair friendly.	9	Information centre
PRIORITY RANKING	PRIORITY	PROBLEM STATEMENT	WARD NO:	AFFECTED VILLAGES/TOWNS
1	Maintenance and rehabilitation	Maintenance of Sewer line	6	for Ext 10 and lower Dindela
2		Programme of dealing with illegal connections to the sewer line (connecting storm water drainages into the sewer line)		
3		Drainage of the Communal toilets at	1, 2	Esperado, Shiyalongubo and Sheba Siding and in all areas in ward 2
4		Upgrading and maintenance of Public toilets	9	Kellar Park

PRIORITY RANKING	PRIORITY	PROBLEM STATEMENT	WARD NO:	AFFECTED VILLAGES/TOWNS
1	Electricity	Upgrading of Umjindi electricity supply	all	The whole of Umjindi

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	Provision of electricity in formalised areas	Upgrading of bulk supply	2	Emjindini Trust
3		Provision of electricity bulk and reticulation	1, 2	of Emjindini Trust (Kempstone, Nkomeni (part), Moodies, Bhubho), Sheba Proper
6		Provision of electricity	1, 3, 4, 9, 8	Shiyalongubo, Ext 17, 18, 19, stands; 3030, 829, 831, Haveness (at Verulam), KaMadakwa Ndlovu Phase 2, Sheba Siding, Esperado (21 RDPs)
7		Completion of electrification at Sheba sports ground	1	Sheba Siding
8		Completion of un-electrified houses	2	Emjindini Trust-area called Kempstone and Nkomeni-
10		Completion of un-electrified households and provision of light mast lights (4)	3	Ka Madakwa Ndlovu-

PRIORITY RANKING	PRIORITY	PROBLEM STATEMENT	WARD NO:	AFFECTED VILLAGES/TOWNS
1	Electricity High mast lights and street lights	High mast lights	All	Ka Madakwa Ndlovu, Dixie, Emjindini Trust, Sheba Siding, Ext 7, 9 and 10, 11, Mkhize Park, At walkway between Kathyville and Highway View, at Ext. 12 (by the bridge) , longhomes and Msholozhi, erf 831, Sinqobile school playground, Dikbaas and Bhulembu road, Soccer field in Kathyville
3		Flood light	7	at the stadium (Provincial league)
4		Street lights	9, 4, 2	Next to Santa hospital, Next to the bridge at Ext 11, general street, Between the government hospital and Crescent avenue, along main road at entrance of Emjindini Trust from town, in the tunnel from the play-park in Ext 6
5		Yellow light	9	At the passage next to KaMhola Primary school, Dikbaas, Kathyville Civic Centre.
PRIORITY RANKING	PRIORITY	PROBLEM STATEMENT	WARD NO:	AFFECTED VILLAGES/TOWNS
6		Pedestrian crossing with traffic light	(ward 9)	At Kathyville in General street to Burgerville.
7		Revised reticulation on electrical	(ward 9)	in Burgerville.

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7	Overhead lines	(ward 9)	Burgerville (Jonker Street) to be put underground.
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PRIORITY RANKING	PRIORITY	PROBLEM STATEMENT	WARD NO:	AFFECTED VILLAGES/TOWNS
9		Upgrading of lights at tennis courts	ward 7	Spearvile

PRIORITY RANKING	PRIORITY	PROBLEM STATEMENT	WARD NO:	AFFECTED VILLAGES/TOWNS
1	Electricity Vending machines	Replacement of broken vending machines.,	(ward 9)	
2		Vending machine	3, 7, 8, 2	Ka Madakwa Ndlovu and Aerodrome, Mahew, Sinqobile-
3		Investigate cell phone vending	Institutionally	All areas
PRIORITY RANKING	PRIORITY	PROBLEM STATEMENT	WARD NO:	AFFECTED VILLAGES/TOWNS
1	Other priorities	install robots	ward 6	Shongwe road , Makhanye road

PRIORITY RANKING	PRIORITY	PROBLEM STATEMENT	WARD NO:	AFFECTED VILLAGES/TOWNS
1	Road Storm water	Provision of roads stormwater drainage	5, 3,6,9	7, 10b,11, 13 and 14, Phumula, Spearville, KaKoperi to Mgababa, New Clare, white City, Burgerville, KaMadakwa Ndlovu
2		Tarring of roads	4,3,8,5,6,9	for Lindokuhle and Phola Park and Ext 8, Verulam, From Ext 11, 12 and Msholozzi, Ext 7, 9, 10 and Dindela , New Village, Spearville and

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				family units, New Village and Spearville Highway view, New Clare, and White City.
3		Crown Street to be rebuilt. Study to be done by University task team as project free of charge.	9	CBD
4		Enlargement of roads	6	Makhanya Road, Ext 7,10 and old graveyard road.
PRIORITY RANKING	PRIORITY	PROBLEM STATEMENT	WARD NO:	AFFECTED VILLAGES/TOWNS
5		Side walk paving	4	from Eskalini to the whole road of Ext 12
6		Upgrading of the lower bridge	3,4	between Ext 7 and Ext 8.
7		Storm water	7	for Upper Spearville and family units.
8		Naming of streets	7	iNew Village.
9		Link road	7	from family units to Santa Hospital.
10		dropping zone.	7	Ekujabuleni Disabled centre

PRIORITY RANKING	PRIORITY	PROBLEM STATEMENT	WARD NO:	AFFECTED VILLAGES/TOWNS
11	Other priorities Road Storm water	Pedestrian crossing	7, 9	from Erf 831 to the stadium, from Burgerville to the cemetery, Eskalini
12		Bus shelters	7	at New Village (Mall) , Spearville (at old clinic and opposite G-LIne). (
13		Investigate the size of the tarred streets in the location to see whether they are a right size		

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1	Rural Area Foorbridge	Foot Bridge	1, 2, 3, 4, 5	between Spearville and Dindela at Mkhize Park (lower part), from Ext 11 to Ext 12 next to the tarred road, Sheba Siding at KamaHohloka, Ka Madakwa-Ndlovu and Khanyisile, Mkhiweni crossing to the sports ground, Kabhobho, joining Graveville and Ext 10
2		Bridge	2,1,7, 6	next to Amon Nkosi, Emjindini Trust and Gushede, from Kempstone to eGushede, from Moodies to Enkomeni, Shiyalongubo, Spearville and Santa, Spearville and Dindela

PRIORITY RANKING	PRIORITY	PROBLEM STATEMENT	WARD NO:	AFFECTED VILLAGES/TOWNS
1	Provincial Roads	Tarring of the ring road	2	from Prison Farm to KaMadakwa Ndlovu via Emjindini Trust connecting to R38 via the Royal kraal to TPA to Glenthorpe
2		Tarring of the main road	1, 2	from Barbrook mine to Shiyalongubo (15km), loueiville to Shiyalongubo, TPA via Glenthope to De Kaap (sappi to be approached to assist)
3		De kaap from R40		
4		Speed hump/ stop sign	1, 8	at the road to Kaapmaiden next to Verulam Settlement, from Sheba siding to Sheba mine where pedestrians cross R38 to kaapmaiden, N4, next the bridge at Sheba Siding road from Barberton to Kapmaiden
PRIORITY RANKING	PRIORITY	PROBLEM STATEMENT	WARD NO:	AFFECTED VILLAGES/TOWNS
5		Tarring and maintenance of the road	1	from the dam to Shiyalongubo (sappi and Batobic to be approached for assistance)

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6		R40 (14km from Barberton to saddleback)		
7		Grills toward the pedestrian crossing		Ekhiyeni Primary School, from Barberton to kaapmaiden next to Lows creek clinic and the stop sign
1	Gravel roads	Gravel roads for all roads	7,6,3,4, 8, 1	from Spearville to Santa, in Ext 10B, 13 and 14 to Lindokuhle and Ext 8 to Ext 14, Phase 2, Ext 11 and 12, Verulam, all areas in ward 1

PRIORITY RANKING	PRIORITY	PROBLEM STATEMENT	WARD NO:	AFFECTED VILLAGES/TOWNS
1	Speed Humps (concrete)	Speed humps	4,5,6,7,9	for Amon Nkosi and next to the Ext 11 and 12 bridge, Ext 7, 10 and Phumula, between Ext 7 (next to Faith mission) & 10(Ngaka cashi and next oum Piet) and Phumula (main road next to KaMbuli), at the four way stop at Dindela, longhomes/Phumula (CJC church, and the last street of longhomes, Mbhiza street, Mboko street), New Village, Spearville and ERF 831, cnr gwalagwal and Makhanya streets, Dikbaas (fire street to Monte vista phase 1), General street across Burgerville,ext 6 (main road)

PRIORITY RANKING	PRIORITY	PROBLEM STATEMENT	WARD NO:	AFFECTED VILLAGES/TOWNS
1	Naming of Streets	Street naming.	All	All streets in Umjindi with no street names

PRIORITY RANKING	PRIORITY	PROBLEM STATEMENT	WARD NO:	AFFECTED VILLAGES/TOWNS

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1	Human Settlement RDP Houses	Provision of RDP housing	1, 2,3,4,8,	(Shiyalongubo, Sheba Siding, Dixie, Esperado , (Enkomeni, Moodies Area, Kempstone, Ka-Bhobho, Main Emjindini Trust, KaMadakwa Ndlovu Lindokuhle and Phola Park, Castlekop, Verulam, Ext 12, Uitval, Sussenheim, Ext 13,14
2		Rebuilding of RDP Houses and transfer of title deeds	9	in Burgerville to be re build

PRIORITY RANKING	PRIORITY	PROBLEM STATEMENT	WARD NO:	AFFECTED VILLAGES/TOWNS
3		Maintenance of RDP houses	All ward	All areas with IDPs
4		PHP/RDP houses	7,2	at New village and Spearville, RDP houses at Hanging stone, Mount Olive, Duncan village, White hills and Sunny-mead
1	PHP Houses	PHP housing	7, 6	for Spearville and New Village. for Ext 7 and 10, Lindokuhle and Phola Park, in all areas in ward 2
1	Rental Stock	Renovation of the flats	7	family units.
2		Integrated housing development	7	Erf 831 (rental stock).
3		rental stork	9	829 and 3030

PRIORITY RANKING	PRIORITY	PROBLEM STATEMENT	WARD NO:	AFFECTED VILLAGES/TOWNS
1	Project Link	Houses for middle income earners	3, 4, 1,9,	in all the wards (Ext 6, 14, 11,13, 12, Verulam, Sheba Siding, stand 3030, Kathyville , New Clare ,Stand 829 and other Extension

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1	Town Planning	Upgrading of land tenure	1,2	Mlambongwane, KaGazi and Noordkap, Esperado, Madubula, Silver creek, Shiyalongubo, Uitval and Castlekop, Hanging Stone farm
2		Acquisition of land	4	Portion 2 of Farm Biggar (Lurex) from Human Settlement, Brooklyn farm (between Lindokuhle and Phola Park) from Public Works and portion 67, Barberton town land at Ext 12, Portion of 692 JT Oorschot, Brooklyn farm, Noordkaap, Ka Gazi

PRIORITY RANKING	PRIORITY	PROBLEM STATEMENT	WARD NO:	AFFECTED VILLAGES/TOWNS
3		Formalization of areas	8	of the remainder of Verulam 351JT and portion of portion 14 Barberton Town lands 369JU. (8)
4		Formalization of cemeteries	1,2,3,8	(Castlekop, Sheba Siding, Verulam, Emjindini Trust, KaMadakwa Ndlovu, Investigate whether new sites for cemeteries are needed for Town, Emjindini (to be finalised before the final approval of the IDP
PRIORITY RANKING	PRIORITY	PROBLEM STATEMENT	WARD NO:	AFFECTED VILLAGES/TOWNS
1	Refuse removal and waste management (Refuse Removal for rural areas)	Feasibility study for rural areas to be conducted on	ward 1, 2	KaMadakwa Ndlovu and privatization of the service.
		Refuse Removal and waste management		
1		Refuse removal for formalized areas	Provision of refuse removal bins	5,4,9,7
2	Refuse removal and waste management		1,2, 8	Verulam. All areas in ward 1 and 2

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3	Review and implementation of bylaws and educational programs to be held.	All	all
4	Establishment of recycling plant	Landfill site	8
5	Review of the Integrated Waste Management plans by EDM	Institutional	N/A

PRIORITY RANKING	PRIORITY	PROBLEM STATEMENT	WARD NO:	AFFECTED VILLAGES/TOWNS
11	Cont Refuse removal for formalized areas	Roving truck to collect trees and etc.	Institutional	N/A
12		Investigate buying of dust bin for communities by Council and be charged in their service account	Institutional	N/A
13		Investigate the paying of a fee for dumping Building rubble when applying for building plan	Institutional	N/A
14		Investigate the spraying of grass on pavements	Institutional	N/A
15		Engage stakeholders in funding refuse removal	Institutional	N/A
1	Covers all wards	Upgrade the current landfill site to be in compliance with the Environmental Management Act, Water Act	Institutional	N/A
2		Eradicate illegal dumping	Institutional	N/A
4		Accessibility of Solid waste removal service to the community	Institutional	N/A
PRIORITY RANKING	PRIORITY	PROBLEM STATEMENT	WARD NO:	AFFECTED VILLAGES/TOWNS

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1	Sports, Parks and Recreation	Sports ground and play park	8	Verulam (maintenance)and Dikbaas.
2		Play ground and play park	4, 3	at Ext 11,12, 13 and Msholoji.
3		Provision of sports facilities.	1, 2	in Sheba Siding, Dixie, Lows creek, Shiyalongubo, Emjindini Trust, Moodies area, Hanging Stone
4		Fencing of Sports ground	3	at Ext 13. (3)
5		Play park	6	for Ext 7,(Lower Spearville, Lower Dindela and Santaview, Family units
6		upgrade Cyril Africa play park	5	Ext 10
7		Recreational park	7, 5, 9	family units, next to Faith Church, Keller Park
8		Renovation and maintenance of the Indoor Sports Centre.	7	Spearville
9		Establishment of sport city in ward 7	7	Spearville

PRIORITY RANKING	PRIORITY	PROBLEM STATEMENT	WARD NO:	AFFECTED VILLAGES/TOWNS
10	Sports, Parks and Recreation	Fencing of existing sports grounds next to the roads		
11		Maintenance of existing sporting facilities: Swimming pool	9	Kathyville and Burgerville.
12		Combine sport facilities	9	Ngwane Primary and Municipality. Mountain view school and Municipality joint venture
13		Maintenance of netball courts	9	next to Coronation park and soccer field Kathyville.

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14	Re build the lapa at Rimers creek to be rented out to the Public.	9	
15	Netball sports ground	1	Sheba Siding , Lows creek and Dixie. (to be investigate)

PRIORITY RANKING	PRIORITY	PROBLEM STATEMENT	WARD NO:	AFFECTED VILLAGES/TOWNS
1	Cemeteries	(Muslim and Christian) and town cemetery to be properly fenced and extended.	9	Kathyville
2		Town cemetery to be expanded and fenced phase 1 (5 phases).	9	Town

PRIORITY RANKING	PRIORITY	PROBLEM STATEMENT	WARD NO:	AFFECTED VILLAGES/TOWNS
1	Health And Social Development	Clinic	1, 2,3,4,8	in Sheba Siding, 17, 18 ,19, KaBhobho (Hanging stone), Ext 13, Verulam, KaMadakwa-Ndlovu, Glenthorpe toward De Kaap, Moodies area and Glenthorpe
2		-Mobile Clinic	1	at Shiyalongubo, Dixie, Noorkap and Mlambongwane, Nelshoogte,
3		Extended hours and weekends clinic and public phones to be fixed	1	in Lows creek
4		Dumping of medical waste	2	between Loiuvile and Lows creek clinic
5		Homebase cares	1,3, 6	for KaMadakwa Ndlovu, Dixie, Sheba Siding, Lows creek and Shiyalongubo, Ext 10, Phumula and Lower Dindela.

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PRIORITY RANKING	PRIORITY	PROBLEM STATEMENT	WARD NO:	AFFECTED VILLAGES/TOWNS
6		Home for handicapped children and adults:	9	(Area to be identified for establishment). (9)
7		Upgrading of the Clinic's	9	at Kathyville and Town. (9)
8		Upgrading of Ma Africa Clinic to be in compliance with Health Regulations such as HIV and Aids counseling rooms, in syringe bins and other medical waste storage facility	5	Phumula
9		HIV and AIDS program to educate the residents of the entire ward ;	ward 1	

PRIORITY RANKING	PRIORITY	PROBLEM STATEMENT	WARD NO:	AFFECTED VILLAGES/TOWNS
1	Education	Building of a library	2, 3	by Kempstone area, next to kaMhola High School, Ext 13 and KaMadakwa-Ndlovu
2		Upgrading of Library and Resource centre	9	Town
3		Primary School	3	Ka-Madakwa ndlovu and High School
4		High school	1, 8	Ext 13, Sheba Siding
5		Crèche	3	for Ext 13 and KaMadakwa-Ndlovu.
6		Support the development of pre schools, RR Classes. (9)	in ward 9	
7		Continuation of local University community forum to engage with higher education and other	9	829

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		institutions to establish satellite campuses.		
8		Thusong centre		KaMadakwa Ndlovu
PRIORITY RANKING	PRIORITY	PROBLEM STATEMENT	WARD NO:	AFFECTED VILLAGES/TOWNS
1	Community Amenities	Pension pay point		Sheba Siding
2		Community hall	1	Sheba and Dixie, Verulam and Dikbaas.
3		Building of a Community Hall	2	Enkomeni. (2)
4		(Upgrading eGushede/Building of an MPCC in	2	Emjindini Trust. (2)
5		MPCC	3,4	Ext 13 and Ext 12, Verulam.
6		Vending machine	3	KaMadakwa-Ndlovu.
7		Provision of a municipal pay office	5	Phumula opposite KaMhola High School
8		Old age home	7	erf 831.
9		Eco-heritageSwimming pool	7	Mkhize park and maintenance of the park (fencing).
10		Place of safety	7	Spearville (family units)

PRIORITY RANKING	PRIORITY	PROBLEM STATEMENT	WARD NO:	AFFECTED VILLAGES/TOWNS
11	Community Amenities	Cultural centre	7	Spearville (family units)

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12	MPCC within the ward, stop signs in the whole ward at fourways. (7)	7	
13	Day care centre	8	Verulam

PRIORITY RANKING	PRIORITY	PROBLEM STATEMENT	WARD NO:	AFFECTED VILLAGES/TOWNS
1	Local Economic Development	Youth development centre -	Ward 5	To benefit all areas
2		Job creation	All	To benefit all areas
3		Enterprise development	all wards.	To benefit all areas
4		Skills development for all wards.	all wards.	To benefit all areas
5		Skills centre	1,2	in Sheba Siding and Lows creek.
6		Building on a SMME centre	2	Enkomeni area.
7		Masibuyele emasimini project		(Portion 94 of from Barberton Townlands 369 JU). (7)
8		Create link with 'working for water' to identify and eradicate alien vegetation.	9	Town
9		Cable line project.	9	Town
10		Compilation of a Development Prospectus including all business plans for possible development in ward 9	9	Town
PRIORITY RANKING	PRIORITY	PROBLEM STATEMENT	WARD NO:	AFFECTED VILLAGES/TOWNS

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1	Transport	Provision of bus shelters	4,5	at the four way stop, Longhomes and Phumula. Main roads in ward 9, Shongwe road
2		Three- way stop	9	Town (Pick 'n Pay Centre)
4		Parking area for Mountain view school.	9	
5		Upgrading of walkways in heritage walk area.	9	
7		Taxi rank- CBD possible site	9	Town (shoprite/Friendly grocer)
PRIORITY RANKING		PRIORITY	PROBLEM STATEMENT	WARD NO:
1	Public safety	Fire hydrants (community safety)	4	For Ext 12.
2		Community safety centre		For the whole of Umjindi.
3		Police Station		In Sheba Siding, Emjindini Trust, Verulam
4		Mobile police station		for Shiyalongubo, KaMadakwa Ndlovu
5		Police station to operate 24hours	7	Emjindini Ext 3
6		Upgrade SAPS building(satellite fire station- investigate)		
1	Programmes to be implemented or enhanced	SAPS to assist all Existing CPF structures / sub forums through induction, training programmes and protection of CPFs member.		
2		Department of Safety and security to involve the municipality in all their community outreach programmes		

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PRIORITY RANKING	PRIORITY	PROBLEM STATEMENT	WARD NO:	AFFECTED VILLAGES/TOWNS
1	Customer care	Establishment of a 24 hour toll free number for communities to launch their complaints		
1	INSTITUTIONAL PROJECTS	Fire engine	Institutional	N/A
2		Feasibility study on water situation and possible raising of dam wall.	Institutional	N/A
3		Disaster management plan to be gazette.	Institutional	N/A
4		Peace officer to be appointed in the Traffic department to enforce the bylaws in the Municipality.	Institutional	N/A
5		Councillors and Ward committee offices for all wards	4	D5
6		Beautify CBD and Indian CBD e.g. Install flowerboxes in front of all shops and assist hawkers.	9	Town (CBD)

4.5. MUNICIPAL INSTITUTIONAL SWOT ANALYSIS

ASPECTS	CONCEPT	COMMITMENT	COMPETENCIES	REMEDIAL ACTION WHERE NECESSARY
Strengths	<ul style="list-style-type: none"> Vision talks to all documents – IDP, PMS Etc. Community participation in ward & committee meetings Use of local radio/media 	<ul style="list-style-type: none"> Use of resources within our means Community supports leadership Service delivery still on 	<ul style="list-style-type: none"> Excellent training institution in terms of practical knowledge Training to advance skills & do the job 	Maintain those strengths and build on them to achieve greater things for the municipality in the next five years.

Umjindi Municipality 2013-14 IDP

	<ul style="list-style-type: none"> • Client needs are addressed • A preferred destination • Knowledgeable people who can do the job • Quick response to community needs • IDP - very consultative process • Community participation programme that is working • Proper IDP in place • Spatial Development Framework in place • PMS for Section 57 in place • By-laws in place • Access for disabled people • Strong administration 	<ul style="list-style-type: none"> • course • Good spending of grants • Committed and united political leadership • 	<ul style="list-style-type: none"> • Appointment qualified people • Skills development programme & facilitator • Skilled and knowledgeable administration • Ability to execute duties 	
Weaknesses	<ul style="list-style-type: none"> • LED strategy to be reviewed • Hawkers' stalls become white elephants • LEDF in existence but not functional • Vision not speaking to the current situation • Economic growth • Work processes are not documented for reference • Our successes are not communicated (newsletter) • Vision not known and understood by all • Do not understand all the needs of the client 	<ul style="list-style-type: none"> • Lack of commitment due to non-recognition of staff • Individuals with negative attitudes who holds influential positions in the municipality • Committed people are not influential – "Pull Him Syndrome" • Subtly racialism among employees • Blurred lines of protocol • Deliberate intentions to sabotage progress in the 	<ul style="list-style-type: none"> • Lack of success planning • No mentoring and coaching • Competency levels not met in the appointment of top level staff • Inability to retain skilled & trained staff • Financial constraints due to economic melt-down – putting a hold on skills development • Skills development • Proper planning in terms of resources (use) 	<p>Work on a new vision, mission and values statements before planning for the 2014/15 financial year commence</p> <p>Correct as many of the internal work processes; organisational behaviour and organisational structural issues currently impacting negatively on each of the 3 Cs.</p> <p>Where the weakness is due to or causes non-compliance, the municipality must focus attention on these and ensure compliance is achieved as soon as possible taking each C one at a time.</p>

Umjindi Municipality 2013-14 IDP

	<ul style="list-style-type: none"> Poor communication PMS for Section 57 employees only Non-implementation of by-laws 	<p style="text-align: center;">municipality</p> <ul style="list-style-type: none"> Lack of involvement from leadership and staff 		
Threats	<ul style="list-style-type: none"> Limited budget allocation unavailability of bulk services Labour unrest on hidden agendas Unrealistic demands by communities and staff Community unrest High unemployment 	<ul style="list-style-type: none"> Labour and community unrest Non-payment for service accounts Influx of foreigners Community unhappiness Lack of delivery service Qualified audit report 	<ul style="list-style-type: none"> Staff turnover Poaching of skilled staff by bigger municipalities and private sector Grading of municipality is low Budget constraints i.t.o training budget Non-development of staff in terms of full potential of staff for a better Council 	Take preventative measures to ensure that no non-threat grows into a problem that reduces the performance culture in the municipality. The key action here is to include as many of these threats in the Risk Management plan of the municipality.
Opportunities	<ul style="list-style-type: none"> Growth – need vibrant marketing in terms of tourism development Accessible to tourist destinations. KNP/Swaziland Good marketing strategies Economic development/ investment Reduce unemployment and poverty Good marketing strategies exist Vision to be understood by all Cascade PMS to all staff 	<ul style="list-style-type: none"> Improve relations between staff, political leadership and community Strengthening the vision and goals for Council 	<ul style="list-style-type: none"> Success planning, coaching & mentoring Learnerships and skills programme – participation of employed and unemployed staff Compliance with National regulations on appointment of staff with the right qualities/skills Learnership opportunities from 	Convert as many of these opportunities in the final strategic and eventually IDP and SDBIPs of the municipality in each area of the 3 Cs mentioned.

Umjindi Municipality 2013-14 IDP

	<ul style="list-style-type: none"> Improve quarterly Public Consultation meetings 		LGSETA <ul style="list-style-type: none"> Identify skills programmes Identify funding resources for training Extra funding for resources (Water truck and fire engine, etc.) 	
Composite Average scores	$25+60+65+50 = 200 / 4 = 50\%$ (gap of 50% to reach 100%)	$45+45+60+40 = 190/4 = 47.5\%$ (gap of 52.5% to reach 100%)	$20+65+70+60 = 215/4 = 53.75\%$ 56% (gap of 44% to reach 100%)	Overall, these scores indicate that in all the three Cs, there is a significant mileage still to be travelled to achieve organisational excellence

Umjindi Municipality 2013-14 IDP

4.6. POLITICAL LEADERSHIP AND ADMINISTRATION

4.6.1. The Political Leadership

The Umjindi Council was inaugurated on the 31st of May 2011 which will be responsible for overseeing the financial management and service delivery of their municipality meaning that they will consult with the community, set priorities and give direction, determine policies, approve budgets for development of the community and delivery of essential services, and monitor the outcomes of policy and budget implementation.. The municipality still operates with an Executive Mayoral Committee system consisting of Executive Mayor and three Members of Mayoral committee of which only two are appointed for now due to financial constraints. The municipal council consists of 18 councillors. Nine councillors represent the wards and the other nine are proportional representatives elected to represent political parties on the basis of proportional representatives. The ruling party in council is ANC with 15 councillors. all of the three remaining councillors, represent DA.

The political leadership has committed into the following 5 year strategic objectives in line with the National Key Performance Areas:

- A better life for all through improved access to basic services and infrastructure
- Accountable financial planning and management
- Economic growth and job creation
- To transform the organisation and to develop its Administration in line with Council's new vision
- To strengthen public confidence through effective Stakeholder Management

			
The Speaker: Cllr Prince Vusi Mkhathshwa & ward 5	The Executive Mayor: Cllr Lazarus Mashaba	MMC Finance: Cllr Elizabeth Mkhabela	MMC Technical: Cllr Mavi Hlophe & ward 6

Umjindi Municipality 2013-14 IDP

			
Ward 1: Cllr Hendry Liberty Shongwe	Ward 2: Cllr Aaron Mfana Simelane	Ward 3: Cllr Lucky Sambo	Ward 4: Cllr Anthia Sizakele Mthunywa
			
Ward 7: Cllr Mongezi Christopher Nkosi	Ward 8: Cllr Meshack Enock Nsimbini	Ward 9: Cllr Elisabeth Jacobs	Ward 1: Pr Cllr Sindisiwe Irene Gama
			
Ward 2: PR Cllr Busisiwe Ntombi Mathebula	Ward 3: Pr Cllr Doreen Chibi	Ward 6: Pr Cllr Tebisile Rebecca Manyisa	Ward 7: Pr Cllr Phetha Meinston Mnisi

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Ward 8: Pr Cllr Phillipus Christopher Minnar	Ward 9: Pr Cllr Sarah Mabuza

4.6.2 The Municipal Organizational Structure and a Breakdown of All Departments

The Administration of the Umjindi Local Municipality is made up of Executive Council, Speaker, Chief whip and six directorates. The breakdown of staff is as follows:

CATERGORY	NUMBER
Male	228
Female	81
People with disabilities	4

MUNICIPAL
MANAGER

COMMUNITY
SERVICES

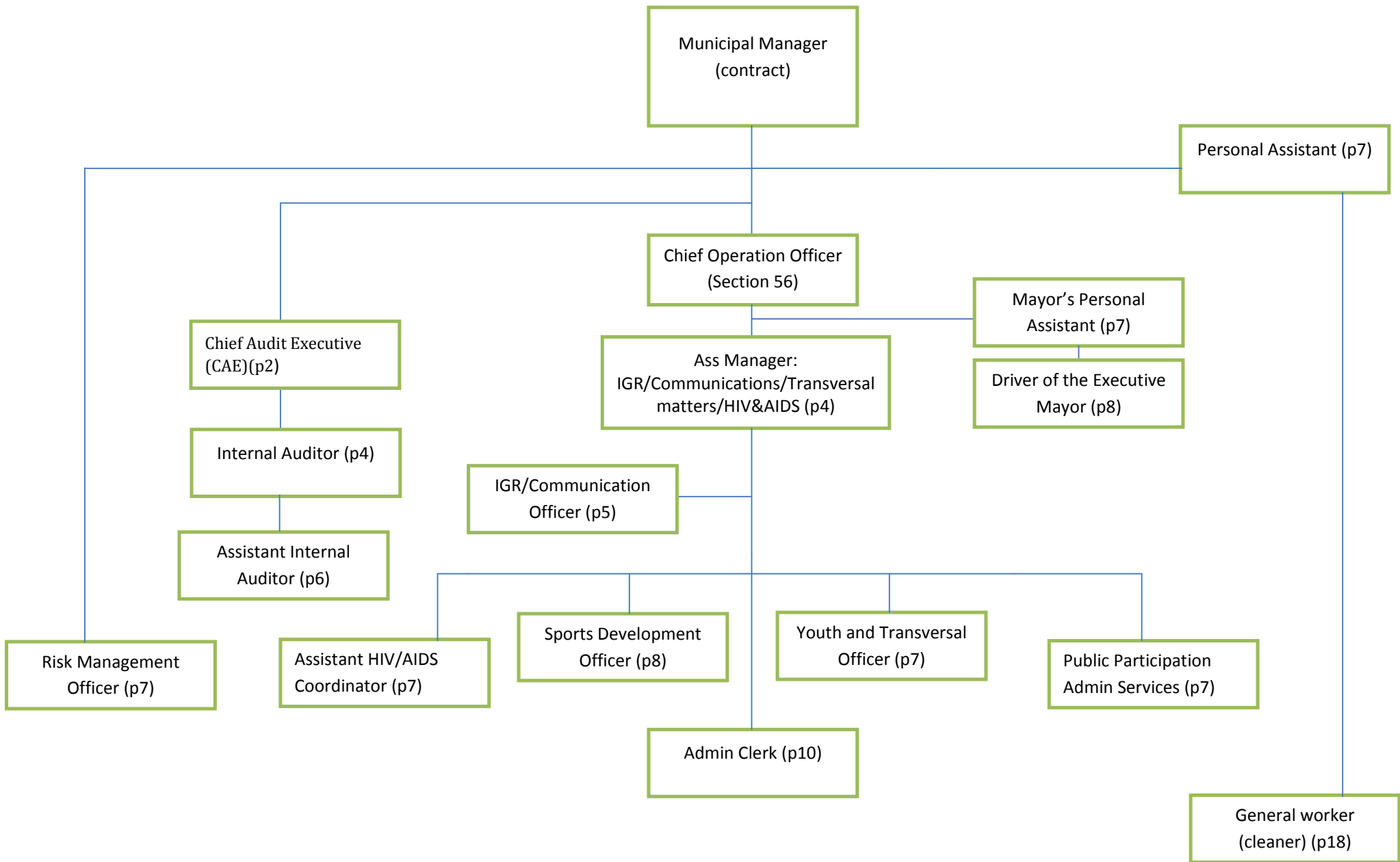
FINANCIAL
SERVICES

TECHNICAL
SERVICES

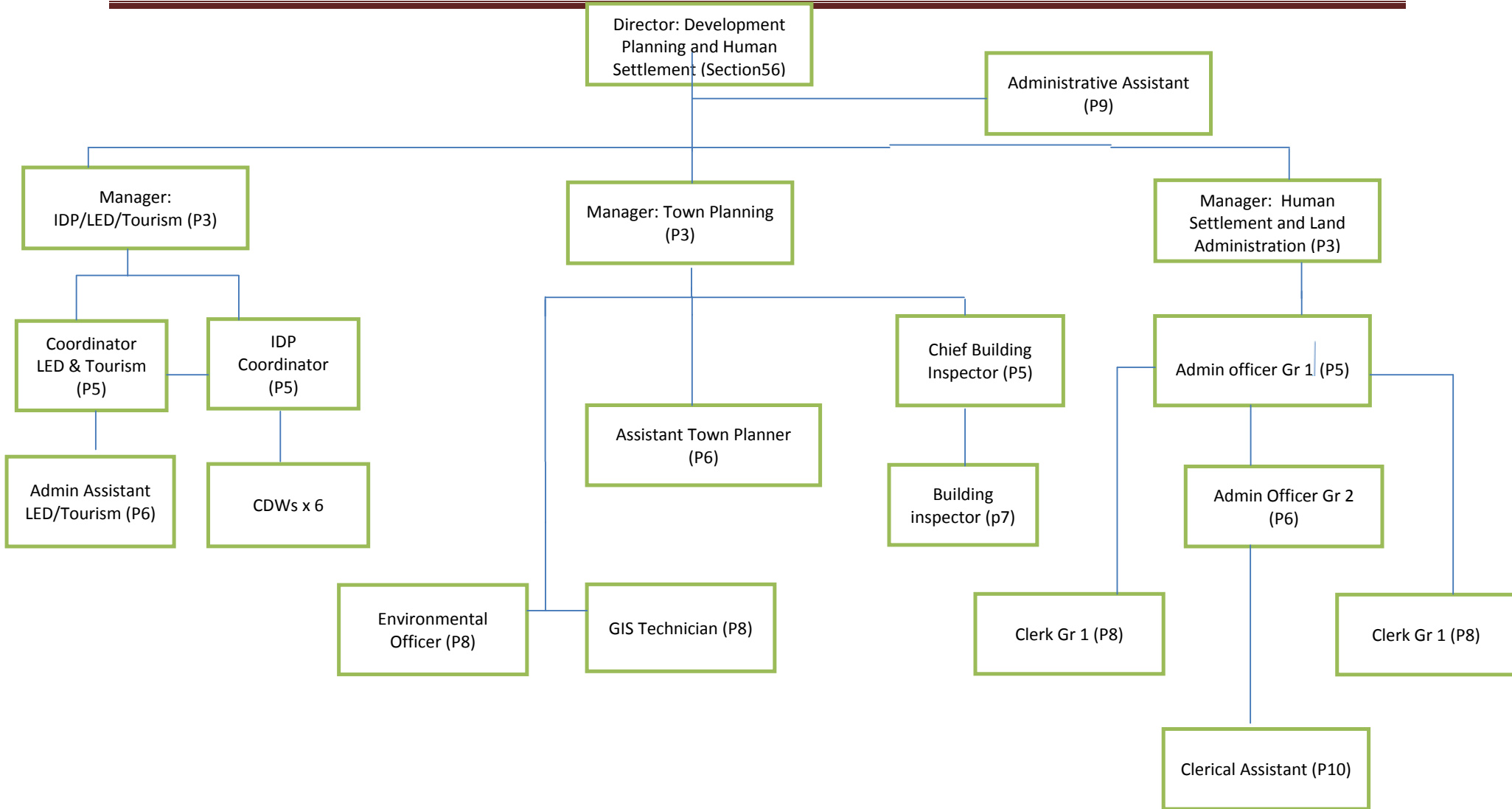
DEVELOPMENT
PLANNING AND HUMAN
SETTLEMENT SERVICES

CORPORATE
SERVICES

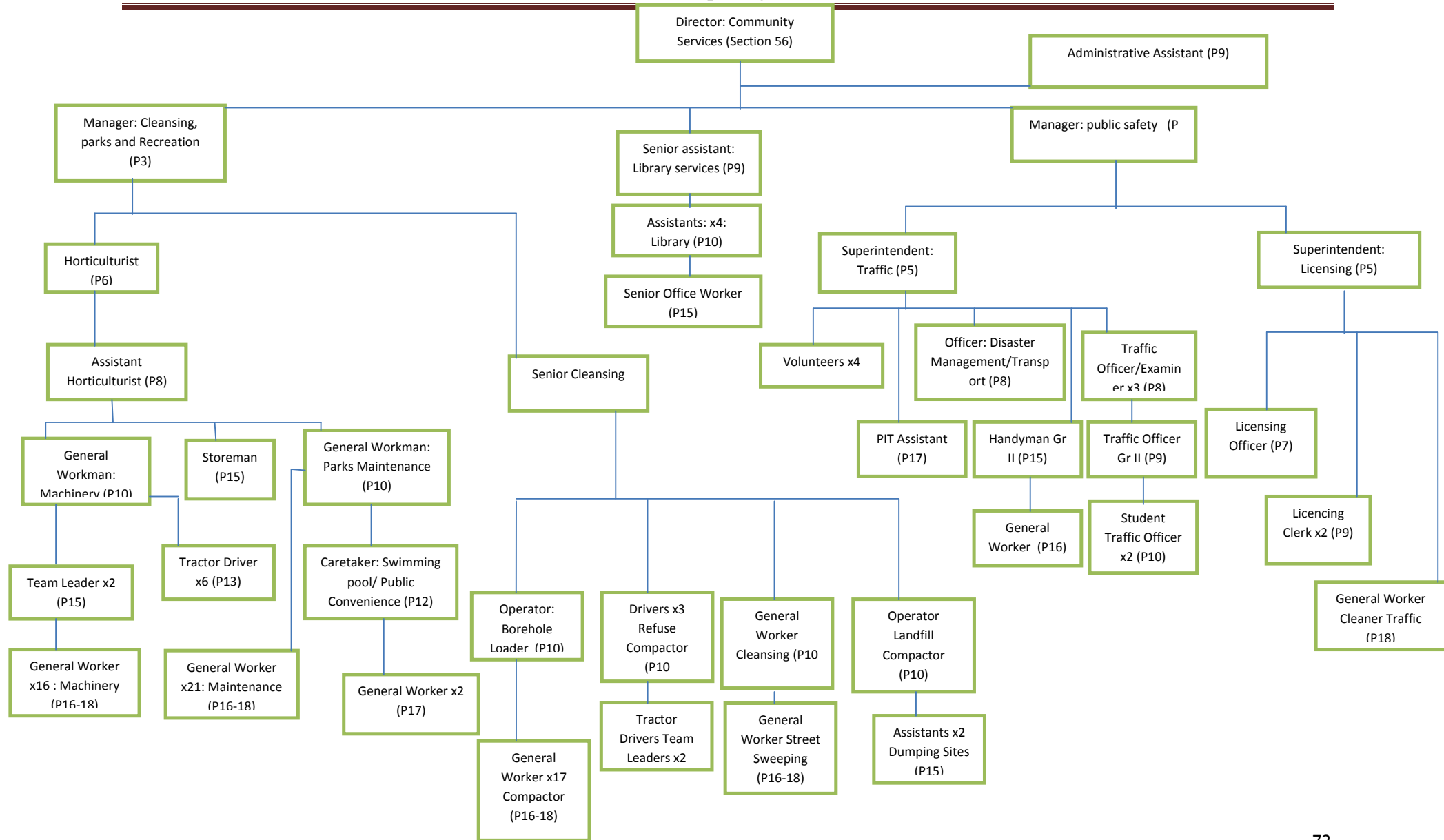
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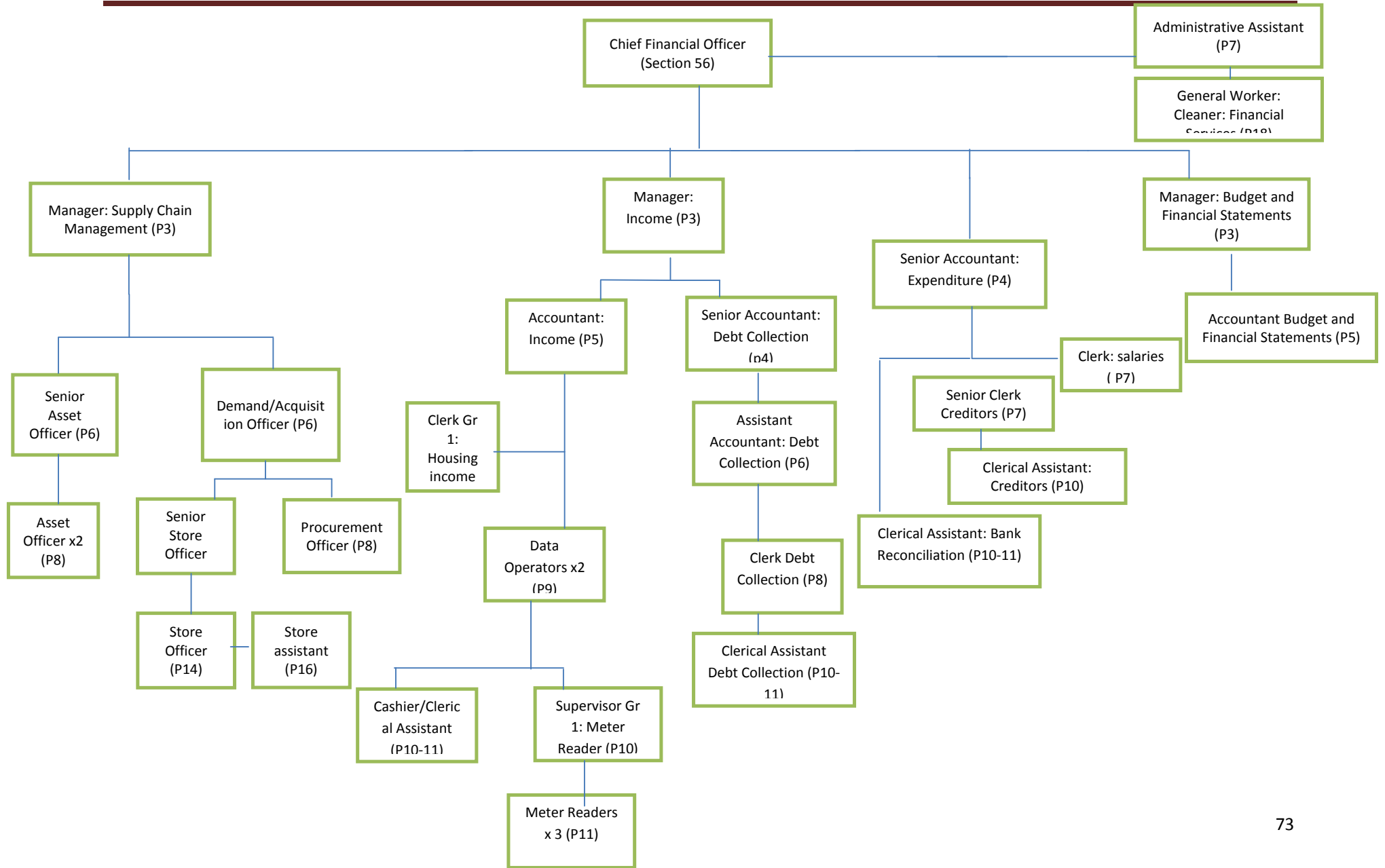
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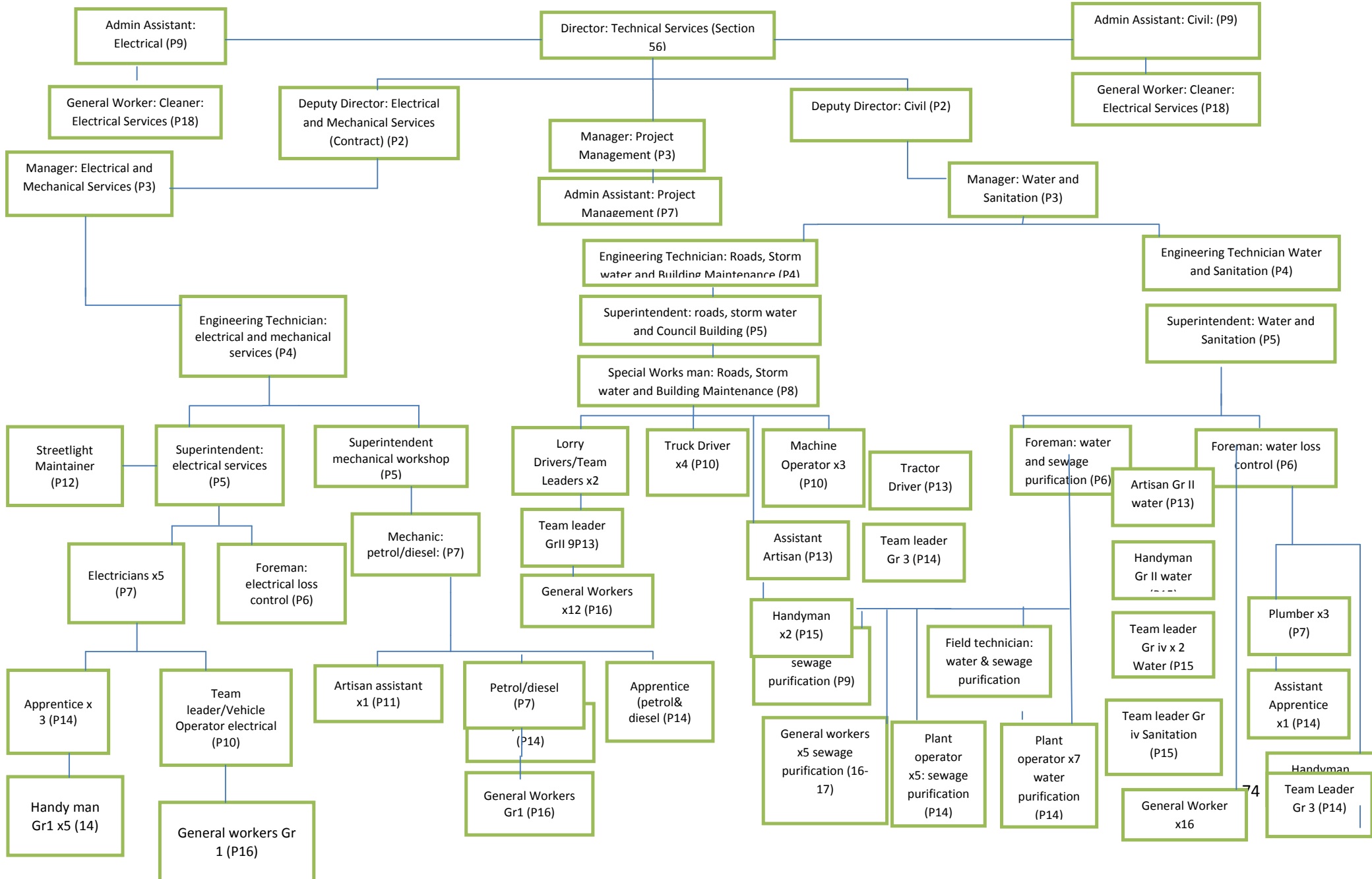
Umjindi Municipality 2013-14 IDP



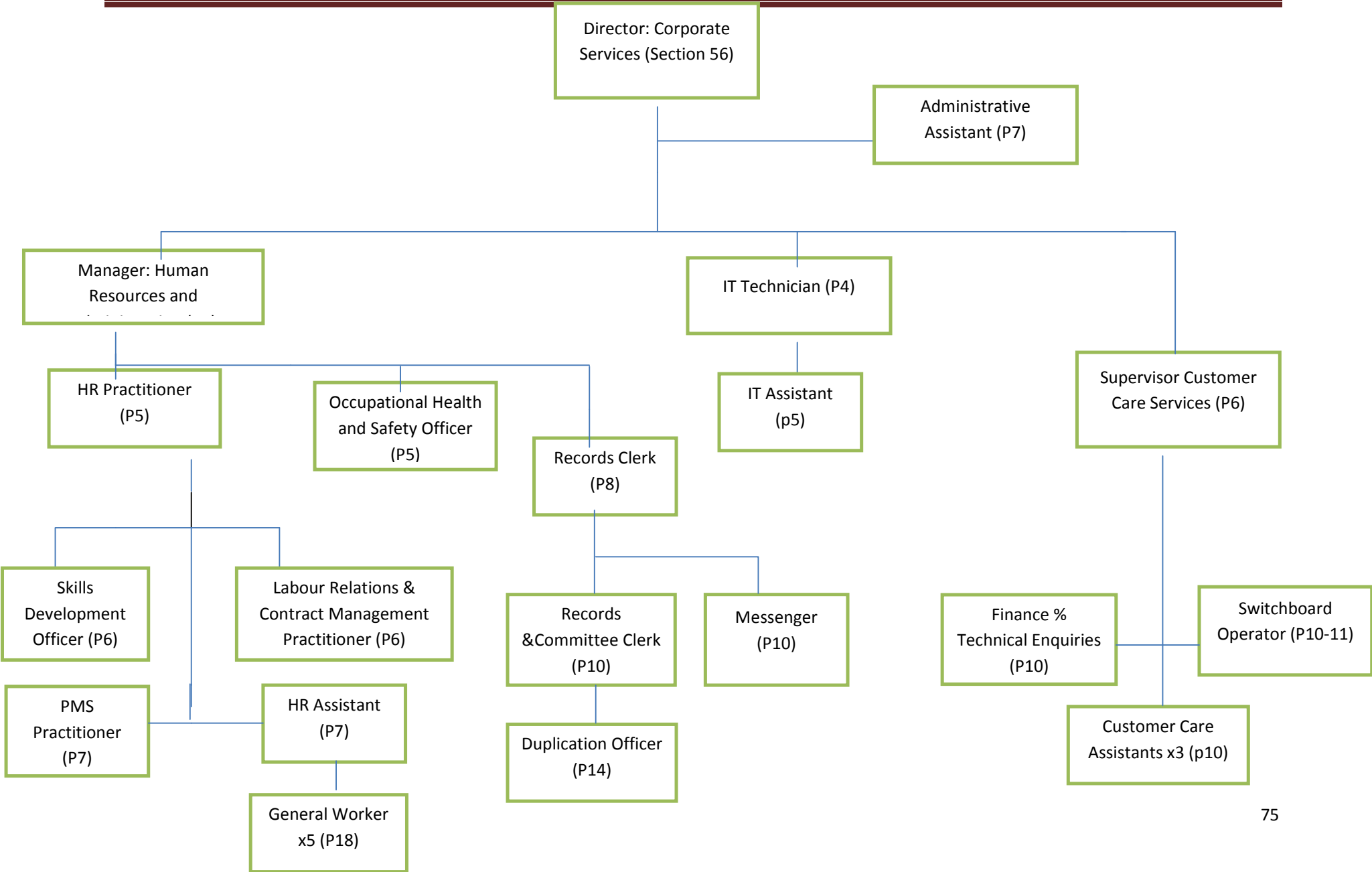
Umjindi Municipality 2013-14 IDP



Umjindi Municipality 2013-14 IDP



Umjindi Municipality 2013-14 IDP



CHAPTER 5: STRATEGIC ANALYSIS

5.1. INTRODUCTION

Integrated Development Planning (IDP) is a process whereby municipalities prepare 5 year strategic plans that are reviewed annually in consultation with communities and stakeholders. These plans seek to promote integration by balancing, social, economic and ecological pillars of sustainability and by coordinating actions across sectors and sphere of government. The Integrated Development Plan ensures that municipalities fully utilize their scarce resources and accelerate service delivery. The council plays a crucial role in making decisions based on the needs and priorities of their communities.

The Umjindi Municipality prides itself in fulfilling its mandate through this following vision, mission and core values.

5.1.1. VISION

The gem of the Lowveld, a preferred destination for all.

5.1.2 MISSION

Our mission is to serve the Umjindi residents with quality services that are sustainable and reliable; also developmental and affordable in order to be the preferred destination for all.

5.1.3 MUNICIPAL CORE VALUES

- Long term strategic perspective
- Quality Work Products or Services
- Positive Organizational management & teamwork or collaboration
- Customer Service and Sensitivity
- Wise and economic Use of Resources
- Employee and municipal organizational development and growth
- Ethical Conduct (Added to the top six by plenary)
- Integrity

5.1.4. UMJINDI MUNICIPAL COUNCIL'S 5 YEAR PRIORITY PLAN (GOAL)

The newly elected Councillors together with Administration held a 2 day Strategic Planning Workshop in August 2011 to determine the new vision, mission, core values and 5 year strategic objectives

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Due to the predominantly rural-character of the Umjindi municipality, the status quo of this local municipality, as reflected in its IDP, exposes inadequacy in terms of services such as water and sanitation provision, electricity, roads and storm water, waste management, education, housing, tenure upgrading and land reform, Local Economic Development (LED), tourism development, social security, health and welfare, cemeteries, sports, arts and recreation.

Therefore Council agreed that the following priority areas will form the basis of Umjindi Municipal development for the next 5 years (2012/13- 2016/17).

Infrastructure and service delivery: Roads and storm water drainage, Water, Township establishment and/or land reform, Sanitation, Electricity, Waste management, Housing Safety and security, Cemeteries, Sports, arts and recreation, eradication of informal housing settlement through proper housing programme

Social Development: HIV and AIDS

Local Economic Development (LED) and Tourism development: half poverty by 50% through economic and tourism programmes

Social development:

1. Transversal issues and social upliftment (MPCC) and community amenities
2. Education- universal access to primary education

Financial Viability

Institutional Development and Transformation

Good Governance and Public Participation

Public-private partnerships in project funding with local mines

5.2. STRATEGIC OBJECTIVES

KEY PERFORMANCE AREA	STRATEGIC OBJECTIVE	PRIORITY AREA
Basic Service Delivery and infrastructure development	A better life for all through improved access to basic services	Water Sanitation Electricity Roads and storm-water Refuse removal and waste management Housing Town planning MPCC
	To co-ordinate and facilitate public safety	Disaster Management Law Enforcement

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Local Economic Development	To create an enabling environment that will promote economic growth	Economic growth SMME development Economic Development Capacity building
	To alleviate poverty through job creation	Job creation
Financial Viability And Management	To implement sound financial planning	Grant Funding Revenue Collection Debt Recovery Budget Property Rates
	To promote financial management and accountability	Expenditure
	To ensure compliance and adherence to the approved Supply Chain Management of the municipality	Supply Chain Asset Management
Good Governance and Public Participation	Create community beneficiation and empowerment opportunities	HIV and AIDS Parks; Sports and Recreation Transversal programme Municipal facilities
	To encourage and ensure cooperative governance	IGR
	To strengthen out people's centred approach to governance and development	Customer Care IT Communication Ward committees Public participation PMS
	Good and compliant strategic planning and performance regime in the municipality	IDP Strategic Planning
Institutional Transformation And Organisational Development	To implement and promote systems that will ensure service excellence	Legal Services Records and administration Appointment/ Qualifications Human Capital Labour Employment Equity Performance reporting Accountability and governance
	To provide transparent and accountable governance	Accountability and governance Performance Monitoring and evaluation Annual Reports Occupational health and safety Oversight Reports
	To facilitate, monitor and support accountable sustainable governance	Risk Fraud and prevention Auditing Reporting

CHAPTER 6: SUMMARY OF THE KEY PERFORMANCE AREAS (KPA'S)

6.1. SPATIAL DEVELOPMENT

6.1.1 INTRODUCTION

Umjindi municipality is in the process of reviewing its SDF since the current existing SDF was developed in 2008 and is outdate. The following chapter was extracted from the 2008 SDF.

6.1.2. NATIONAL AND PROVINCIAL ALIGNMENT

1. National Spatial Development Perspective

National Spatial Development Perspective (NSDP) is a tool for policy co-ordination with regard to the spatial implications of infrastructure programs in National, Provincial and local government. The aim of the NSDP in South Africa is to reconfigure apartheid spatial relations and to implement spatial priorities that meet the constitutional imperative providing basic services to all alleviating poverty and inequality. It also examines the spatial dimension of social exclusion and inequality recognizing the burden that unequal and inefficient spatial arrangements plan on communities

The NSDP states that the Municipal spatial development plan will be to:-

- Focus Economic Growth and Employment creation in areas where it will be most effective and sustainable through proper Land Use Management systems. (LUMS)
- Support restructuring and or rezoning of areas that have greater potential to encourage industrial advantage for sustainable living and will assist in facilitating economic growth within the Municipality.
- Foster development for the basis of Local Economic Development potential.
- Ensure that all municipalities are able to provide for basic needs.

2. The Mpumalanga Provincial Development Strategy

The Province has identified six priority areas of intervention. These priority areas have been identified primarily based on the social, economic and developmental needs of the Province, namely;

- Economic Development.
- Development Infrastructure.
- Social Development.
- Sustainable Environmental Development.
- Good Governance.

- Human Resource Development

The Umjindi Spatial Development Framework needs to be aligned with the strategies that will enable the fulfilment of the district role in the coordination of development activities that will result in sustainable living and working environments for all while enhancing development opportunities for the district (Ehlanzeni SDF 2005).

3. The Mpumalanga Provincial Spatial Framework

In contrast to conventional Provincial Spatial Development Frameworks which aim to spatially translate Provincial Growth and Development Strategies, the Mpumalanga Provincial Integrated Spatial Framework (MPISF) does not provide a concrete spatial framework to which all District and Local Municipalities must align their respective Development Frameworks. Instead, the MPISF provides:

- i. A **provincial-wide perspective** on social, environmental, economic, transport, settlement and land-use factors, and other development trends and impacts in Mpumalanga; and
- ii. Strives to develop a **spatial rationale** of the scope and location of areas with economic (e.g. tourism, agriculture, petro-chemical) development potential, as well as the areas with the major challenges in terms of addressing poverty, service backlogs, etc. in the Province and for the various municipal areas.

In turn, to ensure co-ordinated and strategic infrastructure investment and development spending, the municipalities should use the development directives and understanding provided by the PISF as a common platform to inform their respective Development Frameworks.

Based on the NSDP, the PISF puts forward the following **directives** which should be adhered to in the formulation of an SDF for the Bushbuckridge Municipality:

- Focusing on localities with greater economic potential;
- Focusing on localities that will facilitate the creation of more sustainable human settlements through the provision of more than just houses and basic infrastructure;
- Focusing on the development of people through skills development and the creation of social opportunities; thus facilitating choice and ability to move between settlements;
- Broadening the range of housing products in appropriate localities to address an extended and diverse need of a range of people, including the elderly, people with disabilities, children headed households, single headed households and migrant families;

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- Broadening the range of suitable localities within existing settlements for infill housing developments, for example, appropriate brown field sites in close proximity to the inner cities; and
- Upgrading inadequate forms of housing – e.g. informal settlements and hostels.

According to the Ehlanzeni SDF, the following Mpumalanga PISF principles give effect to guiding spatial planning and decision making in Ehlanzeni District as a whole, which also includes the Bushbuckridge area:

- **Priority** investment in new and existing areas for upgrading and redevelopment focusing on localities with greatest economic potential and development.
- **Balance** the use of resources for infrastructure development and operation with the carrying capacity of ecosystems; thus ensuring the wise use of natural resources and environmental service areas.
- **Integration** mainly along transport corridors, from localities of concentrations of greatest need for development towards areas of greatest economic potential to facilitate spatial integration particularly of displaced settlements with areas of opportunity and potential.
- **Choice** of investment focusing on the development of people through skills development and access to knowledge opportunities of communities with high developmental needs but have low economic and livelihood potential; thus facilitating choice and ability to move to areas of greater potential. The implication of continued investment in “place” rather than in “people” in areas of low economic and livelihood potential.
- **Intensity and Diversity** based on the high level of economic potential of an area, the greater the intensity of investment in higher density development forms and in the provision of a greater range and diversity of investment types and supporting services and the greater the mix of income levels and activities. Type of investment is focused to address the extended and diverse needs of a range of people, including the elderly, people with disabilities, children headed households, single headed households and migrant families.
- **Affordability** in terms of income levels is considered in relation to the different investment products. For example, lower cost housing products should be targeted in localities with higher levels of lower income need while more, higher density, higher cost housing products should be targeted in areas of higher income need.
- **Cluster of investment** in all human settlements should offer a range of social, economic and recreational opportunities. By clustering many of these opportunities in nodes or

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along specific development corridors in growth centres will increase accessibility and maximise the economies of scale.

6.1.3. UMJINDI SPATIAL DEVELOPMENT FRAMEWORK

The purpose of the Spatial Development Framework as a land use management tool is to plan, direct and control development but it does not provide land use rights. The Spatial Development Framework forms part of the existing land use management process of the municipality and provides the necessary policies at local level in order to ensure the application of the development principles of sustainability, integration, equality, efficiency and fair and good governance in order to create quality of living, investors' confidence and security of tenure.

6.1.4. LOCATION

Umjindi is situated in the south-eastern part of Mpumalanga on the escarpment. The Municipal Area forms part of the Ehlanzeni District Municipality. Major towns in the area are Barberton, Kaapmuiden, Noordkaap, Avoca and Jambila. Neighbouring Municipal Areas within Mpumalanga are Mbombela, Nkomazi Local Municipalities. The Provincial neighbour is Swaziland. The total size of the Municipal Area is 174 771 ha.(1745km²). Umjindi Municipal Area is situated within the following geographical co-ordinates on the Lowveld Region:

Latitude 25:47 South and Longitude: 31:03 East

6.1.5. NATURE RESOURCE BASES

Climate

The Umjindi Municipality falls within the summer rainfall region with the rainy season normally lasting from October to March. The average mean annual precipitation for the Umjindi area varies between approximately 500 and 1700 mm with averages varying from approximately 450 to 550 mm on the eastern areas to 1500 mm at the Escarpment and higher lying areas (DWAF 2000). The area falls within the mist belt. Barberton's climate is subtropical and the average day time temperature ranges from 18 degrees centigrade from June to August to the mid 30's from October to February. It is a summer rainfall area and winters are dry.

Natural Ecology

The Umjindi Municipal Area forms part of the Grassveld Biome and grassland and bushveld cover a large part of the area. A biome can, in general terms, be described as a broad ecological unit, representing a large natural area with a relatively uniform plant and animal life, closely determined by environmental conditions and, especially, climate.

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According to Acocks (1975), the largest portion of the Municipal Area is categorised as Lowveld Sour Bushveld (47.89%) and North-Eastern Mountain Sourveld (19.01%) types as indicated in

The Makhonjwa Mountains are a veritable treasure trove of other heritage values of great significance. Biologically, they are home to an incredible variety of native plants and animals, and is the area one of the recognized 'Centers of Biological Endemism' in South Africa. They contain very important high-rainfall mountain catchments, which are protected in terms of several proclaimed Nature Reserves. The crimson hued Pride of de Kaap is another well-known local plant.

Topography

The Municipal Area is situated on the Lowveld escarpment with an average elevation of 877 m above sea level and altitudes varying from 600 to 2100 m. The escarpment and beautiful Makhonjwa mountains provide an attractive variety to the landscape promoting scenic tourism.

The majority of the area is level (68.44%) with moderate slopes (23.55%) and, thus, potentially fit for urbanisation and agriculture. Steep and very steep slopes occur in only 7.99% of the area.

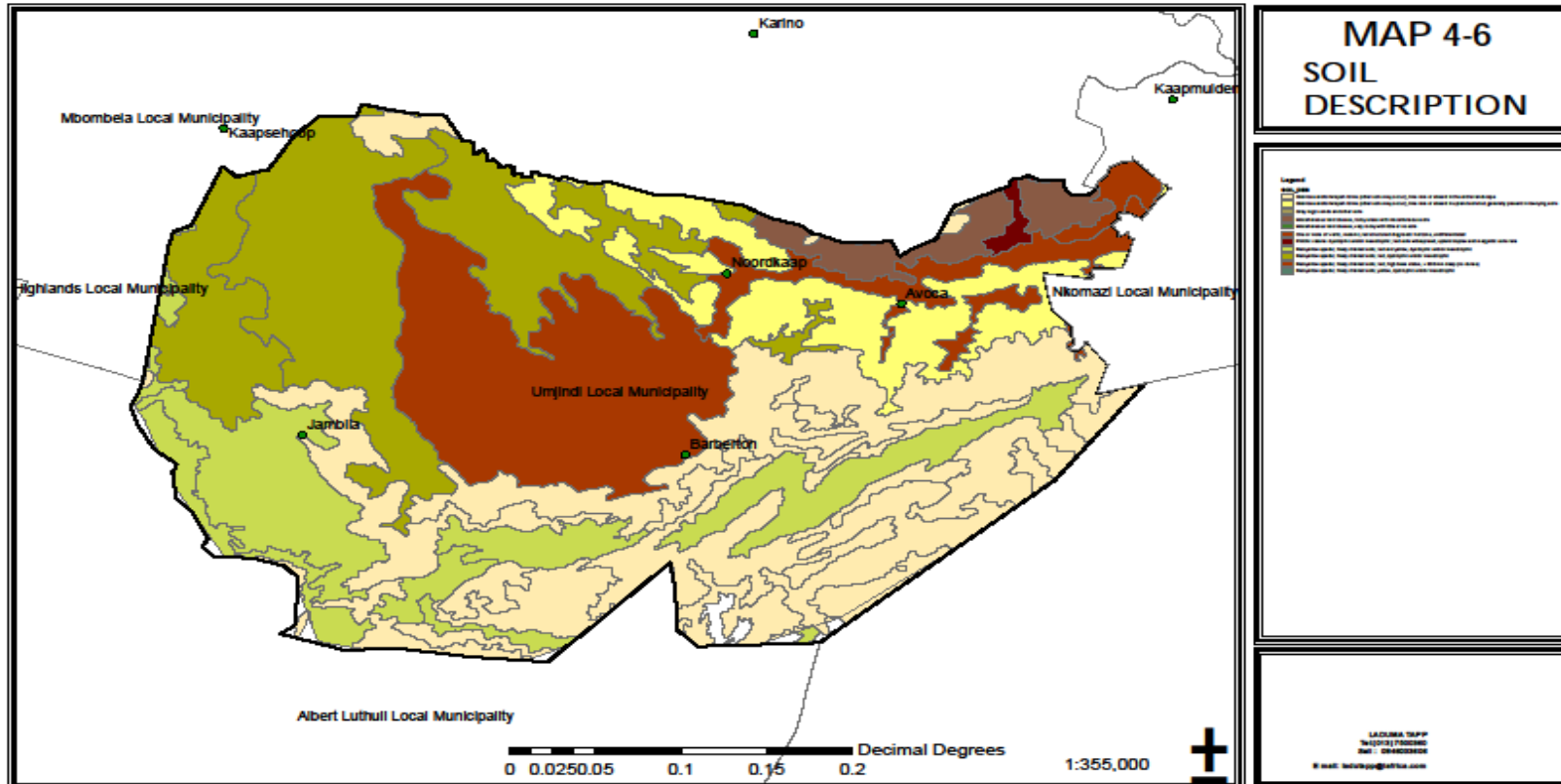
Geology and Soils

No real problems associated with geology and soil types exist in Umjindi. The Umjindi's geology is mostly made up of Hornblende-biotite granite (47), shale and quartzite (18.04) and sandstone (11.28). Mafic, patassic, greywacke, blackreef quartzite and biotite granite and migmatite constitute less than 10% of the area. The Red-yellow apedal, freely drained soil; red, dystrophic and/ mesotrophic constitute (24.3) and Red-yellow apedal, freely drained soils; red and yellow, dystrophic and/or mesotrophic (17.7)

Table 0-1 UMJINDI -SOILS

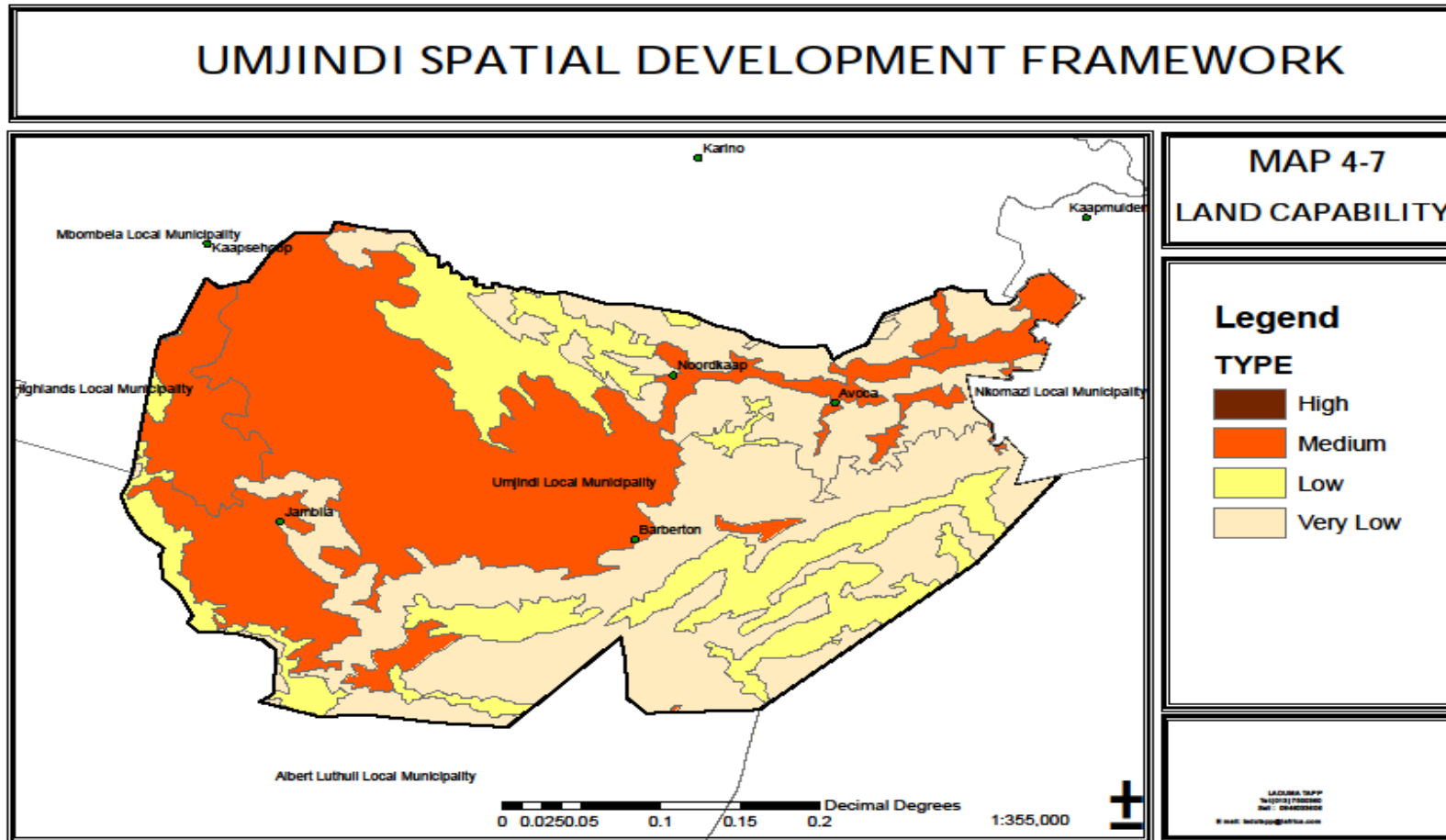
	SOILS DESCRIPTION	Area Ha	%
	Glenrosa and/or Mispah forms (other soils may occur), lime rare or absent in the entire landscape	128076	22.1
	Glenrosa and/or Mispah forms (other soils may occur), lime rare or absent in upland soils but generally present in low-lying soils	77774	13.4
	Miscellaneous land classes, rocky areas with miscellaneous soils	59645	10.3
	Miscellaneous land classes, very rocky with little or no soils	6565	1.1
	Plinthic catena: dystrophic and/or mesotrophic; red soils widespread, upland duplex and marginalitic soils rare	54500	9.4
	Red-yellow apedal, freely drained soils; red and yellow, dystrophic and/or mesotrophic	102341	17.7
	Red-yellow apedal, freely drained soils; red, dystrophic and/or mesotrophic	140897	24.3
	Red-yellow apedal, freely drained soils; red, high base status, > 300 mm deep (no dunes)	8859	1.5

UMJINDI SPATIAL DEVELOPMENT FRAMEWORK



Source: Umjindi Municipality SDF 2008

Umjindi Municipality 2013-14 IDP



Source: Umjindi Municipality SDF 2008

Umjindi Municipality 2013-14 IDP

Agriculture

None of area of the Municipality is regarded as high potential agricultural soils. About 42.81 % of the land is regarded as Medium and 38.71% as Very Low potential soils. (see map 4-7).

Water Resources

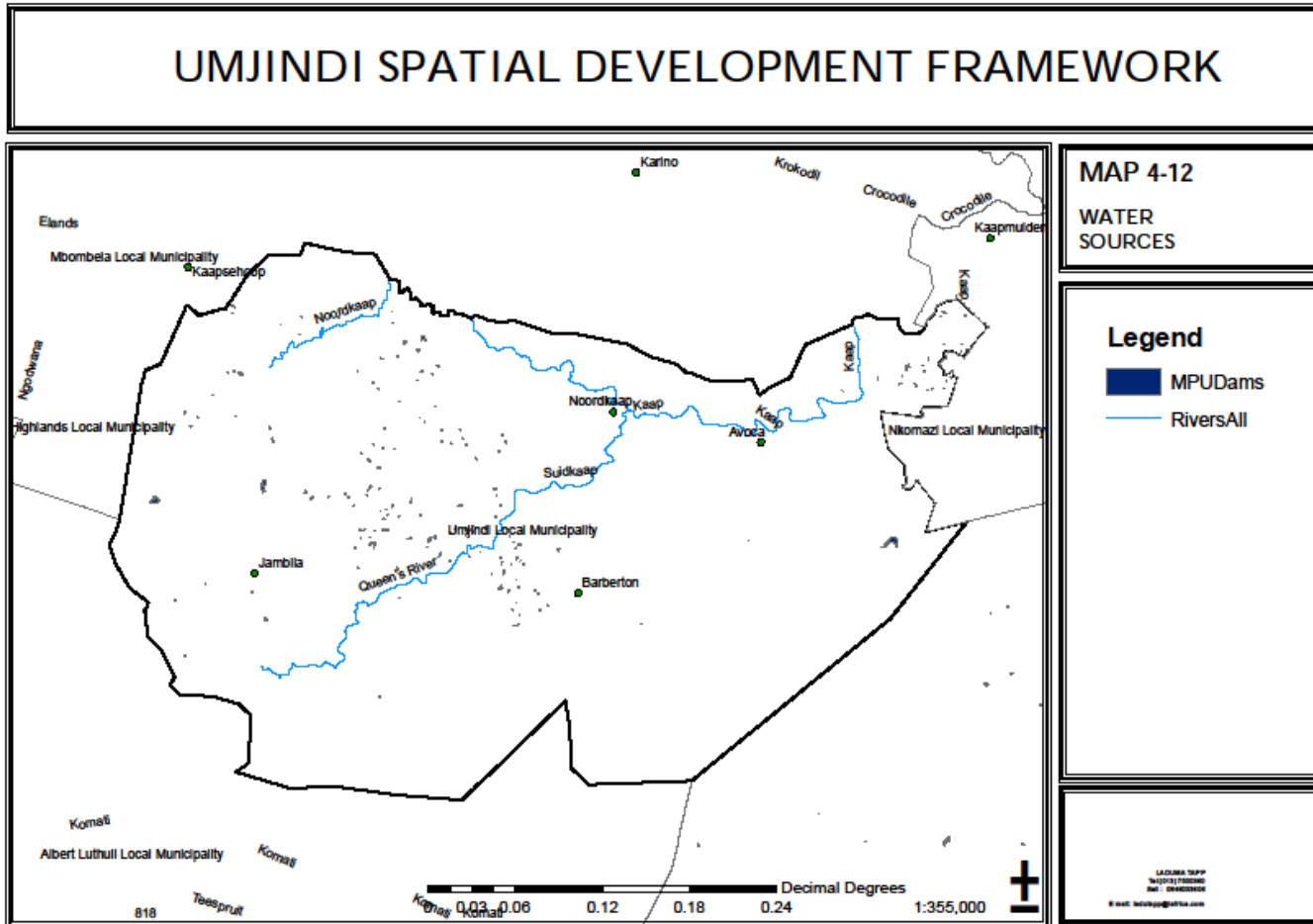
Water Sources

The following water supply schemes are located in the Umjindi Municipality region:

- The Barberton water supply scheme that provide potable water to Barberton
- Emjindini and the Prison Farm from the Lomati dam and the Suid Kaap River
- Low's Creek irrigation scheme that get water from the Shiyalongubu Dam and the Kaap River; Water supply schemes for the Agnes, Fair View, Consort and Sheba gold mines
- River pumping installations of several farmers associated with the Noord Kaap, Suid Kaap, Queens River, Eureka and Low's Creek Irrigation Boards.

See Map 4-12

Umjindi Municipality 2013-14 IDP



Source: Umjindi Municipality SDF 2008

Mining

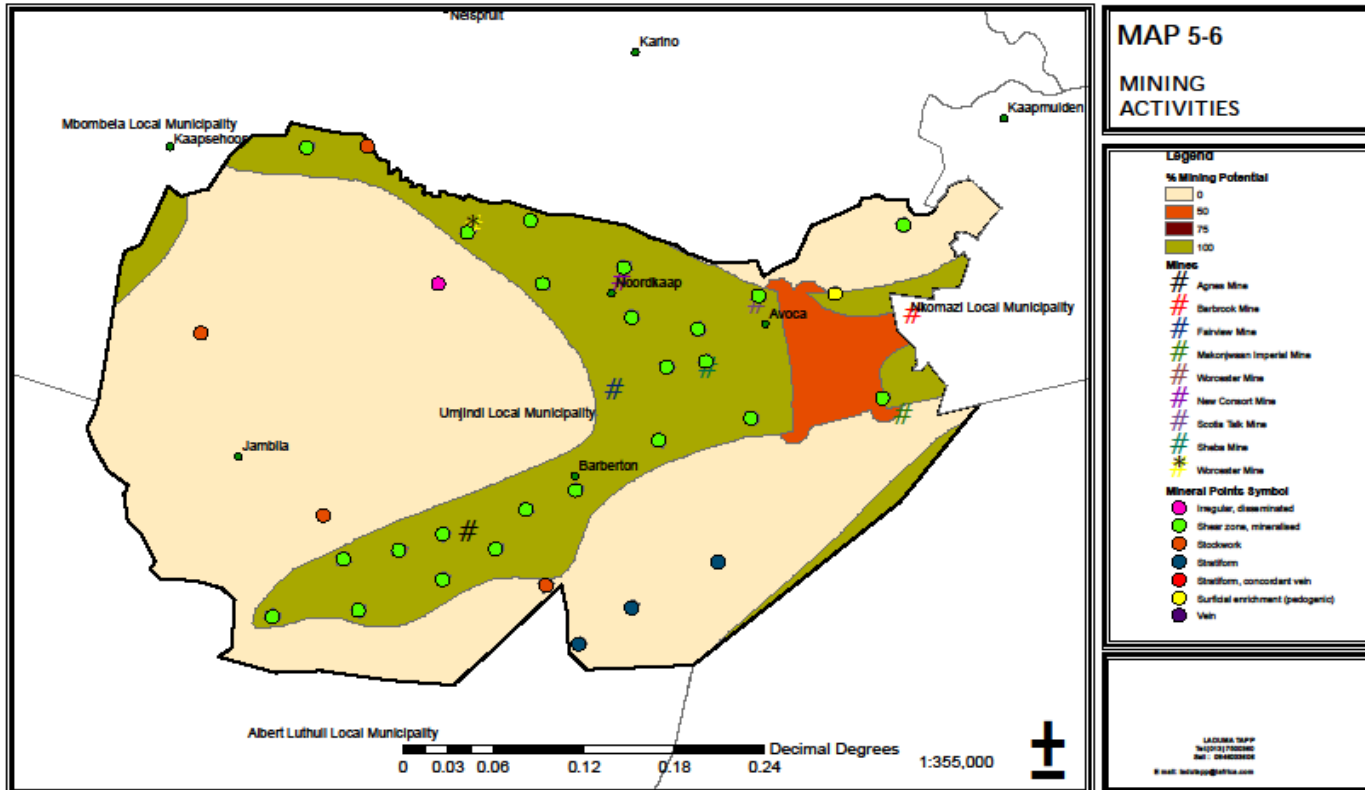
The Barberton Mountainland is the largest Archaean greenstone belt in South Africa. The greenstone belt contains some of the best-preserved and least altered early Archaean volcanic, sedimentary and igneous rocks on earth. The greenstone belt evolved some 3,200 million years ago, making it one of the oldest preserved remnants of continental crust on Earth.

More than 300 tonnes (9.6 M oz.) of gold have been mined in the Barberton Goldfield since 1883. The Barberton greenstone belt is distinguished in that it produces the geologically oldest gold and silver ore bodies to be commercially mined anywhere in the world. Four mines mine gold from the Barberton Greenstone Belt. Other commodities include Silver, Arsenic, Sulphur, Pyrites, Asbestos, Talc and Magnesite Manganese.

The Umjindi municipality has the following mines within its boundaries:

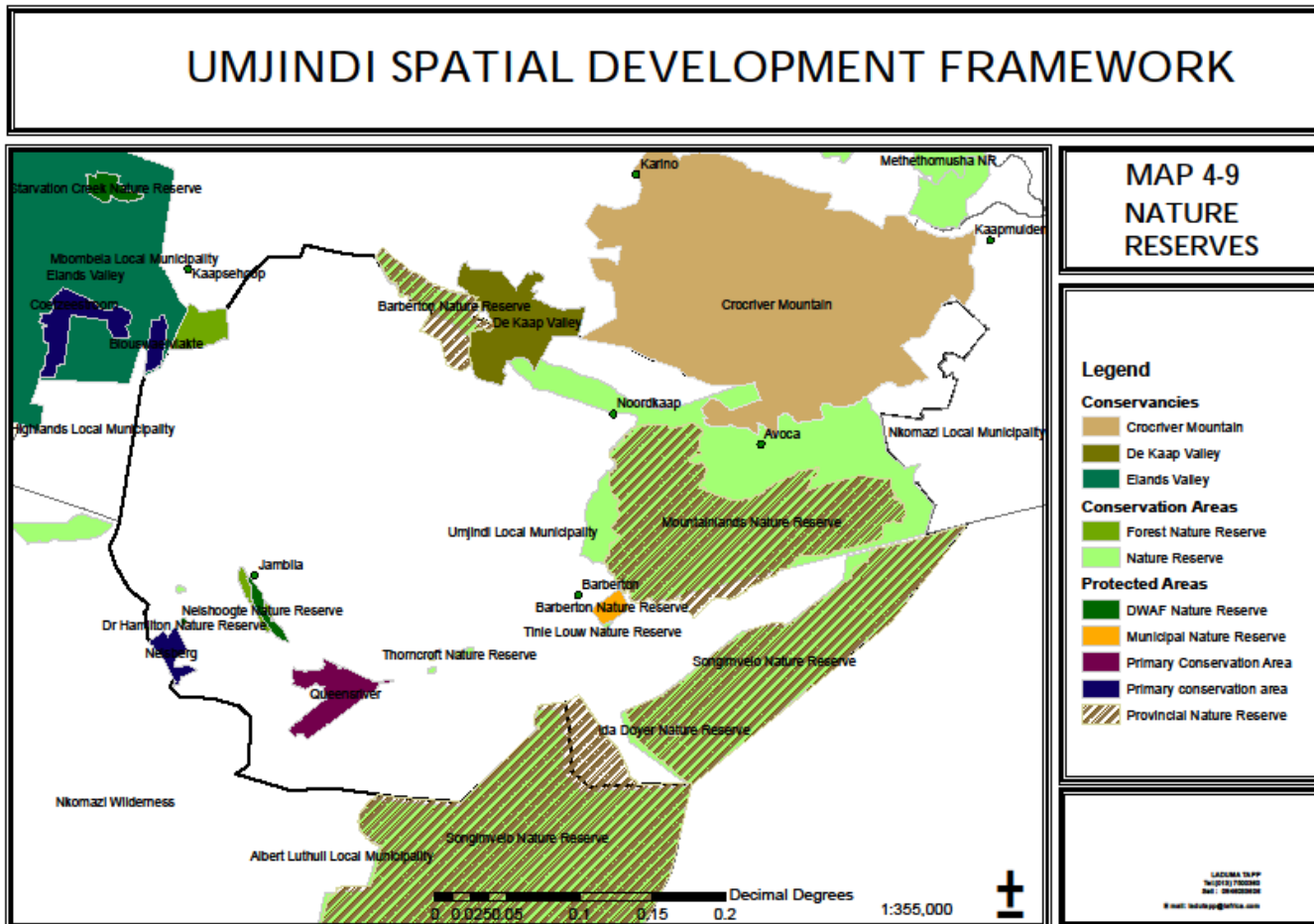
- Barberton Mines comprises three operating mines: Sheba mine, New Consort and Fairview.
- Agnes Gold Mine
- Makhonjwa imperial mine
- Barbrook Mine
- Worcester Mine
- SScotia Talk Mine

UMJINDI SPATIAL DEVELOPMENT FRAMEWORK



Source: Umjindi Municipality SDF 2008

Umjindi Municipality 2013-14 IDP



Source: Umjindi Municipality SDF 2008

Nature Reserves

Nature Reserves, Conservancies within Umjindi covers approximately 4 6539.76 ha in extent is described in **Error! Reference source not found.** and shown on

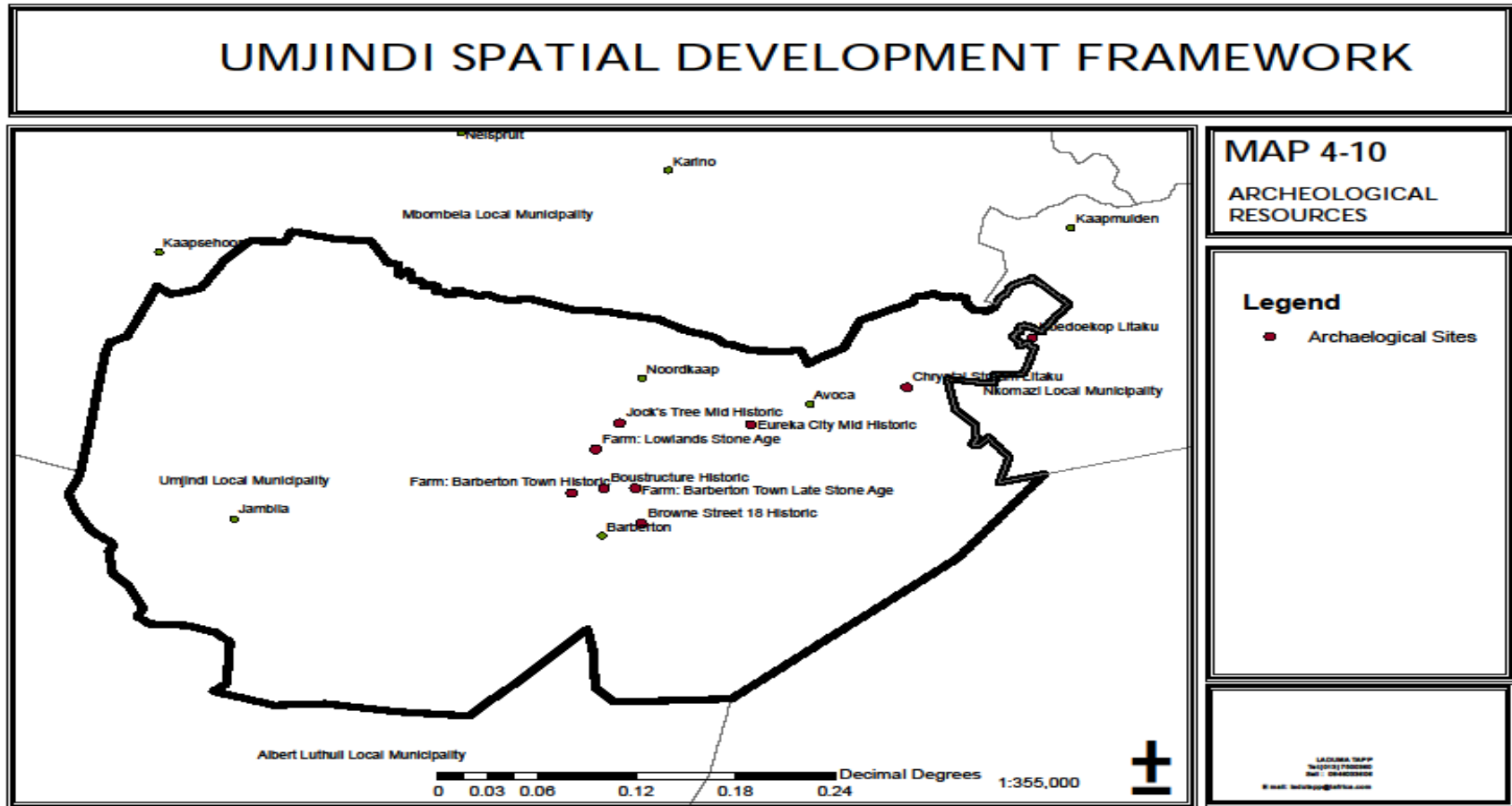
Archeological resources

The Makhonjwa Mountains around Barberton stretch from Jeppe's Reef to Oshoek and all the hills between, from Shiyalongubo to Queen's river and Jambila to Songimvelo and Elukwatini. Geologists and historians refer to this area as the Barberton Greenstone or Barberton Mountainlands. They are renowned for their ancient green rocks with their unique scientific record of the pre-history of the earth and for the human stories in pursuit of hidden gold.

This small mountain range has a global reputation. Also referred to as the 'Genesis of Life', its geology includes the best preserved truly ancient rocks on earth. Despite the rocks being 3.5 billion years old they are so well preserved that their fossils faithfully record the earliest life forms on the planet as well as evidence of the first recorded massive meteorite impact. Here, when gold was discovered over 120 years ago it was the site of one of the milestones marking the industrial development of South Africa. And those mines are still producing the oldest gold on the planet.

Archeological resources within Umjindi are shown on 4-10

Umjindi Municipality 2013-14 IDP



Source: Umjindi Municipality SDF 2008

6.1.6. GROWTH NODES, SPINES AND CORRIDORS

The Spatial Development Concept is the result of the structuring elements of corridors, spines and nodes. Typical characteristics of these structuring elements will be discussed hereunder, where after their application to the study area will be motivated.

Core System Elements

The elements making up the integrated system of corridors, spines, nodes and precincts supporting the Development Concept is defined hereunder.

Transportation Corridor

A Transportation Corridor constitutes a strip of land with more than one transport facility, to move vehicles, people and goods from one place to another. The emphasis is on providing mobility rather than accessibility. The number of access points or interchanges is less and, even in urban areas, spaced further apart.

It should be noted that a single transport facility between point A and point B, conveying passengers and/or goods, is defined as a transport connector or transport link and is not, as often wrongly referred to, a Transportation Corridor.

Activity Corridor

An Activity Corridor is defined as a linear strip or area, approximately 2km wide, connecting large activity nodes, traversing urban or inter-urban areas, surrounding a major transport facility or facilities, providing an appropriate regional level of mobility and accessibility to adjacent areas, and should contain a high concentration of population and mixed land uses [job opportunities].

Thus, Activity Corridors will accommodate major linear transport routes like heavy and light rail and or freeways, large shopping concentrations etc., social, cultural and sporting facilities as well as a large amount of residential accommodation. Activity Corridors normally incorporate Activity Spines, Nodes and Activity Streets [see definitions below].

Activity Spines

There are a number of important requirements for Activity Spines to function efficiently:

- They must range from a collector to a major route
- They must be supported (currently or eventually) by high residential densities (in the region of 40 to 100 dwelling units/hectare gross) within walking distance

- They must make direct and continuous connections between existing or potential metropolitan nodes or centres i.e. have strong origin and destination characteristics. Discontinuous routes will not be effective. It is this connecting characteristic that creates an Activity Spine's most important economic asset: large volumes of passing trade
- They must be existing or potential major routes for public transport (buses and minibuses) as well as private and commercial vehicles
- They could be supported by mobility routes providing for higher speed, longer distance transport routes, i.e. major arterials/freeways/railway, with frequent connections to the spine; and
- Mixed-use development including commercial, residential, educational, health, recreational, sporting, cultural and light industrial development should be encouraged as appropriate along its length

Activity Spines grow and develop as the result of integrated and sustained policies aimed at combining major public transport routes with high densities and mixed and integrated land uses. Public and/or private investment is important in the initiation of spine development.

An Activity Spine refers to a major road(s) or transport facility accommodating mixed land uses and high-density development immediately adjacent to this facility. Activity Spines should be major routes that are connected to one or more large Activity Nodes. Public transport should form a major feature of an Activity Spine. The Activity Spine should be as direct as possible between the Nodes, but this will necessarily be dictated by acceptable road geometries. Activity Spines should exhibit satisfactory sub-regional mobility and accessibility. Activity Spines do not necessarily form part of Activity Corridors.

Activity Streets

The principle of businesses and social facilities clustering along routes and serving passing trade does not apply only to Activity Spines. These principles can operate along any urban road that attracts enough passing trade to make businesses and community facilities viable.

Requirements for an Activity Street to function efficiently are the following:

- They must range from a collector to a local street.
- High residential densities within walking distance (currently or eventually) along the activity street.
- Mixed use development including commercial, residential, educational, health, recreational, sporting, cultural and light industrial development should be encouraged as appropriate along its length.

- High accessibility; direct access.

Activity Streets are smaller than, but similar to "Activity Spines" where the same principles of linearity and high-density mixed land use apply. The term also refers to a local road, which allows for a high degree of accessibility along its length. Activity Streets are of a smaller scale than Activity Spines and do not need to connect major Activity Nodes. Public transport could occur on the Activity Street, but is not essential. Activity Streets may develop spontaneously within urban areas and do not necessarily form part of an Activity Corridor.

Activity Node

Activity Nodes straddle or abut an Activity Spine at its intersections with local or metropolitan streets. Incorporated into the Activity Node is selected mixed land uses with a public transport orientation. Activities to be considered are: retail (excluding large discount stores/supermarkets), plants with high concentration of employees and other labour-intensive, high-density development.

An Activity Node is a place of highest accessibility where both public and private investment tends to concentrate. An Activity Node offers the opportunity to locate a range of activities, from small to large enterprises, often associated with mixed-use development. Activity Nodes could be located within an Activity Corridor, linked by one or more transport connectors, or be located within a Transportation Corridor, e.g. intermodal facilities. A "Nodal" site or sites could also form a concentration of focal points on an Activity Spine.

Precincts (Neighbourhoods)

A key aspect in land use and transportation planning is to provide "precincts" or "neighbourhoods" which provides access to properties, internal circulation and a high level of environmental protection, and "corridors" which serve primarily as through traffic routes. The local traffic routes in precincts are classified as streets; those in corridors are classified as roads.

6.1.7. THE PROPOSED UMJINDI STRATEGIC SPATIAL DEVELOPMENT FRAMEWORK

The Umjindi Spatial development framework accepts a broad municipal wide development framework as shown on Map 9-1 and seeks to interpret the various development principles, priorities and objectives and policies in a concise way.

Umjindi Spatial development strategies need to present the following strategic focus areas

The provision of a system of activity nodes to accommodate regional and sub-regional growth

The following activity nodes need to be focused on:

- 1st Order Activity Centres: Barberton /Emjindini
- Rural Activity Centres: EMjindini Trust, Sheba Settlement, Moodies Farm, Louw's Creek/ Lomshiyo Trust

The integration of the Barberton /Emjindini into a system of supportive interactive activity nodes

The potential integration of the Barberton activity centres into a system of supportive activity centers is influenced by:

- The accessibility of the regional node of Nelspruit to all activity centers diluting the potential of developing a strong regional centre
- Institutional factors involving different municipalities, provincial and national governments affecting cross border integration.
- Competition between municipalities to attract growth and development
- The relative accessibility between the activity centers influenced by distance and topography
- The following strategies need to be adopted in order to enhance interaction between centers and provide a sustainable system of centres:
 - The clear formulation of the future roles and functions of the activity centers within Umjindi in order to promote synergy rather than duplication of functions
 - The optimal utilisation of existing and potential strengths of all activity centers
 - The integration of cross border development strategies into one broader development strategy

The differentiation between the roles and functions of the different activity centers within Umjindi

The following aspects will determine the future role of Barberton:

- Barberton provides the municipal seat and sub regional government activities

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- Barberton experiences sustained growth due to growth in various sectors of industry
- The social and engineering infrastructure of Barberton provides a comparative advantage to the settlement of people

The role of Barberton needs to be enhanced in terms of :

- A strong social infrastructure
- Subregional trade providing for the municipal and adjoining areas
- Sub regional and municipal administrative centre
- Forestry and agricultural industries and services
- Specialty services and products
- Tourism products

The Urban Edges

Urban edges need to be provided to ensure the compaction of the urban development nodes

The Existing Fully-Serviced Urban Areas

The Existing Fully-Serviced Urban Area of Barberton is indicated as such on the strategic spatial frameworks. Relatively high levels of engineering and social services infrastructure characterize these areas and the emphasis here should be on the maintenance of these services so that they do not deteriorate.

Densification initiatives (smaller stands and multiple residential developments such as town houses and flats) in selected areas should be promoted which includes densification of residential developments within Activity Nodes and Centres or as an extension of activity nodes and centers promoting transportation mixed land use development principles. Densification within existing residential areas should take place without compromising the quality of living principle.

Service Upgrading Priority Areas

Service upgrading priority areas involve Emjindini, eMjindini Trust, Verulam, Sheba Settlement, Moodies Farm. In contrast to the previous white areas, these township areas are characterized by low levels of infrastructural and social services.

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As a principle, all spheres of government should focus its capital expenditure and operational programmes towards upgrading the services and facilities in these areas to levels comparable to that of the previous white areas.

Urban Infill Zones

Urban Infill Zones need to strengthen and support and be integrated into the Activity Corridors and the development thereof be driven by the availability of infrastructure and the need to provide catalytic projects to ensure social and economic integration.

- The area between Emjindini and Barberton
- The area east of Emjindini

Focus Areas for Land Reform

Tenure upgrading within the majority of settlements within the Emjindini, eMjindini Trust, Verulam, Sheba Settlement, Moodies Farm areas needs to be attended to in terms of a tenure upgrading programme. The provision of detailed Precinct Development Plans to ensure integrated development needs to be attended to prior to tenure upgrading.

Settlements in terms of land restitution need to conform to the development principles contained of the Spatial Development Framework.

The Regional Open Space System

The proposed open space system is predicated on the major watercourses and other natural features and includes nature reserves within the area within Umjindi, and accommodates the conceptual Mpumalanga biodiversity corridor as proposed by the Mpumalanga Department of Environmental Affairs and Tourism (DEAT).

The Rural Hinterland

The rural hinterland will predominantly be used for two main purposes, namely commercial agriculture and forestry. Other uses include:

- Agri and forestry villages
- Road related purposes including accommodation and vehicle related services
- Eco Tourism
- Low density residential areas

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- Rural residential areas including the historically disadvantaged communities eMjindini Trust, Verulam, Sheba Settlement, Moodies Farm involved in subsistence farming activities
- Industrial concentrations such as agricultural produce factories and sawmills
- Regional services (Cemeteries, waste sites, reservoirs, electricity lines)
- Other uses such as quarries, mining etc.

Commercial agricultural and forestry activities should be promoted and supported. Small scale downstream beneficiation of agricultural and wood produce (eg. the manufacturing of dairy products and meat processing) should be actively promoted, as these activities can substantially contribute to the growth of SMME's and job creation.

The rural residential settlements of Emjindini, eMjindini Trust, Verulam, Sheba Settlement, Moodies Farm are generally accepted as unplanned settlements where subsistence farming is practised. It is however not possible to make a clear distinction between some urban and rural settlements based on the above as densification is taking place within these areas and the agricultural basis is diminishing. Rural residential development should therefore for planning purposes be regarded as those areas where densification is most likely not to happen.

The provision of land uses within the rural context should further take place on the principle of protection of the environment and allowing for all forms of farming activities.

Transportation

Transportation strategies within Umjindi need to address the following:

- The provision of integrated modal interchanges supported by infrastructure inter alia ranks, amenities, footpaths and security facilities in all Activity Nodes and Activity Centres
- The provision of affordable basic access to transportation, reducing long walking and travel distances

Airports

The role and functions of the Barberton Airport as local airport needs to be enhanced. The provision of economic activities that will benefit from the airport need to be promoted.

Tourism nodes

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Tourism business nodes include Barberton CBD.

Housing

Housing within Umjindi needs to be provided to provide for the full array of

- Subsidy-Linked Mass Housing Schemes
- Middle And High Income Housing
- Social Housing

The development of social housing schemes is a specific priority of Umjindi Municipality and a number of focus areas/ sites for such developments need to be identified

Strategic Spatial Frameworks

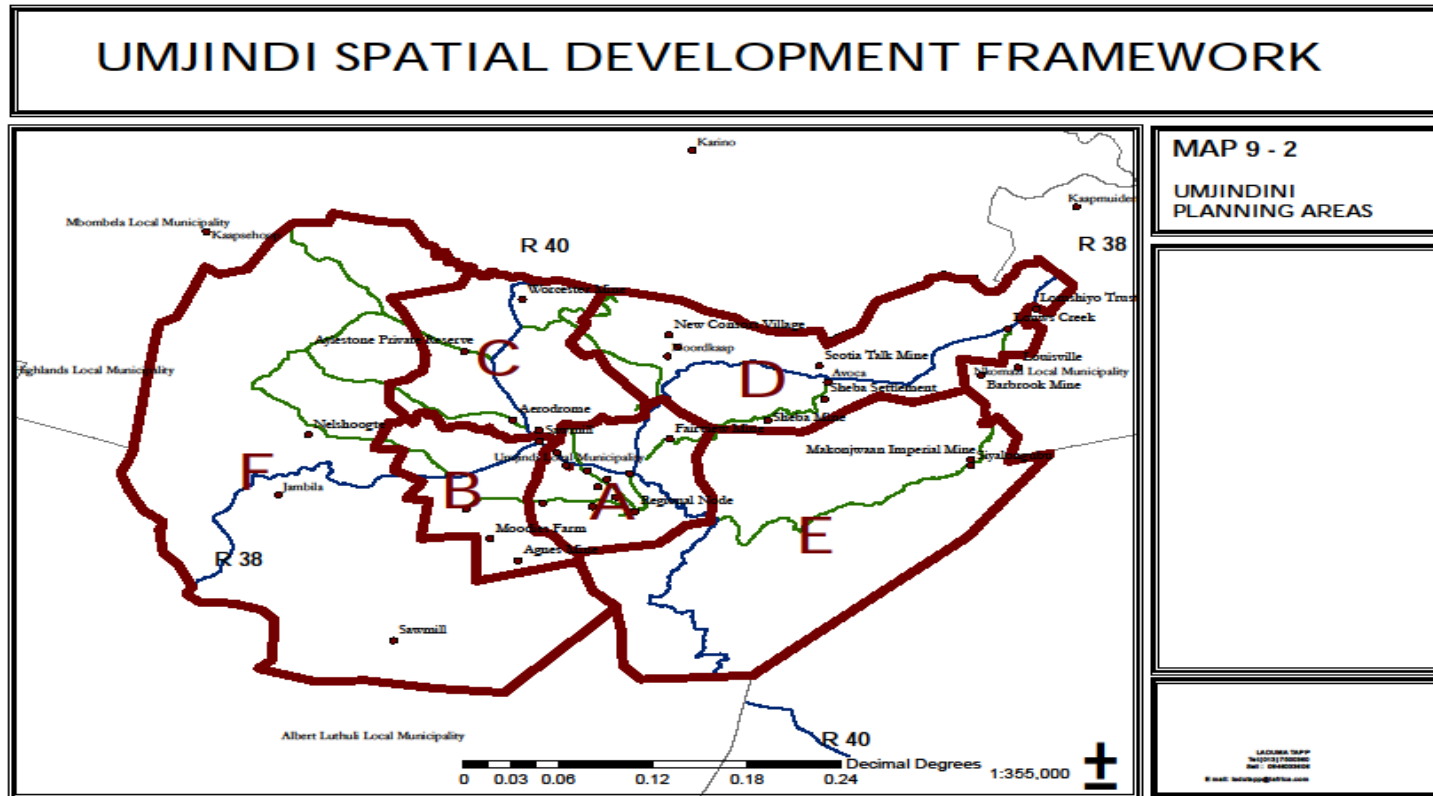
The above strategies within the urban areas of Umjindi are manifested within Planning Areas and Planning Precincts. See

Umjindi is divided into different Planning Areas in order to focus development programmes and initiatives onto specific areas with a unique character or uniform basic needs especially where socio economic development is desperately needed and simultaneously assure the equal distribution of development. The demarcation is depicted on

In order to ensure the implementation of local planning initiatives some planning areas in are divided into Planning Precincts to allow for planning at a local level. The demarcation of these precincts is:

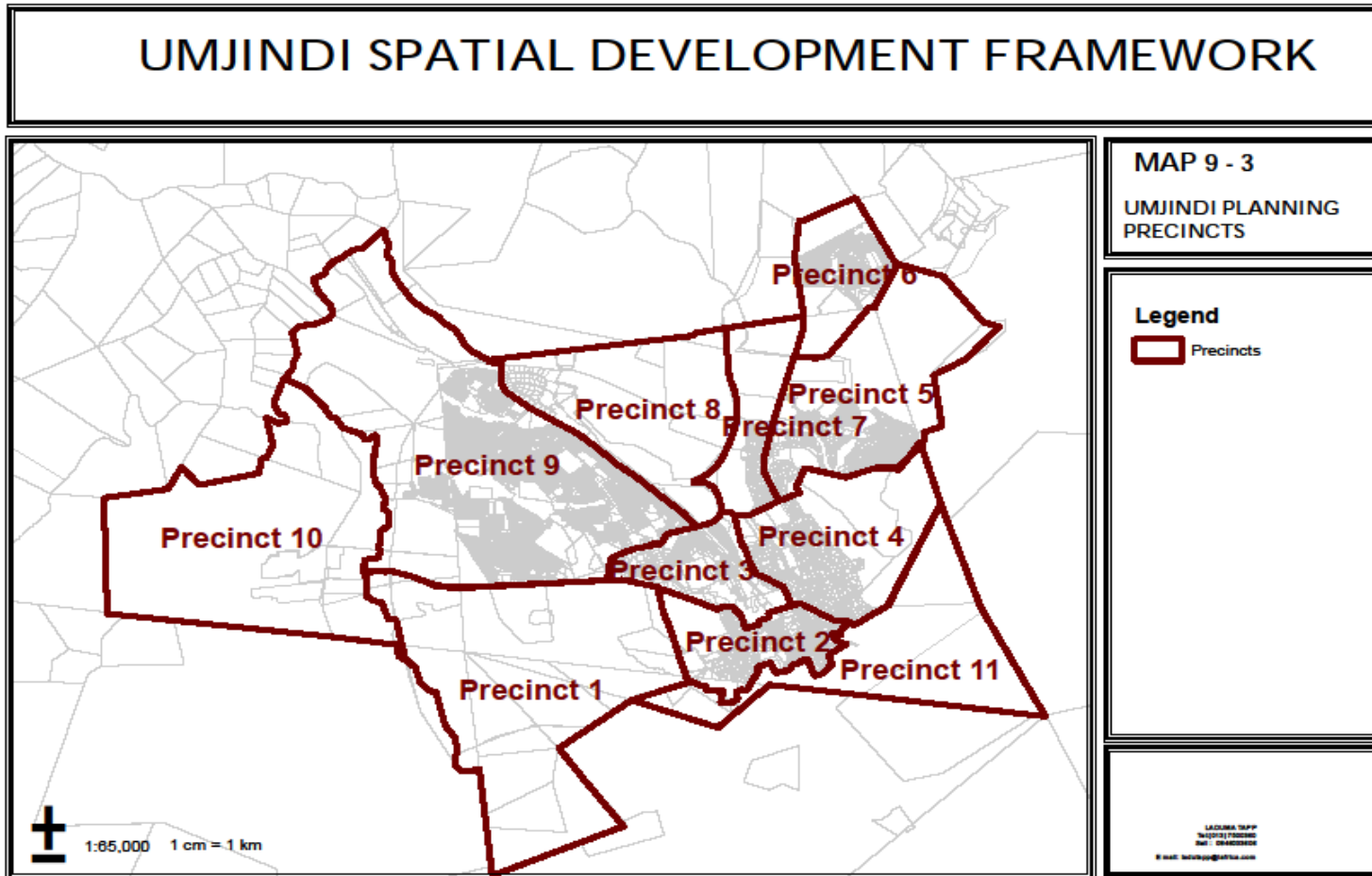
Based on the role and function of each precinct as an entity and physical factors such as roads, topography, rivers etc. The demarcation is depicted on Map 0-2

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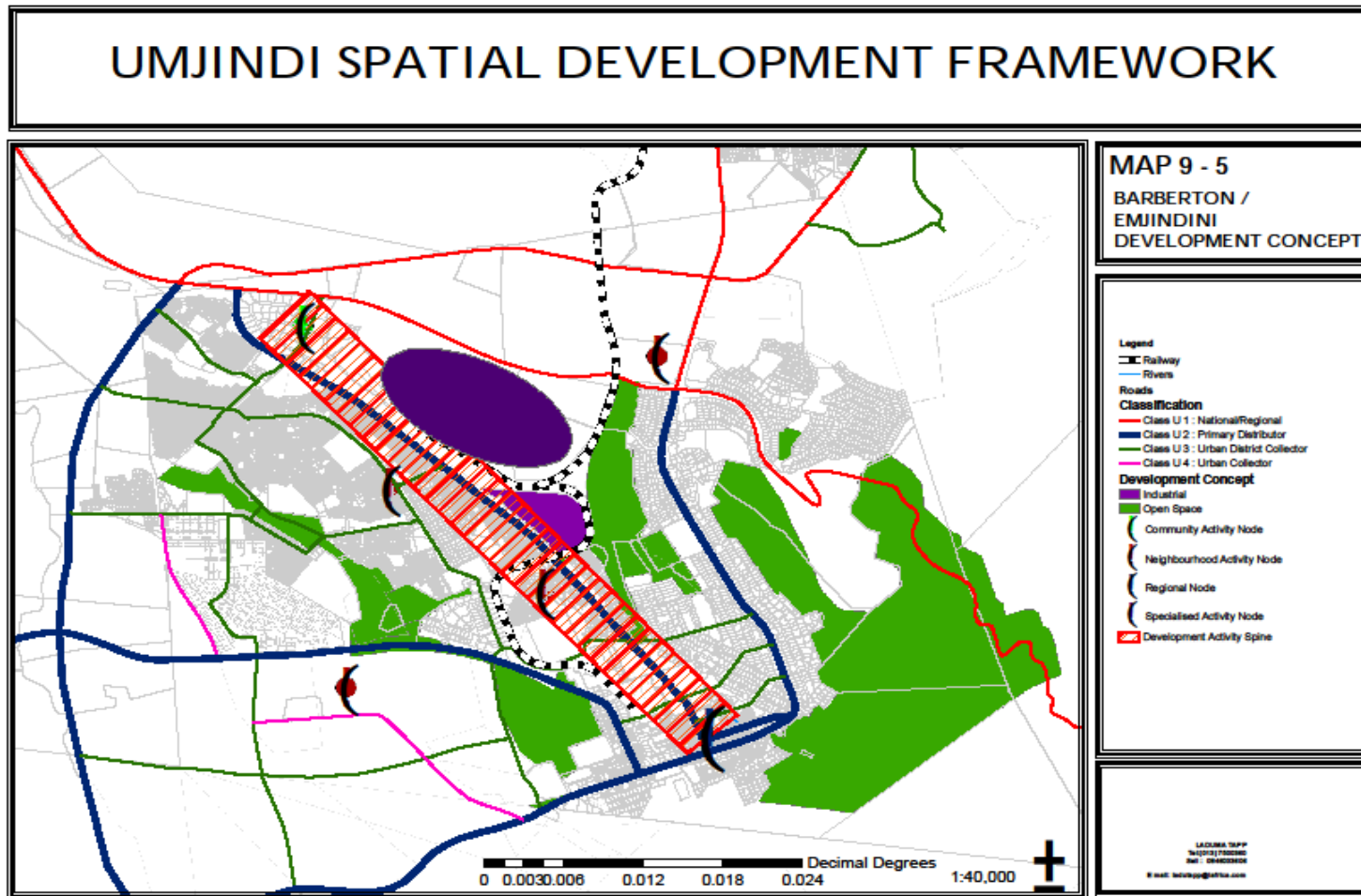


Source: Umjindi Municipality SDF 2008

Map 0-2 Umjindi Planning Precincts



Source: Umjindi Municipality SDF 2008



Source: Umjindi Municipality SDF 2008

6.1.8. UMJINDI RESOURCES BASE

1. Natural and historical factors

The ancient and more recent history of Umjindi linked with the unique topographical features provided by the Escarpment provides the scenic setting for tourism development within the area. The historical events in Umjindi have made the region what it is today. This rich history, combined with an unspoiled and relatively untouched natural product supported by large nature reserves, creates a powerful tourism product that can position Umjindi as a high demand destination

The Barberton Greenstone or Barberton Mountainlands, also referred to as the 'Genesis of Life', is renowned for its ancient green rocks 3.5 billion years old. The unique scientific record of the pre-history of the earth recorded in fossils of the earliest life forms together with the human stories in pursuit of hidden gold provide the unique environment for tourism development.

The nature reserves which include the Songimvelo Game Reserve, covering approximately 49,000 ha and the Barberton Mountainlands Nature Reserve of approximately 20,000 ha, provides an extraordinary diversity of vegetation zones and habitats to form the backbone for the provision of Ecological Corridors within which undisturbed biological movement can take place. These reserves form part of the Biodiversity and Tourism Corridor providing vast opportunities for international and domestic tourism development. A priority issue is environmental management to ensure optimum utilisation of the resources in the area without endangering the regions suitable for nature based tourism development. Conservation of biodiversity of the area is crucial to Umjindi's future tourism development.

Warm summers and moderate winters characterize the climate of Umjindi. Lowveld Sour Bushveld (47.89%) and North-Eastern Mountain Sourveld (19.01%) mainly cover the area. The mist belt provides an excellent climate zone for forest plantations, which takes up 55,000 ha in extent covering 32% of the total area of Umjindi and providing the area a very strong primary economic base.

None of area of the Municipality is regarded as high potential agricultural soils. Intensive agriculture takes place on medium, low and very low potential land. The non-existence of high potential soils makes the conservation of the medium potential soils very important.

The future mining potential of the area is dependent on the ongoing discovery of new resources and re-evaluation of existing resources.

6.1.9. PHYSICAL INFRASTRUCTURE

Roads

The Municipal Area is well connected to Nelspruit via the R40 and Badplaas and Kaap Muiden via the R34. The R40 and R34 also provide direct connectivity with the N4, the backbone of the Maputo Corridor. The R40 provides the route to the Bulembo Border Post (Swaziland), Piggs Peak, Namaacha (Mozambique border) to Maputo, supporting the Biodiversity and Tourism Corridor.

The upgrading of the R40 route will:

- Enhance the connectivity between Barberton and the sub-region unlocking its latent economic potential.
- Enhance connectivity to Nelspruit with lower trip duration
- Enhance the potential role of Umjindi as dormitory area for workers employed in Nelspruit
- Enhance interactivity with the Nelspruit economy

The main roads and secondary roads in the area are in a relatively good condition.

3.2. Engineering services

The existing backlog in service infrastructure and expected growth will put pressure on capital and human resources within the area to provide the necessary social, engineering and economic infrastructure to provide for a growing population.

3.3. Water Provision

Umjindi Municipal Area is a water-rich area. This is mainly the result of perennial rivers crossing the area and ensuring agricultural, forestry and industrial development possible.

The water allocations to the Umjindi Municipality from the Lomati River and Suid Kaap River are sufficient to meet the existing demand for the usage of Barberton and Emjindini, but will have to be reviewed when the services for Emjindini Trust, Verulam and Emjindini extensions 11,12, 13 and 14 have been upgraded. Some of the forestry villages use water from the mountain streams to provide water for domestic use. In some instances the water is treated and in other not.

3.3.1. Groundwater Sources

Only the Lomshiyo Trust & Emjindini Trust for water supply purposes for domestic use uses a few boreholes. Some of the forestry villages use boreholes to supply water for domestic purposes. Several farmers obtain water from boreholes for domestic use.

Several of the mines use boreholes to supply water to the villages, hostels and offices. Sheba mine use fissure water from their shaft for potable water

Only 32.57% of households concentrated within the towns and settlements have access to water on their property (2001). Households within the rural areas mostly have to make use of less acceptable sources of water

3.4. Sanitation

As far as the Municipal Area is concerned, more than 61% of the residents have access to intermediate and full sanitation services. Most of the Barberton extensions have full services. The capacity of the sewerage treatment works for Barberton and Emjindini has to be increased in due course to provide for the development of sanitation in the further extensions of Emjindini. The permit for the sewage works is also not balanced with regard the permits for the bulk water supply of Barberton and Emjindini. The quality of water for the urban sources is monitored and is acceptable.

Council needs to address this backlog in conjunction with the upgrading of the sanitation as the latter can cause serious pollution of these natural water sources.

3.5. Electricity

Most of the people in the towns have access to intermediate and full electricity services. The existing pressure on the National electricity supply system will have a general negative influence on the development of Umjindi.

3.6. Refuse Removal

Barberton Extensions and Industrial Area are fully serviced with a refuse removal service. The service levels in Emjindini and the Rural Settlements are below basic.

Economic Trends

The Umjindi Economy has grown at 2.5% per annum over the period 2001 –2006 to R1, 965,832,000 in 2006. It represents approximately 10% of the comparable Mbombela economy and makes up 6.4% of the Ehlanzeni district economy. Mbombela contributes 63.4% to the

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district GVA and dominates the economy in all sectors. Growth in real economic terms within Umjindi is primarily concentrated in the community; social and personal services sector (44%), agriculture and forestry sector (24.3%), the wholesale and retail trade sector (17.6%), financial, insurance, real estate and business services (17.0%).

Umjindi shows comparative advantages when compared to the Mpumalanga economy in the following sectors:

Agriculture and forestry, mining and quarrying, manufacturing

Construction

Wholesale and retail trade

Transport, storage and communication

Community, social and personal services

The existing diversity within the Umjindi economy linked with sectoral comparative advantages and enhanced accessibility of Umjindi within the Mbombela economic sphere of influence will lead to sustainable economic growth within Umjindi. The government initiatives linked to the Biodiversity and Tourism Corridor, the increasing government support in the provision of community and social services and infrastructure and increase in employment and money available for expenditure will ensure the continuous growth in the economy.

4.1. Mining

Mining has played and is still playing a significant role in the development of Umjindi. Mining contributes 10% to the Umjindi economy and provides for approximately 1000 jobs. The potential of mining as a central driver to local economic development is limited. (Urban Econ 2005). The direct linkages with other critical sectors such as electricity and manufacturing and the beneficiation of the raw metals into intermediate and finished products before export provides potential supported by the necessary incentives from government holds opportunities for economic growth within Umjindi, SMME development and job creation.

Typical environmental impacts associated with the mining sector include the loss of biodiversity due to the transformation of natural habitats and ecosystems. Mining processes usually require massive amounts of water and this creates a huge demand on available water resources. Furthermore, surface and groundwater pollution often results from acid mine drainage when soil and rock overburden or waste rock and tailings are exposed to air and water and through chemical processes, releasing large quantities of iron and sulphate into solution

which produces an acidic solution known as acid mine drainage. Other impacts include air pollution, noise pollution and the visual impact of large open cast mining operations.

Agriculture and forestry

Agriculture and forestry makes up 11.7% of the Umjindi economy. Forestry is the largest contributor to this sector and takes up approximately 54,900 ha or 31.4% of the Umjindi area. Commercial Agriculture takes up 13,700 ha or 7.9% of the area.

The restriction on more land for forestry restricts the growth of the forestry sector. The development of the wood sector to add value to existing products however will enhance the economic benefits to the area.

The agriculture cultivation potential is restricted to crop production involving sugar cane, citrus, sub-tropical fruits, tea, rice, Casawa and vegetables. No real growth is foreseen in cultivated crops. Growth in this sector needs to be driven by adding value to the existing produce. Livestock farming is limited.

Intensive crop production also provides future potential. The development of international and domestic markets for these products holds the key to the future development of agriculture cultivation. A strong growth in local demand is foreseen due to strong expected growth in the local, district and regional population. The KMIA in close proximity also provides the future opportunity for export of high value agricultural produce.

4.3. Industry

Manufacturing is the largest economic sector in Umjindi and represents 19.1% of the Umjindi economy. The mining sector within Umjindi is focussed on value adding to local produce and enterprises supporting the mines.

The large employment creating potential of industry is well known. Agro processing provides the best development opportunities which include packaging, woodchip based soil fertilisers, fruit juice extraction, wood building supplies and furniture manufacturing.

4.4. Trade and finance

Barberton performs the function and role as sub regional trade and finance centre within the broader region with the nearby Nelspruit the regional centre. The trade and finance sectors make up 28.6% of the total GVA. The trade and finance sectors are mainly concentrated in the Barberton CBD and decentralised nodes within the suburbs. These sectors are demand driven

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and the future growth thereof is dependent on the expansion of local and sub-regional buying power through:

Residential market development – especially the high income group

The alignment with trends in the demand for tourism products

Increasing accessibility to Swaziland via the R40

A strong CBD to provide in the future needs of the population

In order to ensure the attractiveness of the existing CBD as sub regional trade and finance centre, it is necessary to manage the future decentralisation of business activities in such a manner as to prevent unnecessary competition to existing businesses in town. The future planning of the CBD needs to concentrate on consolidation of activities and expansion of the critical mass, which include the services sector, rather than the distribution of activities between nodes.

Decentralised nodes providing for neighbourhood convenience shopping within the neighbourhoods will complement the existing CBD and need to be encouraged as a system of business nodes. The Emjindini Neighbourhood Centre and proposed centre east of Barberton will provide in this function.

The distribution of trade and finance undertakings within the Barberton CBD, Barberton Residential areas and Emjindini is shown in Table 0-2.

Table 0-2 Distribution of Trade

Barberton CBD		Barberton Residential Areas		Emjindini	
Number	Size m ²	Number	Size m ²	Number	Size m ²
215	59256	35	8292	55	7582

Source: Laduma TAPP Survey May 2008

The Asiatic Business Centre provides for the majority of enterprises within the Barberton Residential Areas. Within Emjindini, most of the enterprises are concentrated near the stadium, which provides the potential of a neighbourhood development node. The provision of a strong system of nodes needs to be encouraged through the revitalisation of both the Barberton CBD and a potential Emjindini Neighbourhood Development Node.

4. Community, Social and Personal services

Community, social and personal services is the second largest economic sector in the Municipal Area. Further growth in this economic sector is dependent on population growth, future contributions by government and growth in personal income.

The concentration of government activities into the Barberton CBD and other development nodes is needed in order to strengthen the service delivery capacity of these nodes.

5.1. Tourism

South Africa is increasingly, becoming an international tourism destination. The Kruger National Park is part of the growing international tourism market and are the Ehlanzeni and Umjindi areas on the doorstep thereof, ideally situated to gain from this market. The South African domestic market adds to the tourism facility demand. The growing importance of Umjindi as tourism destination is supported by the following trends:

- The World Tourism Organisation (WTO) predicts that South Africa could experience the second fastest growth in tourist arrivals by the year 2020.
- During the 2005 calendar year, 8,4 million tourists from overseas visited South Africa of which 1,6 million were from non- African countries. This represents a 13.9% increase on the previous year.
- An estimated 35% of overseas visitors include the eastern part of Mpumalanga and Limpopo Province in their itinerary. Stats SA reported that accommodation income for the period Sept 2004 to Jan 2005 averaged R 963,9 million per month
- The total South African market for accommodation is therefore estimated at :
 - Overseas Tourists - R 7,5 billion
 - Domestic - R 4,66 billion
- The 4th most popular activity undertaken by overseas visitors is viewing wildlife (7%) while 2% indicated adventure activities. The figure was calculated on total visitors, including African countries. The ratio for wildlife activities for non-African visitors would be much higher.
- Bednights for overseas tourist averaged 10 nights. Total spending per tourist amounted to R 1,548 per night in 2004. (Source: STATSA). According to South African Tourism (2004), 2,6 million domestic tourists visit Mpumalanga annually. The total amount of R 1,6 bn was spent on accommodation and activities by domestic tourists to Mpumalanga during the year 2004. Of this R0.7 billion was spent by holiday visitors, R0.65 billion by visitors to friends and family, R 0,1 billion by Business people, R0.02 billion Medical tourists and R0.1 billion religious tourists.
- The Key source markets for domestic tourists visiting Mpumalanga are as follows:

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- Gauteng residents (48%)
- Mpumalanga residents (32%)
- Limpopo residents (12%)
- North West residents (4%)
- Conference tourism and business conferencing has significant potential. According to Apcosa, annual growth is expected at more than 15%. Spending is also approximately 5 times greater than holiday tourism. Conference facilities are at a premium and a distinct market opportunity exists in this segment
- The economic environment for the development of tourism is supported by international as well as domestic demand. The following aspects will in future contribute to the growth in the tourism sector within Umjindi
- Proximity to wildlife, nature and heritage sites - nature and game reserves with big five and special interest nature are within or in close proximity of Umjindi.
- Biodiversity supported by the underdeveloped and underutilized provincial nature reserves Songimvelo, Mountainlands and Barberton Nature Reserves in Mpumalanga, Nature Reserves within Umjindi, and the Malotja Nature Reserve in Swaziland and several special botanical state and private Nature Reserves Nature reserves include the Kruger National Park, provincial, community and private game reserves.
- Access - there are major arterial routes crossing through the area and the KMIA airport is 45km away. Umjindi is situated on the main route to Kruger National Park. Barberton is around 4 hours drive from Gauteng.
- Infrastructure - the area offers first world communications and other infrastructure
- Proximity to Mbombela as capital of Mpumalanga Province and regional trade and service centre providing the market demand for leisure activities on its doorstep
- Culture - the area is rich with cultural traditions consisting of a combination of different although complementing cultures
- Scenic beauty supported by **nature reserves** Songimvelo, Mountainlands and Barberton Nature Reserves in Mpumalanga, Nature Reserves within Umjindi, and the Malotja Nature Reserve in Swaziland.
- Archaeological sites from Early, Middle and Late Stone age through to San drawings to the theories on routes and temples of Dravidian and Phoenician merchants and even Egyptians slave traders.
- Geological sites providing evidence of the world's oldest geological record available on earth.
- Climate - the area has a sub-tropical climate which lends itself to year round visits

6.1.10. Urban and Rural development

1. Settlement patterns

The development patterns of Umjindi reveal the following:

- Barberton/ Emjindini is the major urban development node within the area consisting of business centres and residential areas with a disparate settlement pattern strongly influenced by pre democracy planning allowing for the development of Black, Asian and Coloured townships severed from the white townships
- The mining settlements include Fairview Mine, Sheba mine, Sheba Mine, New Consort Mine, Barbrook Mine.
- Rural villages include Louw's Creek, Emjindini Trust, Lomshiyo Trust, Verulam, Sheba Siding, Shiyalongubu.
- Rural development consisting of commercial agriculture and forestry

The settlement patterns within Umjindi are the result of the distribution of the resource base within the area. The agriculture, forestry, mining and manufacturing sectors are the drivers of development within the area and the different settlements within the area determines the different roles and functions of these settlements.

The role and function of each settlement is determined by the interrelationship of the towns and settlements. The sustainability of the towns and settlements is the direct result of the sustainability of the resources on which the settlement focuses and the social, economic, engineering and institutional infrastructure which supports the development of the resources. In order to ensure the long term sustainability of resources, the strength of a town or settlement in terms of the central functions it performs within the region, sub-region or local area needs to be determined.

The business function index (Statistics South Africa 2006), indicates the economic significance of the different towns and settlements within the sub region of Umjindi. The towns with a business function index higher than 1 are Nelspruit (the regional centre), **Barberton**, Malelane and Carolina. These towns have high levels of formal local economic activity and a high dependence on the surrounding area for resource inputs. Barberton performs the function of a sub-regional centre for the adjoining settlements of Louw's Creek, Badplaas and Piggs Peak with a rating lower than 1 and will the function further be strengthened with the enhancement of accessibility to Swaziland. Sustainability of these settlements relies on high levels of public sector investment.

In terms of services, commerce and industry Barberton can be ranked as 2 within the sub region with Malelane in the second position.

The sustainability of urban and rural growth and development of Umjindi in future will very much rely on the concentration of development within the Barberton/ Emjindini development node and the conservation of the natural product as basis for tourism development.

The unmanaged influx of people into rural areas, which is already impoverished will result into increasing pressure on public sector investment into engineering and social infrastructure and further entrench the poverty question in the area. The large-scale settlement of people in these areas should therefore not be encouraged.

Highest priority should be given to the development of Barberton/ Emjindini where high levels of economic opportunity, livelihood opportunity and need for development overlap. Lower priority should be given to the other areas where lower levels of economic opportunity occur.

2. Land Use Patterns

The land use patterns within Umjindi is the result of a variety of form giving factors, which include political factors, climate, topography, and a resource base in the area such as minerals, soil types, water availability and biodiversity

1. Urban areas

Urban areas make up less than 1% of the total area of Umjindi. The existing land use patterns within urban areas reflect a dispersed system of segregated neighbourhoods, which stems from the pre democratic period where settlement of people was regulated in terms of racial separation policies.

The effect of the land use patterns within the urban areas are discussed hereunder:

2. Barberton

The Barberton CBD

Constraints

- The Barberton CBD developed in a concentrated form but new shopping centres within the CBD have developed as separated entities not supporting integrated pedestrian and traffic flow.
- Ownership and smaller stands restrict the integration of larger shopping centres within the CBD
- Historical buildings restrict the densification of the areas adjoining the CBD

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- The taxi rank is not large enough in providing in the needs of the existing transportation system
- The CBD is not supported by a well-defined traffic box.

Strengths

- The Barberton CBD is accessible to the existing residential developments of Emjindini and Barberton suburbs
- Historical buildings and monuments add to the historical tourism potential of the CBD
- The major roads linking Barberton with other towns in the area provides the necessary regional accessibility.

The Industrial areas

Constraints

- Air pollution caused by the Sappi Lomati Plant needs to be managed properly in order to minimise the effect thereof on development in Barberton

Strengths

- Accessibility to the industrial sites from Emjindini to the industrial areas is good
- The existing industrial areas are underdeveloped and surrounded by vacant land providing ample opportunity for expansion

Open Spaces

Strengths

- Open spaces along the rivers provide the basis for an Urban Greenbelt accommodating passive and active recreation areas.
- Open spaces provides the opportunity for the greening of the town

Constraints

- The open spaces are relatively underdeveloped for recreational purposes

The Residential Areas

Strengths

- The Barberton residential areas provide for the middle and higher income groups in a well-planned manner with the necessary social and engineering infrastructure
- The Barberton residential areas provide for a variety of sizes of erven and densities also providing opportunity for densification
- Emjindini provides smaller erven for the lower income group

- The Emjindini area is surrounded by main roads providing it with excellent sub regional accessibility

Constraints

- Emjindini consists of vast unplanned areas with business, sport and social services dispersed through the area in an uncoordinated manner.
- Emjindini is characterised by areas of low engineering and social services levels.
- Emjindini has limited internal accessibility which restricts connectivity to the main roads system

Accessibility

- The existing main and secondary roads system within Barberton/Emjindini is not sufficient to provide for future development of the area.
- The main roads converge on the CBD and the provision of a road system to allow for a hierarchy of roads for the cross mobility of traffic as well as accessibility to developments need to be provided and accommodated within the future planning of the area.

3. Rural Villages and Mining Towns

Emjindini Trust, Moodies Farm, Lomshiyo Trust, Sheba Siding reflect the lack of any sustainable economy and limited potential for inherent economic growth. Future growth will very much depend on the influx of people to these areas. The areas act mainly as dormitory areas for people working elsewhere. The areas have weak engineering and social services infrastructures. Despite the isolated locality and low economic potential of these areas, there is growth in informal housing areas.

Mining villages directly associated with the mining activities provides for unsustainable settlements and should not be encouraged to grow further. Informal towns associated with the mines need to be formalised and not encouraged to grow further

6.1.11. Population Projections

The population projections as set out in

Table 0-3 are based on;

- household counts from aerial photograph, dated 2007
- household sizes adapted from the Census 2001
- estimated growth rates providing for high growth rates within the urban areas and low growth rates within the rural and mining settlements

Table 0-3 Umjindi Population Projections

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Place	Households		Estimated annual Growth	Population				
	Households	Household size		2007	2008	2013	2018	2023
Barberton	1,941	6.16	6.0%	11,955	12,672	16,958	22,694	30,370
Barberton Farms	2,500	4.09	2.0%	10,231	10,436	11,522	12,721	14,045
Barberton Prison Farm	61	4.42	2.0%	270	275	304	335	370
Emjindini	6,639	3.34	3.2%	22,182	22,892	26,797	31,367	36,718
Emjindini Informal	464	3.34	3.2%	1,550	1,600	1,873	2,192	2,566
eMjindini Trust	730	3.01	1.3%	2,196	2,224	2,373	2,531	2,700
Fairview Mine	88	3.40	2.0%	299	305	337	372	410
Louisville	220	4.42	2.0%	973	992	1,095	1,209	1,335
Louws Creek	116	4.09	2.0%	475	484	535	590	652
New Consortium Mine Informal	182	4.09	2.0%	745	760	839	926	1,022
Moodies Farm	311	3.34	2.0%	1,039	1,060	1,170	1,292	1,426
New Consortium Mine	561	3.33	2.0%	1,870	1,907	2,106	2,325	2,567
Sheba Settlement	861	4.42	2.0%	3,807	3,883	4,287	4,733	5,226
Verulam	1,075	6.75	2.0%	7,256	7,401	8,172	9,022	9,961
Total	15,749	4.20	2.0%	64,847	66,892	78,367	92,311	109,370

6.2. SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT

1. WATER AND SANITATION:

Umjindi Municipality is the main provider of water within the municipal place. It provides water and sanitation services to the community of Umjindi Municipality and maintains water and sanitation networks within acceptable standards. The municipality's water source is the Lomati Dam, Suid Kaap River. The provision of water and sanitation is guided by the WSDP and the Sanitation Master Plan. The WSDP was adopted by council under FA63 which is also under reviewal to be adopted with the final 2013/14 IDP. The WSDP reflects Multi-Year Projects that addresses the Water Backlogs. The project list identified in the WSDP addresses all the needs identified in the future plans and implementation strategies and has been integrated in the IDP. Funding still needs to be secured for most of the projects identified in the WSDP for implementation.

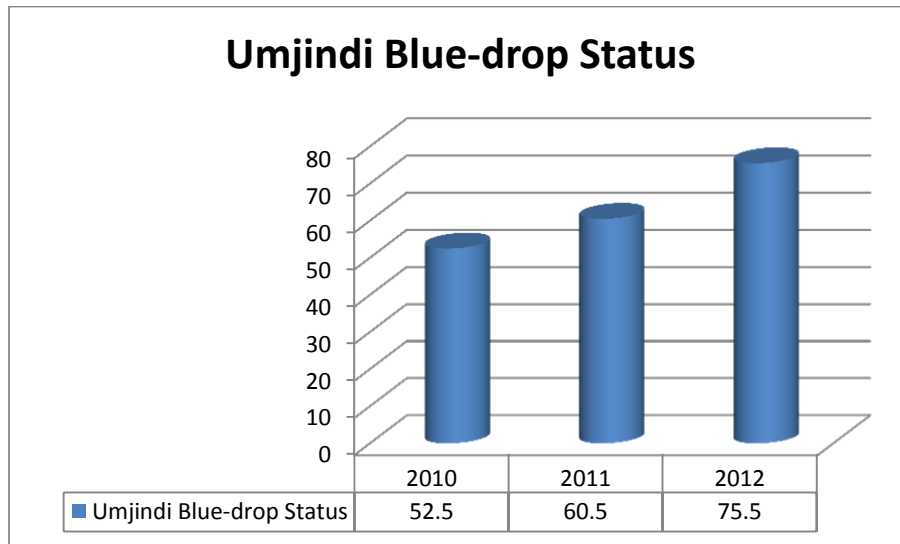
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The WSDP reflect the knowledge, implementation, strategies and target programmes with regards to backlogs, basic services provision, free basic water, Free Basic sanitation, higher levels of service requirements, associated services eg (Schools and clinics) and water for growth and development. Moreover, the Umjindi LM is also reviewing its water services bylaws to be adopted with the final IDP.

The Municipality has completed the compilation of the Sanitation Master Plan and it will be adopted together with the final IDP 2013/14. The purpose of the Sanitation master plan is to address all types of sanitation backlogs within Umjindi LM.

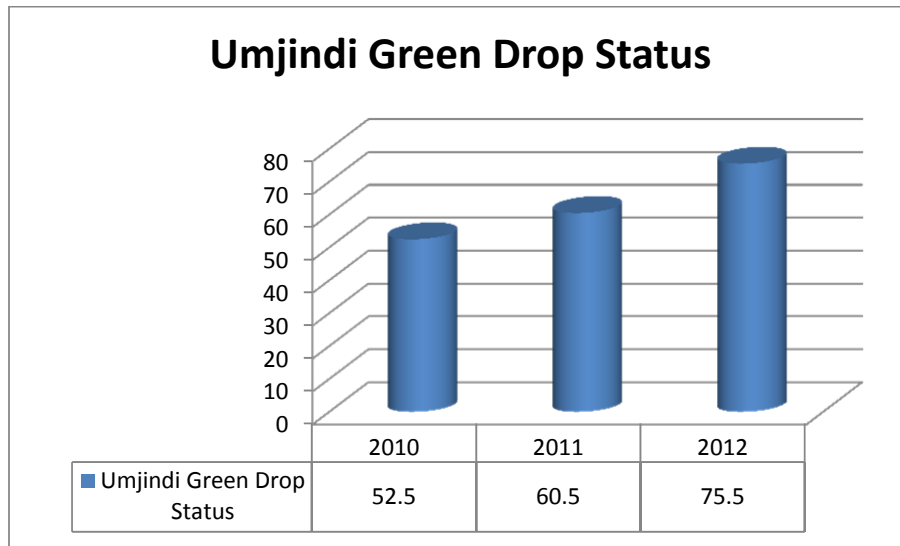
The Municipality manages the Waste Water Treatment as per the Green Drop Requirements from DWA and results are captured on the BDS System every month. The 2011 census shows that ULM continues to perform well on their blue and green drop status. (see figure below)

Blue-drop status (water quality)



Source: Stats SA 2011

Green drop status (soil quality)



Source: Stats SA 2011

To date, A total of 22 808 households had access to water but at different service levels (15180 = domestic and 7628 = Non-Domestic at a radius of 200m from the yard). A total of 22 808 households had access to sanitation but at different service levels (13470 = domestic; 280 = Ventilated Improved Pit Latrines and 9058 = Pit latrines). A 13000litre water truck was leased by Council for the delivery of water to rural areas; the department used two water trucks (5000Litres and 13000Litres). The areas where water was delivered had no infrastructure for running water and the water trucks assisted with the delivering of clean water to these communities (Farm and unformalized areas). Currently projects are underway for the provision of bulk water supply for Emjindini Trust and KaMadakwa Ndlovu and the Bulk and reticulation sewer for Verulam.

There is a plan and budget for operations and maintenance for water services infrastructure. The water services programme is financially viable with regard to cost recovery, metering and billing with an associated budget. The Sanitation Service is also financially viable with regard to cost recovery. The IDP addresses water resources development, demand management, water balance issues and ecological reserve as identified on the WSDP.

The Sewerage Plant and Rimmers Water Works were maintained in a good condition acceptable to Blue Drop and Green Drop Regulations. Routine maintenance was carried out on the Reservoirs and Water Reticulation Network (Pipe Bursts and Leaks) rapidly to reduce unnecessary water losses. Maintenance was also conducted on the Sewer systems and Reticulation Network (blocked lines) to ensure spillages were cleared to minimise health hazards and improve living conditions and service delivery.

Challenges

- Illegal sewer and water connections remain a challenge in the new extensions where the public does not pay for the service connections. Service providers to be appointed to identify the illegal water and sewer connections for penalties to be imposed as per the municipal tariff structure.
- Rimmers, SuidKaap Water Purification Works and Queens River pump station needs to be upgraded to cope with the high water demand resulting from the provision of water to new establishments and rapid population increase. One Sand Filter was refurbished at Rimmers Water Purification Works and the remaining four filters still need to be refurbished.
- Unnecessary Sewer Blockages due to the misuse of the sewer system and the dumping of illegal items in the manholes by residents poses a health risk with the overflowing of the Pump Stations and manholes in the areas causing spillages of raw sewer.

2. ELECTRICITY

The Municipality has an electricity license to distribute electricity in its area of jurisdiction – license number NER MP323. Umjindi supply electricity to its customers under the regulations of National Electricity Regulator and in line with the Electricity Act. The provision of electricity in Umjindi Municipality is guided by the Electrical Services Master Plan and Maintenance Plan for Umjindi Municipality as adopted by Council. The aim of the Master Plan aims to provide an indication of the Umjindi's projected future electricity demand, how this demand could be met and what it could cost to do so. It further aims to address the National targets to eradicate Electricity backlogs from 81%-92% by 2014. It further provides an indication of the Umjindi's projected future electricity demand, how this demand could be met and what it could cost to do so. The Municipality has further promulgated its Umjindi Electricity By-laws that regulate the supply of electricity services at a local level.

According to the 2011 census Umjindi municipality provides electricity services to 15275 households. Within the 2011/12 financial year, the municipality successfully implemented the electrification of Verulam Phase II (517 households), Emjindini Trust phase III (341 households), Lindokuhle (347 households), Phola Park (503 households) and Dixie Farm (73 households). To date about 16539 households have access to electricity which translate to

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84.5%, therefore there is a possibility that the municipality will meet the national target by 2014.

The electricity budget of the Municipality has been ring fenced as it was a prior requirement for REDS that includes the operations, maintenance, refurbishment and capital budget. The funded capital projects for 2013/14 include amongst others, the electrification of Sheba Siding (phase 2), bulk supply for Emjindini Trust, Kamadakwa Ndlovu, and the electrification of 300 households for Emjindini Trust.

The municipality also has a maintenance plans which aims is to provide Umjindi with an electrical service maintenance detailing the planned maintenance to be undertaken to maintain an economically viable electricity network. The plan prioritises the actions to be taken as well as to provide a programme (timeframe for completion of stages/phases) and a first order estimate of the cost to complete each stage/ phase of the projects. However the maintenance plan needs to reviewed in future in order to speak to new infrastructure and be aligned to the budget that has been ring-fenced for electrical services.

The municipality further provides energy gel and stove for places with no access to electricity. The provision of energy gel and stoves will be provided to Lurex for 13/14 financial year for 215 households.

Umjindi has reached its maximum capacity supply and need more bulk electricity supply. The municipality needs funding assistance of about R48 million for the upgrading the Umjindi Bulk Supply to 40 MVA. There is currently an initiative between the municipality and SAPPI Lomati to construct a 10 MVA Electricity generation plant in the Umjindi Municipal area in order to address the capacity challenge. Umjindi Development Agency will look into alternative energy initiatives like wind energy, gas generation and water turbines that can assist the municipality in the future.

Challenges

- Ability to maintain paying for services by the Community and securing/long term jobs for the community.
- The provision of sufficient maintenance budget to accelerate the replacement and refurbishment of ageing equipment.
- The municipality still needs to find the counter funding for the electrification of the 300 households in Emjindini Trust phase 4 and the promotion of rural electrification.

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3. ROADS AND STORM-WATER

Umjindi has different types of roads intersecting its area, namely provincial roads (i.e. R38 and R40) and municipal roads. The Department of Civil Services: Roads and Storm water is responsible for the construction and maintenance of municipal roads and storm water management system within the municipality, and installation of road signs along these roads. The municipality currently has 120km of surfaced roads and 176km of gravel road. There are no national roads within the ULM and only 223km of provincial roads (89km surfaced and 129 km gravel).

A road and stormwater master plan as adopted by Council, on the 2008/9 financial year was developed in order to improve the management of stormwater run-off in the whole of Umjindi and will be reviewed in 2015/16. The Storm water Master Plan is being implemented and Phase 03 and Phase 04 were implemented during the Financial Year under review. Barberton Mines has set aside a budget of R800 000 to assist the municipality develop A Roads and Stormwater Master Plan Barberton and newly formalized areas

The municipality provides fully maintained access roads to the people of Umjindi using grant funding. For the 2011/12 financial year:

- Routine Roads, Storm water and Buildings maintenance were done periodically as the needs dictated.
- Potholes were being patched timeously and the grading and re-gravelling of gravel roads were done as required.
- 213.23km's of gravel roads / streets were graded, 71.2km's of gravel roads were re-gravelled, 20.44km's of tarred roads were maintained (Pothole patching), 1km of new road was constructed with 2km's of Storm water Infrastructure.
- Storm water Facilities / Infrastructure were cleaned and maintained during the course of the year.
- 115 Building Maintenance was attended to timeously.
- Paving of driveways and sidewalks, cleaning of storm water facilities was attended to timeously throughout the financial year.
- 5 Speed humps were constructed.

Challenges

- Inadequate Resources limits the section in implementing some of its requirements properly and timeously, e.g. The TLB and Jet Cleaner that must be shared amongst the sections for Water, Sanitation, Roads and Storm water maintenance. An additional TLB is required. Breakdown of vehicles and the delay in repairing or maintaining also causes a heavy strain on service delivery.
- Budgetary Constraints have limited the Departments Sections from operating effectively in terms of service delivery and maintenance due to shortage of material which has a major impact on service delivery as work needs to be postponed. Minimum stock Levels for materials to be adhered to and increased were necessary.
- Budgetary constraints have limited the section from doing full maintenance at the Municipal Buildings and the slurring of roads.

4. ENVIRONMENTAL MANAGEMENT

A priority issue is environmental management to ensure optimum utilization of the resources in the area without endangering the regions suitable for nature based tourism development. Conservation of biodiversity of the area is crucial to Umjindi's future economic development. Lack of proper engineering services like sanitation, roads and storm water causes serious environmental degradation especially around the informal rural villages. All private and public institutions with major development proposals are required to do environmental reports (Environmental impact assessments, Basic Assessment and before their proposals are approved in Umjindi municipality.

Basic Assessments submitted to the municipality as of 2011 to date are:

- The Establishment of a Vodacom Telecommunication mast on Lot 197 of Kaapse Block, Section A, MDEDET Ref: 17/2/3/E-81;
- Sappi Lomati Power Generation Project: Multi-Fuel Boiler;
- Draft Basic Assessment Report and Waste License Application, Intaba Sawmill and Composting Facility;
- Draft Basic Assessment Report, Vodacom Portion 22 of Farm Oorschoft 692 JT;
- Vodacom Telecommunication mast on Lot 192 Kaapse Block, Section D; and
- Vodacom Telecommunication mast on Remainder of Scotson 587 JT.

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5. WASTE MANAGEMENT

The waste management services in Umjindi Municipality is being rendered in accordance with the Refuse and Sanitary By-Law, Administrator's notice 2029 dated 21 February 1951, section 20(a) of the Environmental Conservation Act 73 of 1998, NEMA, National Waste Management Strategy, the Health Act of 1977, the Water Act of 1956 and the Constitution of RSA – Act 108.

The waste management plan was developed and implemented in 2004 as per Item A 278 and A 10 respectively. The waste management plan aims to reduce also the waste volume taken to the solid waste site by 50% as part of Polokwane Declaration. The refuse removal service is rendered once per week in the residential areas and on a daily basis in the business area. Presently this service is rendered at a loss due to the fact that there is no income received as expected. At the moment, 15 388 households and 260 business premises received a weekly Refuse Removal Services. There is still a back log of 3 815 households not receiving a weekly Refuse Removal Services and this households are situated in rural areas.

It is crucial that the municipality should seriously attend to the matter as waste disposal may impact negatively on the environment and people's health. The municipality has identified as one of its key ventures, recycling solid waste and waste removal in all areas of Umjindi including the rural areas. At present recycling of the solid waste is being done at the Municipal Landfill Site by a group of old ladies. The ladies are fourteen in total and they recover paper, tins and bottles which they sell to a recycling company in Nelspruit. The Municipality is in the process of establishing a larger and more formalised recycling project which will minimise the amount of waste reaching the Municipal Landfill Site.

In an effort to combat illegal dumping and littering the Municipality has instituted fines as well as regular cleaning campaigns and the marking of problem areas with "no dumping" signs. Several cleaning campaigns were conducted in conjunction with DEDET, DALA, Ward Councillors, School and Churches etc. at Umjindi trust, Ka-Koperi, Dixie farm, Verulam, Sheba and etc. Cleaning of the CBD after hours was done regularly by the EPWP labourers – i.e. sweeping Main Street and around Taxi ranks and controlling littering on daily basis. Bulk refuse containers were placed strategically to control illegal dumping and littering. The Municipality also has ten full time Street Sweepers employed in the Refuse Removal Section. These employees attend to the sweeping the residential areas but their number is sufficient. Bulk refuse containers are also placed in the remote areas which are difficult to access using the Refuse Compactor vehicles. The bulk refuse bins containers are well utilised but it has proven that when children are send to dispose of the refuse, the put it next to the bin as it is too high for them to use correctly.

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The Department of Public Works in conjunction with IDT has introduced the Food for Waste Programme in Umjindi as another initiative to reduce illegal dumping. The programme works on the basis of employing people from un-serviced areas, to clean those areas and then they receive food parcels as compensation for the work done instead of money.

A new refuse compactor truck was donated to the Municipality by COGTA and the transport problem was solved to a minor extent. The leased compactor trucks were ever out of order and hampered the delivery of refuse removal services.

Challenges

- Veld fires caused by wind occurred twice at the Municipal Landfill site. The Landfill site Compactor machine is also ever out of order and compaction could not be done properly/ thoroughly due to the shortage of covering materials (soil). The state of the site is starting to create a nuisance and it needs to be rehabilitated.
- Illegal dumping remains a challenge for the refuse removal section and the collection of heaps is an on-going process. Clean-up campaigns and educational sessions have been introduced as well as the employment of workers under the Expanded Public Works Programme in an effort to combat the problem.
- The refuse removal section is still experiencing problems with its vehicles and most of the time only two of the four compactor vehicles were in a working condition. Two
- Compactor vehicles have been replaced with vehicles having automatic transmission systems. The Municipality are leasing these vehicles and were not in the financial position to purchase them.
- The landfill site is not in satisfactory condition due to a shortage of covering material and subsequently SKCM consultant was appointed to advice the Municipality on the rehabilitation process.
- There is a backlog in the delivery of refuse removal services to the rural areas and it is impossible to address due to the financial implication. The section will not only have to appoint additional staff members but will also have to purchase vehicles.
- A Tipper truck is needed in the Refuse Removal Section to cover refuse at the Municipal Landfill Site. A request for financial assistance has been forwarded to Ehlanzeni District Municipality.
- All capital purchases and capital projects could not be implemented due to financial constraints.

6. CEMETERIES

The Municipality currently provides burial facilities at three formalised cemeteries in Umjindi namely Barberton Main Cemetery, Emjindini Cemetery and the Christian Indian Cemetery in Cathyville. Niches for the burial of ashes are also provided in the Barberton Main Cemetery. Assistance is rendered at the cemeteries to the community to close the graves after burial and it is done with the aid of a Bobcat machine. This is done at no cost to the family. The operation of the Municipal cemetery is guided by the Cemetery By-Laws, Administrator's Notice 922, dated 28 November 1956 as well as the Environmental Management Act 1998 and Regulation 386/387. The service is fully done by our Municipality on a regular basis. An average of 32 funerals takes place during a month in Umjindi.

The cemeteries are maintained on a regular basis by cutting of the grass and trees are planted when a new plot is opened. The sunken graves are filled up with soil and minor repair work is done to tombstones as part of the maintenance programme. It is quite important that existing cemeteries be properly maintained through the provision of security at cemeteries, for instance, by fencing. The municipality has endeavoured to conduct a feasibility study on the lifespan of rural and urban cemeteries.

Challenges

- The said service is rendered at a loss due to the fact that more numbers of indigenous and pauper graves were sold compared to the graves at the normal tariff.
- There is necessity to provide more land to cater for burial sites and especially because of the prevalence of the HIV/AIDS epidemic in the recent years.
- The formalizing of rural cemeteries still needs to be undertaken in the next financial year.

7. TOWN PLANNING

There are basically two policies we use in the municipality to ensure sustainable human settlement and also containing the image of our towns; Spatial Development Framework that deals with spatial arrangements and nodal growth points and direction. The other policy is the Umjindi town planning schemes of 2002 that controls development within the urban edge. We are currently working towards approving Land Use Management System (LUMS) that will replace the town planning schemes. Town planning integrates land use planning and transportation planning to improve the built, economic and social environments of communities. Regional planning deals with a still larger environment, at a less detailed level.

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Urban planning can include urban renewal, by adapting urban planning methods to existing cities suffering from decay and lack of investment.

Challenges

- It takes an extended period for external/internal departments to comment on application that have been circulated to them and that hampers the turn-around time.
- Shortage of working tools and human resource especially for Geographic Information Systems (GIS).
- Financial constraints: only one building inspector with travelling allowance and the built up area has expanded for the kilometres allocated.
- The surveyor general takes too long to approve diagrams.
- The compilation and land use surveys for LUMS has not been completed.

8. PUBLIC SAFETY:

The section public safety within the confines of the National Road Traffic Act 93/1996 is charged with a responsibility to ensure that a safe road environment is sustained, strive to reduce fatalities in municipal roads by 50% by 2015, ensure safe and efficient road transport contributing to economic growth and development through improved cooperation and compliance from road users. Umjindi municipality participates in the road programmes of the Road Traffic Management Cooperation. Public safety align itself in the agenda of implementation of the adopted National Road Safety Strategy 2011-2020 by the Department of National Transport which is envisaged that if this strategy is implemented with success, it will produce positive results.

9. PUBLIC TRANSPORT

Chapter 2 of the National Land Transport Act No 5 of 2009 places certain responsibilities in municipal sphere of government.

- Umjindi is responsible for developing a land transport policy and strategy within its area based on National and Provincial Guidelines.
- Promulgating municipal by-laws and concluding agreements, as appropriate in the municipal sphere.
- Coordination between departments and agencies in the municipal sphere with responsibilities that impact on transport and Land use planning issues, develop integrated transport plan and ensure implementation of the plan thereof.

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The current engagement between Umjindi Municipality and Ehlanzeni District Municipality to ensure the implementation of the National Land Transport Act is the step towards the right direction which will address all public transport matters as well as funding arrangements. It must be borne in mind that one of the major challenges in financial constraints which makes it difficult for Umjindi Municipality to delivery on its mandate, especial those of public transport related matters. The Umjindi Municipality has a draft Integrated Transport Plan that seeks to enhance the effective functioning of the municipality through planning transport services and infrastructure in the context of the IDP and land development objectives.

10. DISASTER MANAGEMENT

Disaster Management Act 57 of 2002 requires that each municipality must develop and implement a framework for Disaster Management in its area aimed at ensuring an integrated and uniform approach to disaster management. The municipal statutory functionaries, municipal entities, Non-Governmental Institutions involve in disaster management, private sector and district municipality as well as the Province are key role players on disaster management matters affecting communities in municipalities. Umjindi Municipality has developed a Draft Disaster Management Plan which upon adoption and approval by Council will be a working tool with special emphasis on prevention and mitigation of disasters. There are no funds allocated to Disaster management for the 2013/14 financial year due to budgetary constraints within the municipality but however cooperation with District Municipality to integrated resources through assistance has produced positive results.

Umjindi is mostly affected by fires and heavy rainfalls. Within the 2011/12 financial year about 6 different houses were burnt down but the households goods where recovered; heavy rainfalls destroyed about 46 informal houses. The Provincial Disaster Management Centre assisted Umjindi Municipality by making 160 blankets, 20 tents, and water purification chemicals available to the affected families. It also approved that 40 structures be re-built. At a later stage an additional 60 structures were approved to also be re-built. A great deal of assistance was also rendered by the Department of Social Development and the Red Cross during this natural disaster.

A satellite Disaster Management Centre was established but the network system is still incomplete. Ehlanzeni District Municipality has been approached for assistance

An awareness campaign on fire prevention was held on 2 November 2011 at Skhutsele Combined School in conjunction with Ehlanzeni District Municipality

Challenges

- Funding for the furnishing and installation of equipment for the newly established Disaster Management Centre.
- Funding for the implementation of Disaster Management Unit

11. SPORTS AND RECREATION:

According to the White Paper of 2000, all municipalities must:

- Make land available for sports and recreational facilities
- Build/construct sports field in all wards
- Build/construct new sports facilities in all wards especially in previously disadvantaged communities
- Sports and recreational facilities must be easily accessible to communities
- Mass participation in all codes of sports in all wards within the municipality must be a priority and be sustained.
- A sports and recreational sports council must be established

Within Umjindi there is a Sports and Recreational Council that was established item number FA84/2010. This council advises management and Council on matters relating to community sports. It further manages all sports facilities within the municipality.

Provision of these facilities benefits the welfare of communities as it lowers crime rates, alcohol abuse and most likely violence on women and children. Appropriate sporting activities in line with community needs are provided with the assistance of DCSR, funding from EPWP, MIG (7%) and internal funding.

The National Sport Trust donated a fully equipped gym to Umjindi Municipality and it was installed at the Umjindi Indoor Sporting Complex at Emjindini. Application for funding to improve the sporting facilities in Umjindi was submitted to the National Lottery Fund but the application was unsuccessful. A multi-purpose sport field is currently under construction at Ward 5 opposite Kamhola Secondary School and only phase one has been completed. The Mountain Bike Challenge took place on 29 January 2011 and the Lowveld Inter High athletics was held at Barberton High School. The two events attracted a large number of visitors to Umjindi.

12. EMERGENCY SERVICES

Lack of telecommunication facilities, such as public telephones in most rural communities are a hindrance to the provision of emergency services such as ambulance and fire extinguishers. Rural villages have the least access to emergency services due to the distance from Barberton,

where these services are located. Moreover, the existing emergency services are inadequate to service the whole region. Additionally, the fire brigade vehicles of Umjindi are outdated and need replacement.

14. TELECOMMUNICATION

About 20% of the population has access to telephones in their dwellings. The community's access to telephone services is higher in urban than rural areas. Most of the population in rural villages and farm areas has no access to telephone system. However, the easy access to cellular telephones has made telecommunication no longer an issue as they are possessed by almost more than one person in a household. A few of these rural areas are still experiencing problems regarding cellular network services.

15. INFORMATION TECHNOLOGY (IT)

IT has fundamentally altered many aspects of daily life, including interaction with the government. The role of the internet continues to increase as more citizens use it to find pertinent information, purchase goods and services and to participation in virtual communities. By capitalizing on the internet revolution governments can create new channels of communication and methods for participations in matters of local government. In Umjindi there is an IT unit dedicated to ensuring that the internet has all the relevant information for public to participate in matters of local government from all departments including notices, policies, sector plans, IDPs, budgets, annual reports, financial statements, Auditor General's reports, PMS reports, bylaws, vacant positions, demographics, stands, etc.

16. GEOGRAPHIC INFORMATION SYSTEMS (GIS)

The use of GIS in the Umjindi has improved the municipality's efforts by aiding in meter and assets location. It has improved the efforts of planning departments by enabling staff to access a comprehensive database that spatially represents areas and items of interests. Umjindi Municipality has signed a service level agreement with EDM to ensure the functionality of the GIS unit with Umjindi.

17. SOCIAL DEVELOPMENT

HIV and AIDS

Umjindi is hard-hit by the prevalence of HIV and AIDS epidemic which has greatly impacted on households economies placing a heavy burden on welfare systems currently operational throughout the country. In 2003 the South African government approved a Comprehensive National Plan on HIV and AIDS Care, Management and Treatment. This plan was evaluated and

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revised in 2006 and a new strategy was published. The strategy has clear targets and aims to reduce the number of new infections by 50% and get appropriate treatments, care and support to 80% of people who need it by 2011.

Umjindi Municipalities is ideally placed to play the coordinating and facilitating role that is needed to make sure that partnerships are built to bring prevention and care programs to the community infected and affected by HIV and Aids.

Umjindi Municipality has developed an HIV/Aids Strategy in conjunction with the Education and Training Unit but it still has to be tabled before Council for adoption. The main areas of focus in the strategy are:-Prevention, Care for people with HIV and AIDS and Care for children affected by HIV and AIDS. The Umjindi Aids Council is fully functional and meets on a quarterly basis. The Municipality also has a HIV/Aids Workplace policy which was adopted by Council on 26 June 2008 under Item FA84. Due to finance constraints within the municipality; programmes like HIV and AIDS are allocated with minimal budget and therefore possible financing in the form of grants must be explored as far as possible on condition that it does not create a burden on the operating account

As of 2011/ 12 financial year, the HIV and Aids unit successfully implemented various campaigns and training to address HIV related challenges:

- The HIV/ Aids Coordinator continuously counselled 23 Municipal employees on HIV/ Aids and 5 employees have been referred for ARV treatment.
- Awareness campaigns were held in various local schools and different wards to educate the youth on drugs and substance abuse; STI education; teenage pregnancy, HTC.
- Various radio slots were secured with BCR to educate the community on HIV and culture; HIV and unemployment; HIV and STI's
- Various workshops and training were conducted amongst others were a workshop on women in entrepreneurship and a training Training on STI's for the peer education group; 36 Traditional Healers were trained on HIV, STI's, PMTCT, DOTS and HTC and Thirty six TCE field officers were trained on counselling and testing
- Celebrations were held in collaboration with various Departments amongst others were the two women's day celebrations One TB day and three candle light ceremonies
- The HIV Coordinator continues to Support local Npo's And Ngo's with various needs pertaining to the programmes that they run in different locations within Umjindi.
- Umjindi Local Aids Council has met 4 times

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Challenges:

- The mainstreaming of HIV/ Aids activities within departments in the Municipality does not take place although it is contained in the Departmental Scorecards of the departments.
- The budget allocated to the HIV unit is not sufficient compared to all the projects that can be undertaken.
- The lack of support staff in the HIV and AIDS Unit. A request was forwarded during the compilation of the budget but due to financial constraints this need could not be met.
- Lack of promotional material in the HIV and Aids Unit. The unit relies on joint campaigns with other departments and organizations.
- Appropriate conferences and planned training courses for staff could not be attended due to financial constraints.

18. Transversal

Youth, Gender, Disability, Children and the Aged: The municipality need to ensure that there are enough programmes directed to the development of these groups as per their own individual needs as stipulated in the table below.

Due to financial constraints, the municipality works in coloration with other sector departments to ensure that programmes and projects directed towards these groups are successfully implemented.

Needs for the youth, Disabled, children and the aged

YOUTH AND CHILDREN	DISABLED	WOMAN AND THE AGED
-Bursaries -in service training -Sports complex -Job creation projects Regular grading of existing sports field -Youth Information centre Rehabilitation -Centre Orphaned and -Vulnerable children facility (Drop-In-Centre)	-Manual wheel chairs Disability friendly RDP houses (e.g. with toilets inside) -Disability sports facilities Water. -Accessible public amenities -job creation	-Community poverty alleviation projects -Jobs -Women soccer development -Family support programmes -Old age facilities

Challenges

Due to financial constraints, the municipality unable to provide their large youth populations with equal access to opportunities, and as a result young citizens are finding themselves increasingly marginalised without access to employment or quality education.

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Education: Education is the key for development in every society. The municipality should upgrade existing educational institutions and ensure that communities have access to these establishments for skills acquisition and improvement and reduction in illiteracy levels. 20% of the population has no formal education while 28% only has primary school education with +/- 25% secondary school education or less.

The need for a University campus in Barberton

Umjindi Municipality has a rich geological history which makes it ideal for a geology faculty. Mining activities in the area could offer practical training, research opportunities and create more jobs. In addition, Barberton is on the Kruger National Park's doorstep as well as other historical landmarks, such as the Blyde River Canyon and Pilgrim's Rest. Established agricultural activities in the area will provide the ideal platform for a veterinary faculty. We have three hospitals available as well as a community radio station and two newspapers that is vital for a journalistic school within a university. Further, Barberton is perfectly situated. It is close to Mbombela and connects the Highveld with the Lowveld. It also neighbours Mozambique and Swaziland. The area has the perfect climate and the newly constructed R40 makes it easily accessible

Umjindi Municipality has set aside 130 hectares of land for the establishment of the University and Barberton Mines (Pty) Ltd has pledged its support in ensuring that the possibility of having a university in Barberton is realized.

6.3.LOCAL ECONOMIC DEVELOPMENT

1. UMJINDI ECONOMIC PROFILE

Agriculture continues to be the dominant sector in Umjindi followed by manufacturing according to the 2011 statistics. Mining

1. Growth Domestic Product

ECONOMIC INDICATORS	Trend 1996-2011	Forecast 2011-2016	Better (+) or worse (-) than Ehlanzeni	Better (+) or worse (-) than province	Ranking: best (1) - worst (18)
GDP growth (%)	0.7%	3.4%	(+) (3.2%)	(-) (3.5%)	9
	2001			Latest figure 2011	Ranking: best (1) - worst (18)

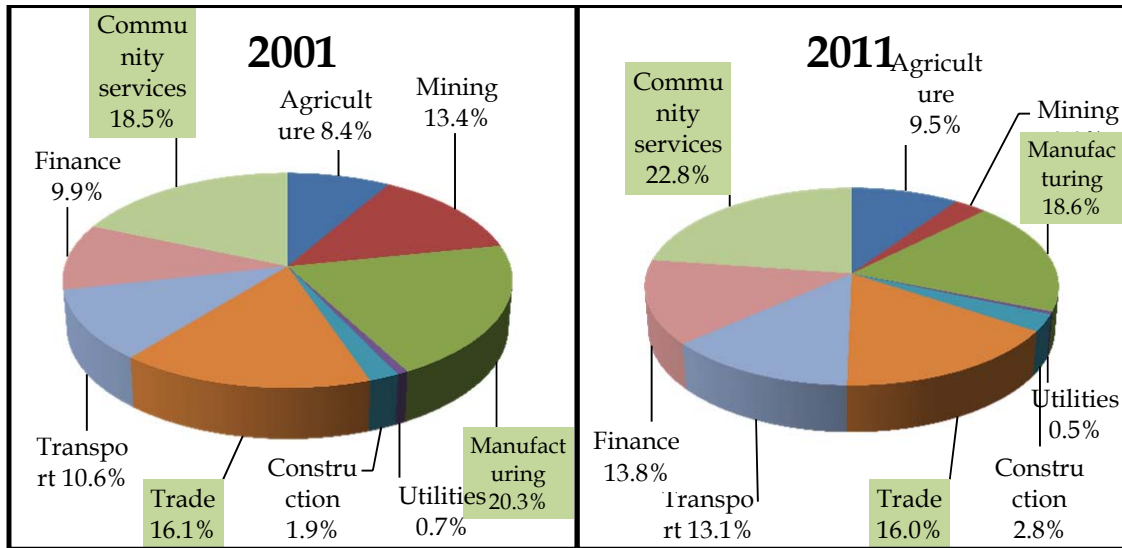
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Contribution to Mpumalanga GVA (%)	1.9%		1.6%	12
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Source: Stats SA Census 2001 and 2011

Umjindi has had a GDP growth of only 0.7% per annum over the period of 1996 to 2011 and its expected to record 3.4% annual average GDP growth over the period 2011-2016 which is better than district but lower than province. Umjindi’s Contribution to the Mpumalanga GVA is only 1.6% in 2011 and ranked no 12 – declining percentage share. It had a GVA of about R3.0 billion at current prices in 2011 and R1.8 billion at constant 2005 prices which makes it a relatively small economy.

2. Economic contribution



Source: Stats SA Census 2001 and 2011

Community services (22.8%), manufacturing (18.6%) and trade (16.0%) are the leading industries in terms of % contribution to Umjindi’s economy. Mining’s share decreased from 13.4% in 2001 to only 3.0% in 2011. There is an increasing share of industries like finance, agriculture and transport.

INDUSTRY	Contribution to growth 2011-2016	Labour intensity 2011	Comparative advantage 2011
Agriculture	0.5%	3.59	3.71
Mining	-0.1%	1.27	0.64

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Manufacturing	0.4%	0.89	1.10
Utilities	0.0%	0.89	0.23
Construction	0.1%	2.28	0.91
Trade	0.5%	0.96	1.10
Transport	0.6%	0.30	1.19
Finance	0.6%	0.35	0.66
Community services	0.9%	0.65	1.11

Source: Stats SA Census 2001 and 2011

Community services, transport, finance, agriculture & trade should contribute the most to economic growth in the period 2011-2016. While agriculture & construction the most labour intensive industries. Agriculture, transport & community services the largest comparative advantage in Umjindi.

National Treasury Allocation

TYPE OF ALLOCATION	2011/2012 (R million)	2012/2013 (R million)	% of allocations to all local municipalities in Ehlanzeni	% of allocations to all local municipalities in Mpumalanga	Ranking: highest (1) - lowest (18)
Infrastructure grant	R35.2	R37.6	4.7%	2.3%	14
Total allocation	R80.8	R90.2	4.2%	1.9%	16

Source: Stats SA Census 2011

There is an Increasing infrastructure grant allocation by 4.7% of infrastructure grants to local municipalities in Ehlanzeni. Umjindi municipality only received 1.9% of total allocations to local municipalities in Mpumalanga & which makes it the 3rd lowest allocated municipality in province.

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5.3.1.1. ECONOMIC SECTORS INFORMATION

AGRICULTURE	JOBS	ECONOMIC CONTRIBUTION	INITIATIVES TO IMPROVE
<p>Umjindi has different kind of farms; state owned, privately owned and those leased to farmers.</p> <p>Farmers predominantly produce sugar cane, sub-tropical fruit and vegetables, with game farms and reserves becoming increasingly popular. Macadamia nuts are up and coming product.</p> <p>Forestry occupies a large tract of land in the area with several sawmills operating around town. The Sappi / Lomati wood working plant is one of the largest in the country. Mainly pine and gum are grown.</p> <p>Agriculture and Forestry have the highest growth potential.</p>	<p>The Agriculture sector employs at least 32% of all Umjindi's employed people. The total employed in Umjindi is 28585 which means at least 9233 people works in the Agricultural sector in Umjindi. This can clearly grow if properly exploited. The sector used to employ at least 40.6% of the workforce as per 2001 indicators. The number of people employed in the sector has declined, cause for concern.</p>	<p>The Agricultural sector contributes only 9.5% into the local economy as a Sector. The sector only grew by 1.1% between 2001 and 2011. There's a huge potential in the sector, it should be ensured that all farms are functional, where there are problems the intervention of DARDLA and the Municipality must take place.</p> <p>Umjindi Municipality has a number of farms that can be explored to produce a lot of products that can supply locals and to other areas as mentioned above. This can even be sent to neighbouring countries. Type of fruits that can be considered:</p> <ol style="list-style-type: none"> 1. Mangoes 2. Oranges 3. Paw paws 4. Oranges etc. <p>It is also a perfect place for macadamias, tobacco, sugar cane, mielies, ground nuts, vegetables and a lot more. All this products can be harvested, processed locally and distributed into the market. The Municipality will engage farmers and</p>	<p>The municipality as well as the Department of Agriculture in the province should group all farmers, Commercial, up and coming and small scale farmers and develop a plan that can work for the municipal area in Agriculture.</p> <p>A strategy that will see farmers supporting one another (commercial supporting the up and coming etc) be derived. Also the intervention of Government in non functioning farms as well as in those that are not doing well is of utmost importance. Programmes should be in place to support all farms and they be assisted to find markets. Government has contributed a lot of money into the farms and this should be monitored to ensure the farms are sustainable.</p> <p>As part of government's intervention farms should have job creation targets based on the business plans of the farms or assessments done on the each farms' potential. This will help the sector achieve its job creation potential. Farmers should be aware of the role they play in the sector in terms of economic growth and job creation. Efforts should be made to achieve this.</p> <p>This kind of approach will ensure that all farms are sustainable and that jobs are</p>

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		<p>the Department of Agriculture to try and maximise the farms' potential production. This will help improve employment and local economy.</p>	<p>created to the maximum in each farm. The Agricultural sector has a potential to contribute at least 15% into the local economy in the near future if one takes into account the idling farms and those that are not profitable.</p> <p>SMMEs should be supported by the Agricultural sector. Efforts should be made to improve the participation of local entrepreneurs in the local economy. Agro-processing should be promoted by the sector.</p> <p>Opportunities exist for value-adding to produce, opportunities such as:</p> <ul style="list-style-type: none"> ○ Dried fruit and nuts. ○ High quality leather (cattle, game and crocodile). ○ Furniture manufacture. ○ Paprika and garlic production. ○ Spice cultivation. ○ Sugar-based products. ○ Juice/canning factory
MINING	JOBS	ECONOMIC CONTRIBUTION	INITIATIVES TO IMPROVE
<p>There are a number of mines in Umjindi. Barberton mines (includes: Fairview Mine, Consort mine and Sheba mine); Galaxy Gold, Avantage mines etc. Mining is one of the most important sectors in Umjindi Municipality. Mines are governed by policies and Acts developed by the Department of Mineral Resources, one of the documents guiding the</p>	<p>The mining sector employs at least 3.5% of Umjindi's employed people in 2011 and used to employ at least 13.4% of the workforce. This is a cause for concern. The mines seem to have lost a lot of employment opportunities to an extent that they only employ a handful in Umjindi. The curse of this can be determined by engaging the mining sector.</p>	<p>The mining sector contributes at least 3% into the local economy. This can, probably be maximized if and when the mining sector can be engaged. It is a fact that the mining Sector is not organised in Umjindi as there's no Mining chamber.</p>	<p>The Mines should form a local Mining chamber that can debate the challenges in the mines e.g. illegal mining, declining number of employees they need, how can they enhance the local economy, how can they contribute to the locals in terms of the Mining charter, etc.</p> <p>The Municipality should engage the mining sector regarding the Mines' contributions to</p>

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<p>mining sector is the Mining Charter.</p>	<p>There can be factors that played a role in this and this can include the Rand/Dollar exchange, demand for Gold, mining shafts being closed etc.</p>		<p>the local economy and how the Government can support the mines to make sure the industry / sector is developed to benefit of all.</p> <p>The municipality must engage all mines in terms of their Social labour plans. This must indeed be agreed upon and put into practice by the mines in conjunction with the Municipality. The Social labour plans must be in line with the IDP identified projects.</p> <p>SMMEs should be supported by the mines. Efforts should be made to improve the participation of local entrepreneurs in the local economy. Opportunities should be made available to local SMMEs. All this can be achieved by working together.</p>
<p>MANUFACTURING</p>	<p>JOBS</p>	<p>ECONOMIC CONTRIBUTION</p>	<p>INITIATIVES TO IMPROVE</p>
<p>The manufacturing sector in Umjindi is a declining sector. There are a number of reasons leading to this and it includes the decline in demand for the manufactured products.</p>	<p>The jobs went down from 16.2% to 15.5% in 2001 and 2011, respectively. It is clear that jobs have declined in the sector. It is very important to engage the role players in the sector and check if Government can assist role players in improving the situation.</p>	<p>The sector dropped from 20.3% to 18.6% in 2001 and 2011, respectively. Contribution of this sector into the economy has declined in the past 10 years.</p>	<p>The Municipality should engage the businesses in the sector and go into detail in terms of ascertaining the challenges the sector faces so that government, as a whole can assist the sector where possible and this will support the sector in terms of its growth.</p> <p>A number of manufacturing initiatives should be introduced into the sector and this will assist the local economy. Number of initiatives:</p> <ol style="list-style-type: none"> 1. Pottery making project 2. Beads making project 3. Wood beneficiation project
<p>UTILITIES</p>	<p>JOBS</p>	<p>ECONOMIC CONTRIBUTION</p>	<p>INITIATIVES TO IMPROVE</p>

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This sector is about basic service like electricity, gas or water.	This sector has a stable were 0.4% in 2001 and 0.4% in 2011. No change.	The sector used to contribute 0.7% in 2001 and 0.5% in 2011 respectively. The sector has declined a bit in terms of its contribution to the economy.	The sector has a little potential to grow. The municipality will try by all means to bring a renewable energy project into the Municipal area. The proposed energy project should be a biomas project. Should this project be a success the sector will grow a bit and employ a number of people.
CONSTRUCTION	JOBS	ECONOMIC CONTRIBUTION	INITIATIVES TO IMPROVE
This sector has a growing trend both with job creation and in terms of contribution into the local economy. There are a number of construction works in the municipal area. This has helped the sector to grow. The municipality has a lot of projects it has to accomplish in order to improve the standard of living of the people. The building of houses is another good example helping the sector.	This sector used to employ at least 4.45% in 2001 and employed 6% in 2011.- growing trend. It's clear that the sector has a number of opportunities that it provides to people. The sad part is that most construction jobs have a start and end date. People need to get as much skills as possible whilst they are temporarily employed so that they can use those skills at a later stage.	In 2001 it was 1.9% and it was 2.8% in 2011 – growing trend. The sector is steadily growing and with more construction work it can grow more. It's important that the municipality and other government departments take the lead in this sector as they try to improve the lives of the people.	The targets for RDP houses need to be met and in the process the Construction sector will improve. The roads in the Umjindi area are not looking so good especially the P10 road and some of the roads in the location not to mention the great need to construct a road to Emjindini trust. It is also envisaged that a road between Umjindi and Chief Albert Luthuli municipality may be a perfect project. The road would lead though Emjindini trust area through to Nhlazatshe. This will all help improve the construction sector.
Trade	JOBS	ECONOMIC CONTRIBUTION	INITIATIVES TO IMPROVE
Trade includes businesses like retails, furniture shops, clothing shops etc. This is one of the most important sectors in Umjindi's economy yet it has dropped a bit.	Jobs dropped from 16.4% in 2001 to 14.5% in 2011. A number of businesses has come and gone in Umjindi municipality. There's so much limited space in the CBD for business to expand or for new businesses to move into town. It's also interesting to note the high rate of business closures in town.	The sector dropped by 0.1% between 2001 and 2011. Trade used to be 16.1% in 2001 and in 2011 it was 16%. The change is not huge yet it is evident that there are challenges in this regard.	A number of things can be done to improve the trade sector and this includes the provision of products and services needed by the local people. People education is very important as well, locals should be aware that the more money they spend locally the more the economy will grow. Job creation is also one of the most important things that improve this sector and other sectors of course. The more people will have money to spend the more the economy will be stimulated.
TRANSPORT	JOBS	ECONOMIC CONTRIBUTION	INITIATIVES TO IMPROVE

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<p>This sector includes, taxis, buses, trucks, railway, airliners, The transport industry is growing in Umjindi. A number of commodities are available in Umjindi e.g. Timber. A number of trucks do transport this commodity in the local area and that support this sector. There are also buses and taxis in Umjindi that ferry people and this contributes to the transport sector.</p>	<p>In 2001 it was 3.2% and in 2011 it was 3.7%. This industry is growing. It is important though to regulate it accordingly especially the taxi industry. There's a huge potential to grow this sector in Umjindi.</p>	<p>This sector was 10.6% in 2001 and in 2011 it was 13.1%, it shows growth. There's a huge potential to grow it to better heights.</p>	<p>All stakeholders in the transport industry needs to play their role and ensure that the sector is regulated correctly, especially the taxi industry. The taxi industry is in a bit of shambles and needs to be redirected in order for everything to go well in it. The powers that be need to try and fix the situation so that the industry can grow. The sector seems stable in the bus and truck services.</p>
FINANCE SECTOR	JOBS	ECONOMIC CONTRIBUTION	INITIATIVES TO IMPROVE
<p>Umjindi has 5 big banks. There also a number of other financial institutions. The industry has actually grown according to stats.</p>	<p>The sector has grown from 2.6% in 2001 to 4.5% in 2011. This shows a good growth and it is envisaged the sector will remain positive.</p>	<p>Since 2001 the sector has shown a steady growth, it was 9.9% and in 2011 it was 13.8%. Clearly this is one of the most important sectors in the local economy.</p>	<p>The sector is showing good signs of growth and should be maintained as such, this will be determined by the support it receives from locals. Stakeholders in this sector have a strong role to play in the growth of the local economy as people need finance to improve their lives as well SMMEs.</p>
COMMUNITY SERVICES	JOBS	ECONOMIC CONTRIBUTION	INITIATIVES TO IMPROVE
<p>This sector includes all services provided by the government and other agencies aimed at uplifting the standards of living in all aspects.</p>	<p>The sector has contributed at least 8.6% in 2001 and in 2011 it contributed 13.9% in terms of jobs.</p>	<p>This sector contributed at least 18.5% in 2001 and 22.8% in 2011 into the local economy. This is one of the strong contributors into the local economy.</p>	<p>The municipal area needs to strengthen government services to the people. All NGOs will have to try by all means to improve their services so that there could be more people employed in the sector. Challenges faced by all stakeholders in the sector needs to be tackled and dealt with accordingly.</p>

2. Economic Development in Umjindi

Economic growth is a vital driver for jobs creation. As is the case throughout the country, and indeed globally, there is considerable dent in the economic growth due to recent economic recessions which affected every nation on the globe. LED is therefore key in ensuring that people's lives are improved in terms of being economically viable.

Various economic initiatives which are sustainable are necessary for the locals to have space to implement their business and economic stimulating ideas. It has emerged that a strong and knitted Local Economic Development Forum (LED Forum), as a best practice, is imperative to assist all locals to work together towards successful economic stimulation.

Unfortunately the Umjindi Local economic Development Agency has not been able to assist the Municipality in bringing huge, high impacting investments into Umjindi, due to a number of internal and external issues in the Agency. The Board of Directors has since been dissolved by Council however a new Board will be appointed in the 2012/13 financial year.

Barberton Community Tourism has continued to bring events into town and also to market the Municipal area, though they operate on a shoe string budget. The Umjindi Jewellery project continues to train locals on Jewellery making and have the support of the Municipality and the Barberton mines, which helps it to stay afloat under trying financial conditions.

A Tourism Ambassador Programme was introduced in this financial year and it benefited at least 20 local youth, who were trained in the Hospitality industry, the programme continue to run until February 2013. This programme is supported, financially by National Department of Tourism and coordinated by the MTPA in the province.

Continual meetings takes place that seeks to revive the Barberton Makhonjwa Mountainlands World Heritage Site agenda. Lack of funding has plagued the project and led to its halt. More than 100 people have been trained in entrepreneurship, financial management, Tender processes, generating business ideas etc. Some of the stakeholders LED worked with, includes COGTA, DEDET, SEDA and NYDA.

National Youth Service: Renovation of the Barberton Prison Farm

The Umjindi LED Unit has been assisting the Department of Public Works with recruiting and providing logistics arrangements on their 1 year Leadership Programme on the Renovation of

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the Barberton Prison Farm. About 26 learners were recruited and will be paid about R1460 for the 1st six months during the field work. They will also attend some course work for 6 months and they will be R660.

3. Expanded Public Works Programme

The EPWP is a nationwide programme covering all spheres of government and state-owned enterprises that aims to draw significant numbers of unemployed into productive work, accompanied by training, so that they increase their capacity to earn an income. Umjindi municipality successfully implemented the following project Bulk water: Emjindini trust from Agnes mine; replacement of AC pipes phase 5; electrification of KaMadakwa-Ndlovu phase 1(200 houses) and Sheba siding phase 1 (290 houses); Construction of roads and stormwater facilities in Emjindini Ext 9 for the 2012/13 financial year. In all the projects about 258 jobs were created. Out of the 258 jobs; 106 were from the EPWP intensive grant.

Achievements 2012/13

The Umjindi won the Kamoso National award for the best Constructed Project

Achievements

- Training was provided to hawkers and permits were issued to have better control.
- A Youth summit was held and Youth development programmes adopted. A number of entrepreneurial skills training were implemented.
- Jewellery project has been doing well despite financial challenges
- Enkanini Food Gardens project implemented
- Worked together with Dept of Agriculture to train 10 people in security guarding
- Assisted at least 30 people in an EPWP Waste Management programme funded by COGTA
- Working together with stakeholders to train people in Welding, Sewing and Baking
- Supported the 2 Youth Centres in the Umjindi area. Another one is on the cards.

4. SMME and Cooperatives

SMMEs are part of the most important parts of our economy. Without SMMEs the economy would be much weaker. According to the Mpumalanga job creation analysis document:

It is apparent that more employees were employed by businesses of medium size and larger (37.2 per cent) at the end of the second quarter 2012 than either before or after the recession.

This clearly shows that SMMEs has a significant role to play in the economy and it is no exception in Umjindi.

CHALLENGES FOR SMMEs

- Some up and coming entrepreneurs cannot break into the markets in Umjindi solely because they are not innovative.
- People concentrate on typical businesses like catering, car washes, spaza shops and some hoping for tenders yet they lack skills in any of the fields they want tenders in. This kind of challenge is attributed to lack of skills and lack of creative business ideas. Many of locals has received trainings in how to start a business, conceptualise a business idea, implement it etc. yet it still hard to start businesses due to lack of there resources.
- SMMEs register in databases of local companies, government departments, municipality's etc. but few of them get the opportunity to get work. Some have business ownership documents that have never been used.
- Processes with government institutions/Agencies like SEDA and NYDA takes long to assist the people. E.g. to get to a point where a person gets a business plan from this Agencies takes a long time and the people has no patience towards the processes.
- Some of the SMMEs has very good ideas by the struggle to put resources together to realise their dreams. E.g. SMMEs find it hard to get land/premises and capital for their businesses as they do not have money to start their businesses.
- People are trained and then left to continue applying the skill on their own. No 'placements' or business linkages to their targeted markets

5.3.1.10.1. INTERVENTIONS

It will be important to have proper planning in the Municipal area. The formation of an LED Forum is vital. It will assist to identify opportunities in all the sectors for the SMMEs. It will not help to continue to make plans without doing analysis of the sectors, determining the challenges in the sectors, putting plans in place, implementation etc.

The SMMEs should be encouraged to be innovative and come up with business products and services that are unique in nature. SMMEs should not rely on tenders but think of innovative businesses.

Training must be conducted for entrepreneurs to teach them on the basics in the sector of their choice. They must be linked to established businesses in those sectors. The LED Forum can play a major role.

UMLEDA should play a major role in incorporating the local SMMEs into their projects.

The municipality should prioritise local businesses in all its projects. They can ensure that a suitable local person/business is always subcontracted in all its projects. This information should always be made available to the public to ensure transparency.

The needs of the community for LED related projects reflect under Municipal projects in later pages of this IDP document.

The listed LED projects in later pages seek to address the mentioned challenges as mentioned above, per sector.

The LED unit continues to render technical and mentoring support in the municipality to the already established Cooperatives. Further they facilitate and coordinate registration of new cooperatives. This current financial year, about 3 cooperatives have been established.

5. Umjindi LED strategy

The Umjindi municipality is in the process of reviewing its LED Strategy in collaboration EDM, DEDET and Cogta and other stakeholders. The objectives of the LED Strategy includes amongst other things- (i) To investigate the options and opportunities available to broaden the local economic base of the area and attract direct investment in a sustainable manner. (ii) To identify sectoral programmes that could be used as basis for pro-active economic development initiatives. (iii) To investigate the micro-level business opportunities as well as constraints hampering spontaneous development.... The strategy has been aligned with the PGDS, District, SDF and other strategies. The strategy is covering most important aspects and these include the local economic profile.

According to the reviewed LED strategy the following initiatives need to be explored:

1. SMME Development
2. Facilitation of training for local SMMEs, facilitate funding for local initiatives, link SMMEs to established businesses, assist SMMEs to register with relevant authorities like SABS, CIDB etc.

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3. Facilitate formation of new viable Coops, training of Coops and funding thereof.
4. Form an Local Economic Development Forum (LEDF) that can assist in conceptualisation, development, implementation, monitoring and evaluation of all LED initiatives across all the local economic sectors (Trade, mining, Transport etc.).
5. Work together with all Government sector departments, Government Agencies, private investors and other relevant stakeholders to ensure that the will-be adopted LED strategy is implementable and benefitting to all locals.

6. 2013/14 LED Budgeted projects

PROJECT	BUDGET
Bottled water project	R106 000
Various trainings	R80 000
Agricultural project	R25 000
Youth programme	R53 000
Hawker training	R10 000
Funding to counter fund UMLEDA projects	R420 000
Funding for the Jewellery project	R2 500
Funding for Tinjonjela project	R20 000
Other contributions	R120 000

Challenges:

- Insufficient funds at the Jewellery Project could mean that the project closes down in the near future. Barberton mines are considering assisting the project.
- The Agency for the Development of Umjindi Municipality has not achieved much due to challenges in the Board and it was since dissolved. A new Board to be appointed.
- BCT board's term came to an end in late in 2011 and no new Board have since been appointed.
- SMMEs are struggling to find land/ stands / building for them to operate from. If only the Municipality can allocate specific land for such developments
- The Barberton Makhonjwa Mountain Lands World Heritage Site's declaration has been put on hold due the lack of funding for the project, a number of initiatives are being considered.
- Local Economic Development Forum (LEDF) was launched in August 2011 but lacks the necessary support to function.

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- Lack of willingness by people to be entrepreneurs. They are put on entrepreneurial development programmes and they give up on the way

5.3.2. TOURISM DEVELOPMENT

The municipality has huge potential to grow into a major tourism destination. However, much still needs to be done to enhance the growth of this industry. Local communities, for instance, should be actively involved in tourism activities and opportunities identified and performed in the region. Tourism officials are to be empowered to develop and implement a generic marketing strategy and network with other organizations with the same objective.

Tourism initiatives that should be explored could, inter alia, be the following:

1. Mountain Bike cycling routes
2. Rock climbing
3. Hiking trail development (tunnel)
4. Establishment of picnic sites
5. Fortuna mine / Gold quarry development
6. Kellar Park development
7. Tourism train initiative
8. Cable way development
9. Arts and culture village

6.3.3 CORPORATE SOCIAL RESPONSIBILITY

Introduction

The municipality is fortunate to have mines within its boundaries. Only Barberton Mines remains committed to assisting the municipality in development while other mines have made no effort to assist the municipality. Hereunder are their projects for the 2013/14 financial year.

1. BARBERTON, MINES CORPORATE SOCIAL RESPONSIBILITY PROGRAMMES (2013/2014)

1. SINOBILE LIFE SKILLS CENTRE (LED)

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Background and Objectives:					
<p>Sinqobile Life and Skills Development Centre was established by Barberton Mines and launched in October 2010. The main objectives of the centre are:</p> <ol style="list-style-type: none"> 1. To develop technical skills (Arc Welding, Baking, Sewing and Brick making) for the entire Umjindi community. 2. To provide life skills to the community. 3. To prepare the unemployment for the labour market. 4. To provide job opportunities. 					
Project Focus Area	Locality of the project	Number of Jobs Created / Project Beneficiaries	Target groups	Time Frame (2011 - 2012)	Annual Budget
Non-accredited training in Arc Welding, Sewing, Brick Making and Baking (Training to include business management skills and linkages with identified markets)	Sinqobile	120	Unemployed interested local women and youth (including the disabled and those living with HIV/AIDS).	2013/14	R720,000.00
Accreditation of the Centre	Sinqobile	N/A	N/A	2013/14	R350,000.00
SMME Mentorship Project	Barberton	6 Local Cooperatives	<ul style="list-style-type: none"> • Kuhlekwethu Sewing Cooperative • Umjindi Welding Cooperative • Tenteleni Bricks Cooperative • Bunye babomake Cooperative • 2X local cooperatives 	2013/14	R700,000.00
Friends of Barberton Daisies (Tourism – product development)	Barberton	20	Youth Women	2013/14	R360 000.00
Technical support; Sewing, Welding and Brick Making Cooperatives	Barberton	18	Youth Women	2013/14	R270 000.00
2. SCHOOLS PROJECT (LED)					

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Objectives:					
<ul style="list-style-type: none"> • Maintenance of Sinqobile Primary School • Renovations of Kaap Vallei Primary School • Construction of a library, science and computer block at Emjindini High School 					
Project Focus Area	Locality of the project	Number of Jobs Created / Project Beneficiaries	Target groups	Time Frame (2011 - 2012)	Annual Budget
School maintenance (including furniture – 8 classrooms + science/library block)	Sinqobile	10	-Learners -Unemployed local people	2013/14	R680 000.00
Renovations at Kaap Vallei Primary (including school furniture)	Sheba	20	-Learners -Unemployed local people	2013/14	R1, 200 000.00
Construction of a library and science block at Emjindini High School (including furniture and training of relevant staff)	Emjindini Township (Spearville)	20	-Learners -Unemployed local people	2013/14	R1, 400 000.00
3. UMJINDI JEWELLERY PROJECT (LED)					
Objectives:					
Beneficiation and new venture creation.					
Investigate the possibility of converting from training to jewellery production.					
Project Focus Area	Locality of the project	Number of Beneficiaries	Target groups	Time Frame (2011 - 2012)	Annual Budget
Skills development and sustainable job creation.	Barberton	15	Local Community	2012/13	R1, 200, 000,00
4. VEGETABLE & ROYAL KRAAL PROJECTS (LED)					
Objectives:					
<ul style="list-style-type: none"> • Mentoring and technical support of Sinqobile Vegetable Project • Construction of the local chief's office at Emjindini Trust • Expansion of 3 km's Makhanya Road 					
Project Focus Area	Locality of the project	Number of Jobs Created / Project Beneficiaries	Target groups	Time Frame (2011 - 2012)	Annual Budget

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Mentoring and technical support of Sinqobile Vegetable Project	Sinqobile	10	Bunye babomake Agricultural Cooperative	2013/14	R140,000.00
Construction of the Emjindini Royal Offices (Including furniture)	Emjindini Trust	Emjindini community	Community	2013/14	R940,000.00
Expansion of 1kms Makhanya Road (Phase 1)	Emjindini Township	Emjindini community	Community	2013/14	R3,400 000.00
5. BURSARIES FOR UNIVERSITY STUDENTS (CSR)					
<u>Background and Objectives:</u>					
1. Continuation: provision of 10 bursaries for full-time University students (from 2011/12 – 2014/15 Financial year).					
2. Provision of bursaries for new 6 students (Metallurgy, Geology, Mine Engineering) during 2012/13 financial year and onwards					
Project Focus Area	Locality of the project	Number of Jobs Created / Project Beneficiaries	Target groups	Time Frame (2011 – 2012)	Annual Budget
Bursary allocation for 10 students (Geology, Accounting, Mine Engineering and Mine Surveying).	Ehlanzeni District (Umjindi, Mbombela, Nkomazi, Bushbuckridge).	10	Existing/non-University students who meet the University Entrance Criteria	2011/12 – 2013/15	R700,000.00
Bursary allocation for 6 new University Students (Geology, Metallurgy and Mine Engineering)	Umjindi and Nkomazi	6	Non-University Students who meet the University Entrance Criteria	2012/13	R420 000.00
Bursary allocation for 10 new students (2014 onwards): BEng Mechanical, Mineral Surveying and Mining	Umjindi and Nkomazi	10	Non-University Students who meet the University Entrance Criteria	2013/14	R900 000.00
TOTAL					R2,020.000.00

6.3.4. Municipal entity and Non-Profit Organisations (NPO)

1. Introduction

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A municipal municipality has one entity which is the Umjindi Development Agency and various NPOs which render essential development mandates on behalf of the municipality. There are currently 2 NPOs mainly:

- Barberton Community Tourism
- Umjindi Jewellery Project
- Umjindi Resource Centre.

2. UMJINDI DEVELOPMENT AGENCY

Umjindi Development Agency is borne out of the quest of the Municipality to grow the local economy, attract investments into the area, facilitate and create an enabled environment for jobs to be created and sustained, and most import to improve the lives of the inhabitants of the municipality.

As per legislative requirements, Umjindi Municipality considered various delivery mechanisms, and the establishment of a private company whole-owned by the Umjindi Municipality was favoured for four main reasons:

- The entity will be governed by the provisions of the MFMA, MSA, MSAA and the Companies Act as a municipal entity therefore there is sufficient governance protocols and regulations;
- Being private company, the entity will unlike the municipality, have flexible yet robust decision making structures, such as the board of directors that can meet easier than the council;
- Funders such as the IDC are willing to fund and support municipal entities that are independent of their parent municipalities and run on commercial oriented principles; and
- Private investors often prefer to work with like-minded commercial, flexible, bureaucracy-free entities that make and implement decisions quicker.

Having a significantly low economic growth and a high unemployment rate, Umjindi is seeking to pursue an effective and efficient economic intervention strategy that will ensure the local economy developed in order to turn the tide against poverty that the local inhabitants are living under. To this end, the Council of Umjindi Municipality resolved to establish a vehicle that will turn the economy of the area around and set this economy on a sustainable growth trajectory. The most suitable vehicle to perform this role as recommended by the Municipal Finance

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Management Act and the Municipal Systems Act is a municipal entity to be incorporated as Umjindi Development Agency (UMDA).

Umjindi Development Agency's principal business will be the attraction of investments and facilitation of economic development growth into Umjindi Municipality.

2.2. Objectives of UMDA

The broad objectives of the Umjindi Development Agency can further be stated as follows:

- To attract investments into Umjindi municipal area.
- To market and promote the Umjindi local economy among potential investors as a good investment destination.
- Economic Growth: Promote investment in jobs, new growth sectors and support for innovation
- Enterprise Development: Broadening ownership by mobilizing support for small enterprise development, Community cooperatives and corporations
- To foster and strengthen the linkages between local businesses, local government and civil society as well as to attract new external investment.
- To demonstrate the investment opportunities in Umjindi among key audiences.
- To kick-start the implementation of strategic and high-value economic projects.
- To implement large scale economic development projects for the Municipality.

Proposed Projects

The list of projects below is not exhaustive, however, it emanates from the IDP, LED Strategy, and the Investment Prospectus of the Municipality, as well as field and desk-top opportunity feasibility study. It is therefore possible that more projects could be identified as the market forces dictate in future. Accordingly, feasibility studies will be conducted prior to implementation of these projects.

The current list of projects

- Film Academy
- Shopping Centre
- Hotel
- Transport Hub
- Industrial Park (in partnership with Mpumalanga Economic Growth Agency)

- Gold Mine Museum
- Meat & Food Processing Centre
- Building and Decor Hub
- Warehousing and Logistics Hub
- Botanical Gardens
- Heritage Site at the Geological Sedimentary Rock Formations

3. BARBERTON COMMUNITY TOURISM (BCT)

The Umjindi Municipality has contracted BCT for the attainment of tourism marketing and related objectives, excluding tourism development on behalf of Council. The Umjindi Municipality will retain the tourism development function which will be implemented in close cooperation with and as a joint strategy with BCT

Company objectives

The Company has the following objectives and undertakes to:

- Market the Company for fund raising projects;
- Establish and promote the area as a tourism destination by developing and enhancing the particular branding identity and tourism ambience and increasing the market share;
- Pro-actively coordinate and cooperate with all the destination's tourism stake-holders and develop alliances with other business and tourism organisations at regional and local level;
- Strive for a reasonable spread of tourists throughout the year;
- Provide the desired array of services to visitors through consumer-driven, high quality and memorable tourism experiences and an appropriate information service;
- Develop a common culture amongst members through participation, information sharing, training and networking to ensure a cohesive and committed membership;
- In cooperation with Council, inform and educate the community about the importance of tourism, which provides jobs and income for the destination and spreading the benefits of tourism as wide as possible throughout the community;
- Attain a secure funding basis for effective execution of these activities, which shall include but not be limited to the levying of membership fees in accordance with the Company's Articles of Association;
- Manage tourism in balance with the natural and man-made environment, as well as the desired social fabric of the destination;

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- Affiliate at their own expense as representative Local Tourism Organisation for the Umjindi area (LTO) to the Kruger Lowveld Regional Tourism Organisation(RTO) or its successor.
- The possibility of negotiating a long term agreement with Council to provide for Councils reviewed objectives for tourism marketing and development and the funding of BCT

3.2. Core Project Focus Areas:

- Readiness for Kruger Lowveld Tourism (KLT) amalgamation and Integrated Visitor Services (IVS)
- Communications (Newsletters / Website etc)
- Membership
- Tourism Sector Plan as part of LED Strategy
- Office Management & Event Management
- Funding Initiatives

3.1. Other Project Focus Areas:

- World Heritage Project (WHS)
- Signage Management Plan
- Safety and Security
- Tourism Node Development

4. UMJINDI RESOURCES CENTRE

The Umjindi Resource Centre is an Independent Non-Governmental Organization (NGO) and a registered Section 21 Company that was initiated between Sappi and the Umjindi Municipality. It provides access to information, educational resources and basic business services to scholars, students, pensioners, local entrepreneurs, visitors from other countries and adults of all descriptions. The centre has established itself as an affordable, accessible, and trustworthy digital village that empowers people.

The Centre is located on the lower level of the Barberton Public Library and provides educational resources and facilities for the approximately 11,500 learners in the 33 schools situated within a 15 kilometre radius of its location, as well as for educators and the community as a whole. It provides a wide range of facilities and resources for young children, learners,

educators and adults alike. A nominal membership fee is charged on a quarterly basis but, where appropriate, financial assistance will be provided to cover membership fees and will be granted according to pre-set criteria.

The Umjindi Centre comprises a Digital Village with computers, a dedicated study centre and a reference library. Duplication, lamination, faxing and bookbinding services are also provided to the community at cost. The Digital Village comprises 36 computers loaded with sponsored Microsoft software and providing Internet and e-mail access through a 1024k ADSL connection. Dell donated 19 new computers to the centre enabling it to operate at full capacity and expanding the digital village from 17 computers to 36. It affords every member of the community to use state-of-the-art information technology, regardless of personal means.

5. UMJINDI JEWELLERY PROJECT

The Umjindi Jewellery Project (Section 21, Non-Profit Organisation) was established in Barberton, Mpumalanga in 2002. Umjindi Jewellery Project is the largest community development project in Mpumalanga. It creates immediate employment for 11 people and has to date trained 60 jewellery manufacture and design students (previously disadvantaged individuals). The main focus of this project is skills development and poverty alleviation through practical training and mentorship in a manufacturing environment.

5.1. Project objectives are the following

- Provide training for Historically Disadvantaged Youth in Jewellery design and manufacturing.
- Empower Youth to use the skill they have acquired for self-development.
- Aim to take trainees to the point of being able to sit the artisanal qualification of 'goldsmith'. This will improve their chances of success in the industry as well as incubator style/small business environment
- Create an environment where the graduates will always be able to improve their skills post-graduation.
- * Actively take part in the development of the national Mining Qualifications Authority curriculum for Jewellery Design and Manufacture

5.2. Benefits of the Project

- Empowering underprivileged communities, and the individuals to realise their full potential.

- Provide quality careers and technological empowerment.
- Forge partnerships based on sound business principles contributing to national goals
- Promote South African skills locally and internationally
- With the development and growth of the project more employment possibilities will be created.

6.4. FINANCIAL VIABILITY

6.4.1. INTRODUCTION

The Municipal Systems Act 32 of 2000 stipulates that an IDP is a single inclusive and strategic plan that must align the resources and capacity of the municipality to the overall development objectives of the municipality. Therefore the budget gives effect to the priorities as identified within the IDP. The purpose of this chapter is to outline the comprehensive Multi-year Financial Plan that will ensure project implementation and the long-term financial sustainability for the Municipality. A Multi-year Financial Plan is essential to ensure that the Municipality continues to implement its mandate effectively without impairing its capital base. It will also enable the Municipality to move towards self-sufficiency in meeting the growing demands of Service Delivery.

6.4.2. BACKGROUND

A Financial Plan is prepared for a period of at least three years, however it is preferred that it should be for over a period of five or more years. A Multi-Year Financial Plan is prepared to ensure financial sustainability of the Municipality paying particular attention to the Municipality's infrastructure requirements. It is also an important component of the Municipality's Integrated Development Plan.

A prudent Multi-Year Financial Plan identifies and prioritizes expected needs based on the Municipality's Five-Year Integrated Development Plan and details estimated amounts of funding from various sources. The Multi-Year Financial Plan will also ensure that the Municipality has greater financial health and sustainability, making it easier to collaborate on projects with other levels of Government and various public and private stakeholders. This will further enhance the ability of the Municipality to have access to more financing, funding and grants.

6.4.3. FINANCIAL STRATEGY FRAMEWORK:

Umjindi Municipality is a developing and growing Municipality striving for service delivery excellence. Therefore many challenges are faced with regards to Financial Planning and are ever changing due to the dynamic setting of Local Government. The priority for the Municipality, from the financial perspective is to ensure viability and sustainability of the Municipality. The Multi-Year Financial Plan and related strategies will therefore need to address a number of key areas in order to achieve this priority. These strategies are detailed below:

1.Revenue Enhancement Strategy:

- * To seek alternative sources of funding;
- * Expand Income base through implementation of new Valuation Roll;
- * The ability of the Community to pay for services;
- * Identification and pursuance of Government Grants;
- * Tightening Credit Control measures and Debt Collection Targets;
- * Improve customer relations and promote a culture of payment;
- * Realistic Revenue estimates;
- * The impact of inflation, the Municipal cost index and other cost increases; and
- * The creation of an environment which enhances growth, development and Service Delivery.

2. Asset Management Strategy:

- * The implementation of a GRAP compliant Asset Management System;
- * Adequate Budget provision for Asset Maintenance over their economic lifespan;
- * Maintenance of asset according to an Infrastructural Asset Management Plan;
- * Maintain a system of Internal control of assets to safeguard assets; and
- * Ensure all assets owned and/or controlled except specific exclusions are covered by Insurance.

3. Financial Management Strategies:

- * To maintain an effective system of Expenditure control including procedures for the approval, authorization, withdrawal and payment of funds.
- * Preparation of the Risk Register and application of Risk Control;
- * Implement controls, procedures, policies and by-laws to regulate fair, just and transparent transaction;
- * Training and development of Senior Financial staff to comply with prescribed minimum competency level

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- * Implement GRAP standards as gazette by National Treasury; and
- * Prepare Annual Financial Statements timorously and review performance and achievements for past financial years.

4. Operational Financing Strategies:

- * Effective Cash Flow Management to ensure continuous, sufficient and sustainable cash position;
- * Enhance budgetary controls and financial reporting;
- * Direct available Financial resources towards meeting the projects as identified in the IDP, and
- * To improve Supply Chain Management processes in line with regulations.

5. Capital Funding Strategies:

- * Ensure service delivery needs are in line with Multi-year Financial Plan;
- * Careful consideration / prioritization on utilizing resources in line with the IDP;
- * Analyze feasibility and impact on operating budget before capital projects are approved;
- * Determine affordable limits for borrowing;
- * Source external funding in accordance with affordability.
- * Improve capital budget spending; and
- * Maximizing of infrastructural development through the utilization of all available resource.

6. Cost-Effective Strategy:

- * Invest surplus cash not immediately required at the best available rates;
- * Restrict capital and operating expenditure increases in relation to the inflation rate taking into consideration the macro economic growth limit guideline and Municipal cost increases.
- * To remain as far as possible within the following selected key budget assumptions-
 - *Provision of bad debts of at least 2%
 - *Overall cost escalation to be linked to the average inflation rates
 - *Tariff increase to be in line with inflation plus Municipal growth except when regulated;
 - *Maintenance of assets of at least 6% of total operating expenditure
 - *Capital cost to be in line with the acceptable norm of 18%
 - *Outstanding external debt not to be more than 50% of total operating revenue less Government Grants; and
 - *Utilisation of Equitable Share for indigent support through Free Basic Services.

6.4.4. MEASURABLE PERFORMANCE OBJECTIVES FOR REVENUE:

- * To maintain the Debtors to revenue ratio below 10%
- * To maintain a Debtors payment rate of above 90%
- * To ensure that the Debtors return remain under 40 days; and
- * To keep the Capital cost on the Operating Budget less than 18%

6.4.5. REVENUE FRAMEWORK:

In order to serve the Community and to render the services needed, revenue generation is fundamental to financial sustainability of every Municipality. The reality is that we are faced with developmental backlogs and poverty, challenging our Revenue generation capacity. The requests always exceed the available funds. This becomes more obvious when compiling the Municipality's Annual Budget. Municipalities must table a balanced and more credible Budget, based on realistic estimation of revenue that are consistent with their budgetary resources and collection experience

The Revenue strategy is a function of key components such as:

1. Growth in town and economic development
2. Revenue enhancement
3. Achievement of above 90% annualized collection rate for consumer revenue;
4. National Treasury guidelines;
5. Electricity tariff increase within National Electrification Regulator of South Africa (NERSA) approval;
6. Approval of full cost recovery of specific department
7. Determining tariff escalation rate by establishing / calculating revenue requirement; and
8. Ensuring ability to extent new services and recovering of costs thereof.

The South African economy is slowly recovering from the economic downturn and will still take some time for Municipal revenues to increase through Local economic growth. Consequently cash flows are expected to remain under pressure for the 2011/2012 Financial Year and a conservative approach is followed to project expected revenues and cash receipts. The following table is a high level summary of the projected revenue for the Municipality over the Medium Term:

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REVENUE BY SOURCE	MEDIUM TERM FINANCIAL PLAN			
	FULL YEAR FORECAST 2012/2013 R000	BUDGET YEAR 2013/2014 R000	FORECAST 2014/2015 R000	FORECAST 2015/2016 R000
	171 541 528	206 931 855	233 158 946	250 6 766

6.4.6. GRANT FUNDING:

The Division of Revenue Act contains allocations from National and Provincial, which allocations are recognized as Government Grants and factored as follows under the Medium Term:

GOVERNMENT GRANTS	MEDIUM TERM FINANCIAL PLAN			
	FULL YEAR FORECAST 2012/2013 R000	BUDGET YEAR 2013/2014 R000	FORECAST 2014/2015 R000	FORECAST 2015/2016 R000
OPERATING GRANTS				
Finance Management Grant	1 500	1 550	1 600	1 650
Municipal Systems Improvement Grant	800	890	934	967
Equitable Share	41 317	52 307	57 371	65 417
CAPITAL GRANTS				
Municipal Infrastructure Grant	27 181	28 052	29 843	31 749
Integrated National Electrification Grant	10 400	18 000	10 000	11 000
EPWP Incentive Grant	1 493	1 286		
Water Infrastructure Grant		17 701	23 000	113 726
TOTAL	82 691	102 085	122 748	224 509

Government grants forecasted for the 2013/2014 Financial Year reflect an increase of 24% from the 2012/2013 Financial Year. The Equitable Share allocation to the local sphere of Government is an important supplement to existing Municipal Revenue and takes account of the fiscal capacity, fiscal efficiency, developmental needs, extent of poverty and backlogs in Municipalities. It is an unconditional grant and allocations are contained in the Division of Revenue Act (DORA). The structure and components of the formula are summarized as follows:

Structure of the local government equitable share formula

$$LGES = BS + (I + CS) \times RA \pm C$$

where

LGES is the local government equitable share

BS is the basic services component

I is the institutional component

CS is the community services component

RA is the revenue adjustment factor

C is the correction and stabilisation factor

It should be noted that the basic component support is only for poor households earning less than R1500.00 per month and it also distinguishes between poor households provided with services and those provided with lesser or no services. A Municipality should prioritize its budget towards poor households and national priorities such as free basic services and the expanded public works programme.

6.4.7. TARIFF SETTING:

Umjindi Municipality derives its revenue from the provision of services such as electricity, water, sanitation and refuse removal. A considerable portion of the Revenue is also derived from property rates and grants by National Governments as well as other minor charges such as traffic fines. As in the past, increase cost primarily driven by the Consumer Price Index (CPIX), dictates an increase in the tariffs charged to the consumers and the ratepayers. It therefore follows that all the tariffs will have to be increased by a percentage in line with the forecasted CPIX estimated at an average CPI for this period is 5.6 per cent.

Municipalities are therefore advised to provide for increases related to salaries and wages for the 2013/14 budget year of 6.85 per cent (5.6 per cent plus 1.25 per cent). The agreement also provides for a 1 per cent increase for the 2014/15 financial year. In this regard, municipalities may provide for a 6.4 per cent (5.4 per cent plus 1 per cent) increase for the 2014/15 budget year. It is realized that the ability of the community to pay for services rendered is also under tremendous pressure and that the economic outlook for the near future require everybody to make sacrifices.

The additional revenue that will be generated through tariff increased has to ensure continued service delivery. The latest figures released by STATS SA indicated contractions in several spheres of the economy and this confirms that the disposable income of households remain under a lot of strain. By drastically increasing tariffs on essential commodities, more strain will

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be added for the already cash stripped resident households. Increase beyond the CPIX included in the Medium Term will only add to bad debt which is already high and a decline in the cash flow. It must be kept in mind that household cash flow will definitely be strained by tariff increase of ESKOM.

The outcome of the proposed increase in tariffs for the 2013/2014 on the different categories is as follows:

DETAILS	2013/14 PROPOSED TARIFF INCREASE	2013/14 TOTAL BUDGETED REVENUE
Property Rates	New Valuation roll	25 069 187
Electricity	7%	72 494 811
Water	6%	33 931 182
Sanitation	6%	5 871 096
Refuse Removal	Total new tariff structure	10 524 767
Cemetery	10%	190 000
TOTAL		148,081,043

From the household perspective, how much more will be paid in rand is of more interest than the % increase in the various tariffs and rates. The implementation of the Credit Control and Debt Collection Policy, particularly with regards to the appointment of the Debt Collection Agency will aid in ensuring that the Municipality reverts back to its collection rate of 91% over the past financial year. It is however envisaged that with the pressure on tariff increases to fund the Medium Term Budget, the payment rate will become under pressure and special attention will have to be paid on managing all revenue and cash streams especially debtors.

The Equitable Share allocation is mainly used to provide free basic services to approximately 3500 Indigents. The proposed Indigent support provided for as per draft tariffs (Which still have to be approved by council) is as follows:

INDIGENTS AND FREE BASIC SERVICES	PER HOUSEHOLD PER MONTH	RAND AMOUNT PER MONTH
Free Basic Electricity per month	544.35	1 905 225.00
Free Basic Water per month	64.75	226 625.00

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Free Refuse per month	85.50	299 250.00
Free Sewerage per month	62.24	217 840.00
Free assessment rates per month	As per valuation	Unknown yet – Depends on individual valuations per erf

6.4.8. EXPENDITURE FRAMEWORK:

Some of the salient features and best practice methodologies relating to expenditure include the following:

- Asset renewal strategy (infrastructure repairs and maintenance a priority)
- Balanced budget constraint (Expenditure cannot exceed Revenue)
- Capital programme aligned to Asset renewal Strategy
- Operational gains and efficiencies resulting in additional funding capacity on the Capital Programme as well as redirection of funding to other critical areas, and
- Strict principle of no project plan (business plan) no budget allocation (funding allocation)

The following table is a high level summary of the project expenditure for the Municipality over the Medium Term period and aligned to the IDP.

EXPENDITURE BY TYPE	MEDIUM TERM FINANCIAL PLAN			
	FULL YEAR FORECAST 2012/2013 R000	BUDGET YEAR 2013/2014 R000	FORECAST 2014/2015 R000	FORECAST 2015/2016 R000
Employee Related Costs	63 964	74 343	72 518	76 869
Remuneration of Councillors	6 022	5 651	5 990	6 350
Electricity Bulk purchases	60 650	64 535	76 797	91 388
Repairs and Maintenance	7 261	8 357	8 934	14 829
Redemption of External loans	1 274	1 259	1 335	1 404
Depreciation	30 000	25 000	23 000	20 000
General Expenditure	48 615	70 986	69 747	72 142
TOTAL OPERATING EXPENDDITURE	217 786	250 131	258 321	282 982
Capital Expenditure (Grants)&(Other)	43 637	71 154	61 654	155 214
TOTAL EXPENDITURE	261 423	321 286	319 975	438 196

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The Medium Term projections reflect an average growth of 20% for the 2013/14 MTREF not taking the decrease in the asset depreciation and capital expenditure in consideration. In terms of the projected operating budget of R 250 131 893 for the 2013/2014 Financial Year, indicative Salary increases have been included and represents 30% of the total Operating Expenditure forecast. The cost associated with the remuneration of Councillors is determined and informed directly by way of the Remuneration of Public Office Bearers Act 1998 (Act No 20 of 1998). Bulk Electricity purchases remain the increasing factor on Operating Expenditure with increases of R 64 535 (2013/2014) to R 76 797 (2014/2015) and R 91 388 (2015/2016) respectively over the Medium Term.

6.4.9. CAPITAL REQUIREMENTS:

The following table indicates the projected Medium Term Capital requirements per Department. These figures are based on the projects identified through the IDP project phase and reflect estimated amounts based on the availability of funding:

CAPITAL EXPENDITURE BY VOTE	MEDIUM TERM FINANCIAL PLAN			
	FULL FORECAST 2012/2013	YEAR BUDGET YEAR 2013/2014	FORECAST 2014/2015	FORECAST 2015/2016
Executive and Council	8 000	0		
Budget and Treasury Office	30 000	15 000		
Corporate Services	70 000	486 000		
Planning & Development	15 000	33 000		
Public Safety	51 000	156 000		
Health	0	72 500		
Community & Social Services	0	102 500		
Sport and Recreation	1 772 250	2 291 080	1 189 405	1 260 769
Housing	0	16 000		
Waste management	369 700	11 000		
Waste Water management	2 147 100	9 014 800	9 540 000	10 112 400
Road Transport	10 170 000	12 290 500	9 540 000	10 112 400
Water	15 128 950	25 178 340	31 384 190	122 728 662
Electricity	13 875 000	21 487 500	10 000 000	11 000 000
TOTAL CAPITAL EXPENDITURE BY VOTE	43 637 000	71 154 220	61 653 595	155 214 231

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It is imperative that Capital Budgets are prioritized to reflect consistent efforts to address backlogs in basic services and the refurbishment and expanding of existing infrastructure. Cognisance should also be given that National Government has prioritized the quality of drinking water and failures in the management of waste water through the blue drop and green drop performance ratings. Measures have to therefore be taken over the Medium Term Revenue and Expenditure Framework to implement these strategies to ensure that existing waters supply and waste water comply with these requirements. It is important to realize that these figures are only indicative of the different services and may vary as priorities change.

From the above it is clear that for the next three years many challenges lie ahead to appropriate Capital Expenditure towards available sources of funding and to obtain alternative funding sources to address the needs as identified in the IDP. In terms of infrastructure development and to reach the Government Service Delivery targets, 9.4 % of the Capital Programme will be allocated for this purpose. It can further be noted that 30% of the Capital Expenditure is allocated to the Electricity services, 35% for water, 13% for Roads and Stormwater and approximately 13% for Sewerage services whilst the balance of 9% is for community and institutional requirements.

The project source of funding over the Medium Term have been carefully considered and can be summarized as follows:

CAPITAL FUNDING BY SOURCE	MEDIUM TERM FINANCIAL PLAN			
	FULL YEAR FORECAST 2012/2013	BUDGET YEAR 2013/2014	FORECAST 2014/2015	FORECAST 2015/2016
Other transfers and Grants				
Internally generated funds	2 250 300	6 528 300		
National Government	3 400 000	15 910 000	23 000 000	113 726 000
Municipal Infrastructure Grant	26 091 200	26 929 920	28 653 595	30 488 231
Integrated National Electrification Grant	10 400 000	20 500 000	10 000 000	11 000 000
EPWP Incentive Grant	1 495 500	1 286 000	0	0
TOTAL	43 637 000	71 154 220	61 653 595	1554 231

6.4.10. FINANCIAL MANAGEMENT POLICIES:

The purpose of Financial Policies is to provide a sound environment to manage the financial affairs of the Municipality. The following are key budget related policies:

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- 1 **Tariff Policy:** the Policy prescribes the procedures for calculating tariffs. This policy is required in terms of Section 74 of the Local Government Municipal System Act, Act 32 of 2000;
- 2 **Rates Policy:** a Policy required by the Municipal Property Rates Act, Act 6 of 2004. This Policy provides the framework for the determination of rates;
- 3 **Indigent Support Policy:** to provide access to and regulate free basic services to all indigents;
- 4 **Budget Policy:** this Policy set out the principles which must be followed in preparing Medium Term Revenue and Expenditure Framework Budget. It further ensures that the Budget reflects the strategic outcomes embodied in the IDP and related strategic policies.
- 5 **Asset Management Policy:** the objective of the Policy is to prescribe the accounting and administrative procedures relating to the property, plant and equipment;
- 6 **Accounting Policy:** The policy describes the basis of presentation of the Annual Financial Statements in accordance with the Generally Recognized Accounting Practices and Accounting Standards.
- 7 **Subsistence and Travel Policy:** this Policy regulates the reimbursement of travelling and subsistence costs to officials and Councilors attending official business.
- 8 **Credit Control and Debt Collection Policy:** this Policy provides for Credit and Debt Collection Procedures and mechanisms to ensure that all consumers pay for the services that are supplied.
- 9 **Investment Policy:** this Policy was compiled in accordance with the Municipal Invest Regulation R308 and ensures that cash resources are managed in the most efficient and effective manner possible.
- 10 **Short-term Insurance Policy:** the objective of the Policy is to ensure the safe-guarding of Council's assets.
11. **Supply Chain Management Policy:** this Policy is developed in terms of Section 1 of the Municipal Finance Management Act, Act 56 of 2003. The principles of this Policy is to give effect to a fair, equitable, transparent, competitive and cost effective system for the procuring of goods and services, disposing of goods and selecting of contractors in the provision of Municipal

Services. The policy gives provision for the establishment of the **Bid Specification Committee; Bid Evaluation Committee and Bid Adjudication.**

6.4.10. CONCLUSION

The continued improvement and development of an effective financial planning process aids the actualization of fulfilling its facilitating role to capacitate the community to build a prosperous future for all. The Financial planning imperatives contribute to ensuring that the Municipality remains financially viable and that municipal services are provided economically to all communities.

The Multi-year Financial Plan contains realistic and credible revenue and expenditure forecasts which should provide a sound basis for improved financial management and institutional development as well as service delivery improvements and implementation. The strategy towards cash backing will certainly ensure the sustainability of the Municipality over the medium-to long-term.

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CHAPTER 7. INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION

INTRODUCTION

7.1. INSTITUTIONAL STRUCTURES

The Umjindi Municipality established certain organizational structures in order to:

- Institutionalize the participation process;
- Effectively manage and co-ordinate the drafting of outputs; and
- Give affected parties access to contribute to the decision-making process.

The structures established to reach the above objectives were:

- The political leadership is to focus on legislative, participatory and oversight roles
- The municipal manager: the accounting officer of the overall process of the IDP
- Manager: Developmental Planning and Human Settlement and IDP Co-ordinator: Officials within the municipality that manages and co-ordinates the IDP Process;
- The IDP Steering Committee: Composed of all Heads of Departments and members of the Mayoral Committee established to support the IDP Unit;
- The IDP Representative Forum: Constituting representatives of stakeholders and community groups together with delegates of governing bodies.

2. Table of Structures

Proposed distribution of roles and responsibilities within the Municipality

Council	<ul style="list-style-type: none"> • Consider and adopt Process Plan • Monitor progress at the end of every phase through IDP planning Progress Reports to council • Consider and approve final IDP • Ensure that annual business plans and municipal budget are based on IDP
Executive Mayor & Mayoral Committee	<ul style="list-style-type: none"> • Oversee development of Process Plan • Chair the IDP Representative Forum • Considers and responds to comments on draft IDP and budget • Oversee & ensure inclusive management, coordination and monitoring of the process as per Process Plan
IDP Unit	<ul style="list-style-type: none"> • Prepare Process Plan • Coordinate and manage overall IDP Planning Process in consultation with Mayoral Committee • Liaise with DM, provincial and national departments • Ensures development of appropriate accessible information to stakeholders throughout process • Makes recommendations on adjustments required by MEC for Local Government to Executive Mayor • Ensure that communities participate during IDP/CBP Process • Facilitate community meetings • Gather issues/needs from communities (Analysis phase of the IDP)

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Directors & Deputy Directors	<ul style="list-style-type: none"> • Provide appropriate technical, sector and financial information for analysis and planning • Coordinate project proposal and integrated sectoral programmes development • Provide appropriate technical support, coordination and inputs in PMS
IDP Steering Committee	<ul style="list-style-type: none"> • Provides terms of reference for project teams • Commission research studies • Considers and comments on <ul style="list-style-type: none"> ○ Inputs from subcommittees/study teams and consultants ○ Inputs from provincial sector departments and support providers ○ Processes, summarizes and documents outputs ○ Makes content recommendations
Ward Councillors	<ul style="list-style-type: none"> • Mobilize communities around IDP Planning Process • Link the planning process to their constituencies or wards • Organize public consultation and participation at ward level
PR Councillors	<ul style="list-style-type: none"> • Provide support to Ward Councillors during consultative processes • Facilitate consultation with political parties
Community	<ul style="list-style-type: none"> • Represent interest and contribute knowledge and ideas in planning process through ward committees and Representative Forum • Comment on draft IDP • Monitor adherence to IDP implementation
IDP Representative Forum	<ul style="list-style-type: none"> • Represent the interest of constituencies • Ensure that vulnerable social groups' voices are heard • Analyse issues, determine priorities, negotiate and reach consensus • Participate in designing of project proposals and assess them; • Adopt and adhere to Code of Conduct • Monitor performance of the planning & implementation process into PMS

7.2. INSTITUTIONAL ARRANGEMENTS

The following structures will participate in the IDP planning process:

a. Mayoral Committee

Terms of Reference	<ul style="list-style-type: none"> • Oversee and monitor IDP Planning Process and PMS • Act as intermediary structure between IDP Steering Committee and IDP Representative Forum • Provides terms of reference for ward committees and IDP Representative Forum • Approve documentation for submission to ward committees/IDP Representative Forum
Composition of Committee	<ul style="list-style-type: none"> • Executive Mayor (Chair) • Mayoral Committee Members

b. IDP Steering Committee

Terms of Reference	<ul style="list-style-type: none"> • Provides terms of reference for project teams • Commission research studies • Considers and comments on <ul style="list-style-type: none"> ▪ Inputs from subcommittees/study teams and consultants ▪ Inputs from provincial sector departments and support providers ▪ Processes, summarizes and documents outputs ▪ Makes content recommendations ▪ Prepares, facilitates and documents meetings • Technical assessment of all projects. To address key challenges to service
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	<ul style="list-style-type: none"> • delivery across the municipality • To improve and sustain financial, human resource and management excellence.
Composition of Committee	<ul style="list-style-type: none"> • Chaired by Municipal or IDP Manager • Secretariat – Strategic planning unit • Members- <ul style="list-style-type: none"> ▪ Directors ▪ Deputy Directors ▪ Post level 1-5 ▪ EDM

c. IDP Representative Forum

Terms of Reference	<ul style="list-style-type: none"> • Represent the interest of constituencies • Ensure that vulnerable social groups' voices are heard • Analyse issues, determine priorities, negotiate and reach consensus • Participate in designing of project proposals and assess them; • Adopt and adhere to Code of Conduct • Monitor performance of the planning & implementation process in terms of PMS
Composition of Committee	<ul style="list-style-type: none"> • The Strategic planning unit will act as secretariat. • Mayoral Committee members • Councillors serving on the District Council • Municipal Manager • IDP Manager • Directors and Deputy Directors • Representatives from the business sector (formal & informal, geographical spread) • Representative from the agricultural union • Representative from the religious community • Advocacy organizations (organized and unorganized) • Developmental NGO's • Community welfare organizations / clubs (Rotarians, Lions, Round Table, etc.) • Representative of traditional leaders • Representative of traditional healers association • Representative from EDM • Representative for the neighbouring municipalities (Mbombela and Nkomazi) • Representative from provincial government departments & parastatals • Representatives from national government departments and parastatals • Mpumalanga Economic Growth Agency

d. Ward Committees

Terms of Reference	<ul style="list-style-type: none"> • Represent the interest of constituencies • Provide platform for discussion, negotiation and decision-making between stakeholders • Adopt and adhere to Code of Conduct • Monitor performance of the planning & implementation process
Composition of Committee	<ul style="list-style-type: none"> • Chaired by Ward Councillor • Members- as per Council resolution

e. Project Task Teams

Terms of Reference	<ul style="list-style-type: none"> • Develop detailed costed project proposals • Investigate alternative solutions • Develop integrated sectoral programmes • Alignment of district, provincial and national department priorities and projects
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Composition of Committee	<ul style="list-style-type: none"> • Directors/Deputy Directors • District Directors/Deputy Directors • Consultants • Provincial/National Dept. officials • Relevant stakeholders
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f. District IDP Managers Forum

Terms of Reference	<p>IDP Cluster Forums have the following functions:-</p> <ul style="list-style-type: none"> • provides technical input to the district IDP process; • promotes the alignment of strategies in the district; and • contributes to the prioritisation of district priorities • Ensure horizontal alignment between DM and MLM • Ensure vertical alignment between LC's and provincial and national government departments
Composition of Committee	<ul style="list-style-type: none"> • Chaired by District IDP Manager • IDP Cluster Forums are composed of departmental heads and senior managers of the district and local municipalities.

g. IDP Cluster For (Technical, Economic Growth, Governance & Administration, Community Services, Finance, Environmental Planning & Spatial Development Forums)

Terms of reference	<p>IDP Cluster Forums have the following functions:-</p> <ul style="list-style-type: none"> • provides technical input to the district IDP process; • promotes the alignment of strategies in the district; and • contributes to the prioritisation of district priorities;
Composition of Committee	<p>IDP Cluster Forums are composed of departmental heads and senior managers of the district and local municipalities.</p>

7.3. INCORPORATION OF TRADITIONAL LEADERS

Chapter 12 of the Constitution of the Republic of South Africa, 1996 stipulate that traditional leaders must be included on matters affecting local communities. This role is reinforced by the White Paper on Traditional Leaders and Governance. This opened a window of opportunity for municipalities and traditional councils to work together in the spirit of cooperative governance and ultimately accelerate service delivery in rural areas. Municipalities have a responsibility of ensuring that all development processes at local government level take customary and cultural issues into consideration. Because there are less than 10 councillors within ULM, there is only one Traditional leader that participates in council matters.

The traditional leader is there to represent the interests of his community in the developmental programmes of the municipality in his area of jurisdiction. During the IDP review, the traditional leader is invited in order to also table the needs of his area of jurisdiction. For the 2013/14 financial year, the Emjindini Royal Kraal has forwarded its representatives to be part of the ward committee for ward 2 in order to ensure the continual incorporation of the needs of

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the community of ward 2. Further the Councillor for ward 2 has a close working relationship with the Traditional Leader and continuously updates him on matter of Council.

Over and above the involvement of the traditional leader into issues of development within Umjindi, there is also maximum involvement in all events organised and hosted by the municipality. Here under is a photo of the traditional leader Chief Kenneth Dlamini with the Executive Mayor in our recent Prayer day that was held on the 4th of December 2011.



7.4. INSTITUTIONAL TRANSFORMATION

Human capital

The impetus that informs the drive for a developmental state that promotes growth and development centres on the capacity of the municipality to effectively discharge its responsibilities. The Umjindi Human Resources Strategy as adopted by Council on the 25th of October 2012 under item no FA113 seeks to attract the best officials that will function without constraints and capable of being innovative in addressing the social and economic needs of the communities.

Restructuring and Alignment

The municipality has a revised organisational structure that was approved in July 2011 under item number FA.104. There were new positions created and further referred to the 2013/14 budget thus created a vacancy rate of 9%. Furthermore the organogram still have to be adjusted

to be in line with proposed Cogta organogram. The proposed adjustment of the organogram is being attended by the Local Labour Forum (LLF).

Recruitment, selection and appointment

Our Recruitment, selection and appointment Policy seeks to accommodate the need for staff provision in the most efficient, professional and cost effective way. Therefore, no unfair discrimination practices exist in the provisioning discipline of Council. Further, the policy contributes and enhances a diverse culture and environment whereby all staff can contribute to the goals of Council and where such staff make-up is representative of the demographics environment of the area it serves. The detail policy is attached as an annexure to this IDP document.

Skills retention

Staff retention is a process of ensuring that employees with valued or needed skills or experience in a scarce/ critical field where recruitment is difficult are kept within the service of the Municipality by using various techniques. The Umjindi municipality recognizes that its human capital is the most valuable asset and retaining scarce skilled personnel is prioritised. There is a staff retention policy in place that seeks to prevent the loss of competent staff within municipality in order to accelerate service delivery.

The municipality conducts skills audit annually in order to identify scarce skills gap and the future need of the municipality. Where the scarce/ critical skills have been identified, Council may revise the salary to be above the minimum notch and to provide a scarce skills allowance.

Employment equity plan

In accordance with the Employment Equity Act (No. 55 of 1998), Umjindi Municipality developed and implemented the Employment Equity Plan in 2009 as required by the said act. The purpose of the policy is to state the broad principles of employment equity to which the Umjindi Municipality is committed and to describe in general how the Municipality seeks to realise these principles.

The broad objectives of Employment Equity are the following:

- Addressing under-representation of designated groups in all occupational categories and level in the workforce. Specifically under-representation of black people, as defined

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in the Act, and people with disabilities were identified during the numerical analysis as presenting special challenges which the Municipality has to address.

- Identifying and developing strategies for the elimination of employment barriers in the Employment Policies and Practices of the Municipality. A number of barriers were identified by the Municipality and will be addressed in this policy.
- Developing business-orientated strategies for the achievement of numerical goals and timetables for the implementation of affirmative action measures, taking into account the mission of the Municipality
- Establishing procedures for the monitoring and enforcement of the implementation process
- Establishing procedures to address and resolve disputes regarding the implementation and enforcement of Employment Equity.

***** The comprehensive Employment Equity Policy is attached as an annexure to this document.**

Training and development

The Umjindi municipality places greater emphasis towards capacitating its personnel in line with the Skills Development Act 97 of 1998 and the Skills Development Levies Act 9 of 1999. The Umjindi municipality has developed a comprehensive Work Skills Plan which the Employment Equity Plan forms an integral part and has been registered with the Local Government Education and Training Authority.

The purpose of the Umjindi Work Skills Plan

- To develop a culture of high quality lifelong learning
- To ensure that skills development focuses on achieving the specific needs of the municipality and the growth needs of the employees
- To create an environment where all employees have access to the right knowledge to perform their jobs effectively
- To ensure that skills development provides all employees with opportunities to acquire benchmarked and recognized qualifications

Challenges

- Limited budget which cannot cater for all the employees
- Rebates from LGSETA not ring-fenced for training purposes

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- Providing trainings which are not LGSETA accredited and we don't get any rebates from LGSETA such as Sebata, Pay-Day programmes.
- Decentralisation of training to other departments obstructs the monitoring of the vote by the Skills Development Facilitator

Succession Planning

Succession planning is identified as an area for development and there are individual specialist posts in which the Municipality's expertise is concentrated and where there may be organisational vulnerability if no contingency plans are in place. Succession planning fosters activities like job rotation to expose staff to the workings of the Municipality. It identifies potential leaders or top performers for key positions and develops them accordingly for middle and senior management roles. Within the municipality, the Corporate Directorate has identified potential key competencies to be developed in the light of the identified succession plan positions. Further a database will be compiled as soon as the skills audit has been conducted.

7.5. INSTITUTIONAL NEEDS RECEIVED FROM ALL DIRECTORATES FOR 2013/2014 FINANCIAL YEAR

(i) New posts/ upgrading of posts

1 ST YR TARGET (13/14)	2 ND YR TARGET (14/15)	3 RD YR TARGET(15/16)
Chief Audit Executive (CAE) 1x intern Internal Audit Unit 1x Town Planning Intern Budget Treasury Officer 1x Data Operator 1x PMU Technician 4 X Shift Workers (Rimers X 2sewerage plant x1 and Galaxy Mine X 1) 5x general workers for roads section 1 X Process Controller (Sewer plant) 2 X General workers (Sewerage Plant) 1 X Process Controller (Galaxy gold package plant)	3 x general workers (1xLomati and 2x Rimers dams)	4x general workers for new refuse truck if purchased 1x general worker for traffic section 2x task team coordinators (HIV and AIDS) 1X Librarian Community Services: 4x general workers 1x assistant director (Security) 1 security officer 2x examiner (drivers licences and vehicle) 1x assistant coordinators (HIV and AIDS) 2x fire fighters (stations officers) 6x fire fighter 1 driver (Cleansing) 1x team leader(Parks) 1 general worker(BOBS) 2x general workers cemetary

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Furniture & Equipment Procurement of work equipment

(i) Furniture & Equipment

Municipal manager	Budget	Development planning and human settlement	Budget	Electricity services	Budget	Corporate Services	Budget
Office Furniture for Internal Auditing'	R20 000	1x big shredder for the whole department	R2500	1x Sport light	R12 000	25x Chairs for committee room	R35 000
2x Laptop for Internal Auditing	R22 000	1x Laptop for LED Coordinator	R11 000	1x flash suit	R12, 500	Laptop for Ass Director	R11 000
Office furniture for Risk Officer	R20 000	3 Desktops for Town planning and building control Unit	R30 000	1x set of gloves (11/22kv)	R3000	Corporate services	
		1x Chair for IDP Unit	R1500	1 x link stick	R4 500	Laptop for Labour Relations Officer	R11 000
1x Hailing Device for communications	R20000	4 x Office chairs (Town Planning Unit)	R6 000	1x earth set	R4500	Desktop for Customer Care	R10 000
		1x metal Detector for Town Planning Unit	R 8000	1x voltage detector	R30 000	Desktop for Enquiries Clerk	R10 000
1x photoshop software for communications	R50 000	1x Binding machine (MDP)	R 10 000	Proper frames to be installed in the bakkies for step ladder	R60 000	Laptop for Skills Development Facilitator	R11 000
		3x Desktop for Human Settlement Unit	R 25000	Insulations tester (megger)	R24 000	Laptop for the AA(PMS)	
		1 x Fridge for Human Settlement Unit	R4000	Tongers testers	R8000	Counter (Barberton Public Library)	R11 000
		1 x microwave for Human Settlement Unit	R1000	1x laptop for Engineering Technician	R 11 000	Filing cabinet (Barberton Public Library)	R85 000
		4 x filing cabinet for Human Settlement Unit	R10000	1x Laptop for Superintendent	R11 000	Office Chair (Low's creek Public Library)	R28 000
		1x Signage Board for Human Settlement Unit	R quotes	Office equipment for Superintendent	R20 000	New tiles(Barberton Public Library)	R2000
		1x Bathroom mirror and Accessories	R25000	6 steel lockers	R5778	New windows(Barberton Public Library)	R70 000
		Autucad		6 chairs	R1080	Roofing (Barberton Public Library)	R50 000
				1 steel table	R990	Two air conditioners	R150 000
				1 office chair	R1065	New tiles or carpet (auditorium)	R60 000
				3 window blinds	R3500	Painting of walls(auditorium)	R30 000
				Cable fault locator	R350 000	Window blinds(auditorium)	R5000
						Chairs and tables(auditorium)	R10 000
						10x desks and chairs (for Abet Learners)	R45 000
							R****

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						10x Redundant Computers(For In-house Assistance Training) C-track software AutoCAD	R*** R150 000 R60 000
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Chief financial officer	Budget	Civil services	Budget	Community services	Budget	Community services conti...	Budget
Office equipment for Asset Control Officer	R7000	4x beds(2x Rimers and 2X sewerage plant	R7200	Office furniture for office staff	R40 000	2x stoves Emjindini and Cathyville Halls	R10 000
2x Big Air conditioners	R10 000	2x fridge- Rimers and Sewarage plant)	R3600	2x desktop computers and printers for Cleansing Supervisor & Horticulturist	R20 000	Curtains for Town and Banquet halls	R25 000
1x folding machine for the Consumer Accounts lease	R30 000	3x Stove (Rimmers and Lomati Dam	R2000	5x hand radios for Team Leaders	R12 000	Replacement of clothing lockers at Municipal Depot	R2000
Cellphone meter reading systems	R150 000	1x TV (Lomati)	R1500	Data projector for HIV Unit	R6000	Construction of enclosed shelters at Cemeteries	R90 000
3x chairs Replacement (2x enquiry Clerk, 1 Ass CFO	R4000	4x heaters (2X Lomati, 1X Rimers and 1X Sewerage Plant)	R2000	Filing cabinets-cleansing Supervisor and Horticulturist	R5000	5x set of Sirens & installation	R75 000
Boardroom furniture	R30 000	Tables at the Civil Depo X 2	R4000	1x digital camera for HIV Coordinator	R2000	12x communication radios	R24 000
Office furniture for SCM	R40 000	8 X Chairs at Civil Depo	R9600	20 x plastic chairs for indoor Sports Complex	R2 000	Repairs of 3 fire arms	R5 000
		18 Lockers for Rimers and Sewerage Plant	R36000	2x floor mopping bucket system for CS	R3000	8x bullet proof vest for all traffic officers	Rqoutes
		2x desktop for Foreman Waters and	R16000	1x floor polisher for Town Hall	R15 000	TCS computer and printer for traffic officers	R13000
		Superintendent Roads		80 litre black plastic dustbins	R12 000	24x Magnetic Stickers for all traffic officers	R15 000
		2x Laptop: PMU and Water and Sanitation Technician	R22000	2x tractor with Lawnmowers Parks Section	R480 000	Upgrading of a Vehicle Pount and garage for new fire engines	R500 000
		Office furniture for PMU Technician	R30 000	15 x bulk refuse Containers	R300 000	Detector machine	R13 000
		High pressure washer	R17000	20 pendula bins	R6000	3x filing cabinets (medium sizes)	R20 000
		Lawnmower kudu	R45000	20 Refuse bins	R4000	Replacement of blinds	R10 000
		2x wheelbarrow	R2000	Information/sign boards	R15 000	10x chairs for the public & 5 chairs for staff	R6000
		4x brush cutters	R20000	Chairs for Town Hall	R30 000	Fire hoses	R25000
		Trashpump	R13000	Round Tables for Emjindini and Town Hall	R25 000		
		12volt waterpump	R5000	Table cloths for Town Hall, Emjindini Hall and Inst	R3000		
		Petrol cut-off machine	R12000	Glasses and water jugs for Town	R1500		

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	Compactor Lab equipment (Rimers) Paving breaker 12x Chlorine gasmask 2x BC operating sets (oxygen) 5x gas detectors 7x life jackets (Rimers and Sewerage Plant) 1x ladder 10x first aid safety kit Radio system 2x plate compactors 1x rammer compactor	R5000 R40 000 R24000 R4000 R10 000 R5000 R3500 R1000 R5000 R100 000 R30 000 R25500	Hall 2x fridges/freezers for Town Hall and Emjindini Kitchens Datalines for licensing Telkom lines for licensing Protective clothing	R20 000 15 000 R quotes R65000	10x tents 5x air conditioners 2x water pump (cemeteries)	R50 000 R42 500 R7000
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Vehicle

Community services	Budget	Electrical services	Budget	Finance	Budget	Municipal Manager	Budget	Civil	Budget
1x compactor truck	R1.5m	1 x (4x4 electrician bakkie)	R380 000	4x4 bakkie (SCM)	R380 000	4x4 double cap bakkie for risk officer	R380 000	1 X Tractor (4X4)	R1.4m
1x ton bakkie for Assistant Horticulturist	R180 000							1 X TLB	R1.m
1x mini water tanker trailer for watering of trees/ pavements	R50 000							2 X Bakkies (4X4) (1 = Roads team and 1 = Water Services)	R700 000
1x 3 Ton trucks for Parks Section	R400 000							3x Double cab for plumbing teams	R1.14m
1x fire truck	R4065m(external)							1X Grader	R3m
4x4 delivery vehicles LDV for disaster management	R380,000							1X Water Truck (10000Litres)	R1.5m
4x4 Double Cab for HIV/ADIS Unit	R380, 000							1X Tipper Truck	R800 000
1x Trailer wood chipper	R250 000								
1x tractor	R250 000								

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CHAPTER 8: ORGANIZATIONAL PERFORMANCE MANAGEMENT

SECTION F: ORGANIZATIONAL PERFORMANCE MANAGEMENT

The IDP strategy is implemented, measured and monitored by PMS Performance management is a critical instrument that helps create a motivational climate for achieving high standards of performance. Performance management forms part of the strategic management approach within the municipality, aimed at ensuring that the organization is strategy-led and that key systems such as planning, budgeting and performance management are integrated. This approach enables the municipality to plan and budget better, monitor and measure performance more effectively, and report on achievements in a transparent and convincing manner.

8.1. LEGAL FRAMEWORK

The Municipal Systems Act (MSA) 32 of 2000 requires that the municipality

- To establish a performance management system that is commensurate with its resources, best suited to its circumstances, and in line with the priorities, objectives, indicators and targets contained in its Integrated Development Plan (IDP), including the national indicators prescribed by the Minister responsible for Local Government.
- To set targets, monitor and review performance based on indicators linked to their IDP and publish an annual report on performance for the councillors, staff, the public and other spheres of government
- Incorporate and report on a set of general indicators prescribed nationally by the minister responsible for local government
- Conduct an internal audit on performance before tabling the report.
- Have their annual performance report audited by the Auditor-General
- Involve the community in setting indicators and targets and reviewing municipal performance

8.2. ORGANISATIONAL SCORE CARD

A budget implementation plan was developed and approved by Council to monitor progress on approved budget. The departmental scorecards for 2012/2013 were approved before the

beginning of the financial year. Quarterly reports were submitted to Council to monitor performance of all the departments.

Assessment is done on those reports to check whether performance is in line with the set targets or not. Where there is under performance, corrective measures are put in place to improve performance. **The template of the ULM scorecard is attached as an annexure to this IDP.**

8.3. ROLE PLAYERS IN THE MANAGEMENT OF PERFORMANCE MANAGEMENT

i. Internal audit

The approach:

- Operational Scorecards are obtained from all directorates to evaluate the reliability of performance reporting
- Compare reported performance information to relevant source documentation and conducting limited substantive to ensure valid, accurate and complete reporting on performance information.
- Key Performance Indicators are randomly selected per scorecard for verification against measurement sources to establish if the reported targets are met
- Obtain and understanding of the performance information reporting process
- Ensure that reporting is done on the indicators and targets and outcomes set in the strategic plan(IDP)
- Establish how performance information is validated to ensure accurate reporting
- Establish how progress per unit/department is consolidated into one quarterly performance report
- Inspect source documents to support the validity of information reported
- Assess if performance information is consistently reported from one quarter to the other

The objectives of the audits are:

- To give assurance whether the quarterly PMS report complies with all requirements set out in the MSA
- To give assurance that the controls in to collect record and report performance information are adequate, effective and operating as intended
- To give assurance that the performance information has been presented accurately, completely and consistently

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- To give assurance that performance information related to the municipality's Performance Management processes and
- Make recommendations which is implemented will improve the system of internal control and PMS reporting.

ii. Audit committee

The Umjindi Municipality audit committee was established by Council in 2003 under the Council resolution number: FA382/21/10/03. As stipulated in Section 166 of the Municipal Finance Management Act No.56 of 2003 which states the following: Audit Committee must give to advice the municipal Council, the political office bearers, the accounting officer and the management staff of the municipality on matters relating to:

- Internal financial control and internal audits
- Risk management
- Accounting policies
- The adequacy, reliable and accuracy of financial reporting and information
- Performance management
- Effective governance
- Compliance with the MFMA, division of revenue act (DORA) and any other applicable legislation
- Performance evaluation
- Any other issues referred to by the municipality

iii. Evaluation Panel

The Evaluation Panel evaluates the performance of Section 57 employees, including the Municipal Manager's performance, through approval of their final performance ratings.

iv. Executive Mayor

The Mayor is the head of the executive and is the interface between the council and the municipal administration. The mayor exercises oversight over the implementation of council decisions and policy directives. The mayor must review the performance of the municipality to ensure its efficiency and effectiveness as well as the sustainability of service provision to communities.

v. Members of the Mayoral Committee

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The Executive Mayor and the Members of the Mayoral Committee manage the development of the municipal IDP, SDBIP, PMS and oversee the performance of the Municipal Manager and the General Managers.

vi. Council

The municipal council is chaired by the speaker and meets at once per quarter and on ad hoc basis to deal with urgent matters that are not delegated to the executive mayor. The maintain oversight, ensure that the strategy of the Council is achieved and ensure sound financial management

vii. Section 80 Committee

The purpose of section 80 committees is for processing all matters/items before serving to the mayoral committee for decision making. All councillors are serving in either one of the section 80 committees ensuring proportional representation of all political parties represented in council. The mayoral and section 80 committees meet at least once a month and on an ad hoc basis to deal with urgent matters as it may arises.

viii. Oversight Committee (Umjindi Municipal Public Accounts)

The Committee was appointed in terms of section 79 of the Municipal Structures Act to:

1 Interrogate the following financial aspects dealt with in the MFMA:

- unforeseen and unavoidable expenditure (29)
- adjustment budget
- unauthorized, irregular or fruitless expenditure (32)
- certification, recovery, writing off of expenditure
- criminal and civil action instituted
- quarterly report by the mayor on the implementation of the budget /SDBIP (52(d))
- recommendations on adjustments and other matters
- Monthly budget statements (71)
- recommendations on report mid-year budget and performance assessment (72)
- mid-year budget and performance assessment of municipal entities (88)
- disclosures concerning councillors, directors and officials (124)
- salaries, allowances and benefits of political office bearers and councillors
- arrears in excess of three months owed by councillors
- salaries, allowances and benefits of MM, CFO and senior managers
- salaries, allowances and benefits of board of directors of municipal entities
- Salaries, allowances and benefits of CEO and senior managers of municipal. entities
- submission and auditing of annual statements (126)

- monitor that it has been prepared and submitted

2.2 Interrogate the following aspects dealt with in the Systems Act:

- review of the IDP post-election if required (25)
- annual review of the IDP (34)
- performance management plan (39)
- monitoring that the annual budget is informed by the IDP (Reg 6)
- monitor that all declaration of interest forms are completed by councilors on an annual basis (54 read with Schedule 1)

3 Delegated powers of the MPAC

3.1 Delegations to the MPAC

- The authority to interrogate the following documents and to make recommendations to the municipal council:
 - unforeseen and unavoidable expenditure
 - unauthorized, irregular or fruitless and wasteful expenditure
 - SDBIP
 - monthly budget statements
 - mid-year budget and performance assessment
 - mid-year budget and performance assessment of municipal entities
 - disclosures concerning councillors, directors and officials
 - annual financial statement
 - annual report

3.2 The authority to interrogate the following documents and to make recommendations to the municipal council (Cont.):

- issues raised by the A-G in the audit reports
- the appointment of the audit committee
- the review of the IDP post elections
- the annual review of the IDP
- performance management plan
- the draft annual budget with reference to the approved IDP
- declaration of interest forms submitted by councilors

- the authority to consider all presentations made by the community on the annual report and the authority to have interviews with members of the community to obtain input on the annual report, as well as the authority to prepare the draft oversight report over the annual report
- the authority to instruct any member of the executive or the municipal manager to provide the MPAC with copies of documents to be dealt with by the committee in terms of its terms of reference and to appear in front of the committee
- the authority to instruct any member of the board or the CEO of a municipal entity to provide the MPAC with copies of documents to be dealt with by the committee in terms of its terms of reference and to appear in front of the committee
- the authority to obtain legal, technical and other specialized assistance required to exercise its functions and duties within the budget approved for the committee and subject to the supply chain management policy where applicable.

ix. **Community**

The community plays a role in the PMS through the annual IDP consultation processes, which are managed by the Office of the Speaker, working in close collaboration with the IDP and Public Participation Unit. During Consultations, a brief progress report on the implementation of projects is given by the Councillors. Further, all scorecards are presented to all stakeholders during the PMS review.

8.4. RISK MANAGEMENT

The Accounting Officer and Council are required by the Municipal Finance Management Act (53 of 2003) to establish and maintain appropriate risk management systems. Risk Management Practices requires the Accounting Officer and Council to manage the strategic and operational risks of the municipality. The risk management system must provide for mitigating strategies and control activities against the risks within the municipality from unacceptable likelihood and impact. It is expected that a municipality's risk management system identifies strategic and operational risks and assign responsibility to appropriate officials within the municipality. The Audit Committee's role in relation to risk is to support the Accounting Officer and Council.

The municipality has a risk management officer to oversee the risk development in the municipality and the Risk Management policy that was adopted by Council under FA 26. The

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aim of the risk management policy is to ensure that a strategic plan of the municipality addresses the following:

- An effective risk management architecture
- A reporting system to facilitate risk reporting
- An effective culture of risk management

A risk assessment is done on annual basis and the municipality gets assistance from Cogta and provincial treasury. The Council is ultimately responsible for risk management supremacy with the Audit Committee playing a very crucial oversight role as a function that is delegated to them and legislated. The status of strategic and operational risks are reported and monitored on regular basis by Internal Audit Unit and Risk Management officer who give feed back to the Accounting Officer and Audit Committee.

8.5. FRAUD AND PREVENTION PLAN

This policy is intended to set down the stance of Umjindi Municipality to fraud in order to reinforce existing systems, policies, procedures, rules and regulations of Umjindi municipality aimed at deterring, preventing, detecting, reacting and to reducing the impact of fraud. Furthermore, the purpose of this policy is to confirm that Umjindi Municipality supports and fosters a culture of zero tolerance to fraud in all its activities. The policy applies to all allegations, attempts and incidents of fraud impacting or having the potential to impact Umjindi Municipality. All officials of Umjindi must comply with the spirit and content of this policy.

8.6. CUSTOMER CARE

Umjindi municipality s committed to providing a reliable, responsive, competent, accessible, courteous, multi-optional, affordable, quality services and to treat consumers with empathy at all times and under all circumstances. The customer care policy of the municipality seeks to:

- Improve business efficiency and performance by providing reliable, responsive, competent, accessible, courteous, confidential and secure services.
- Create higher levels of employee satisfaction by providing good training and motivation and two-way communication; and endorsing and rewarding excellent performance.
- Increase revenue by rendering efficient, effective and economical service.
- Effectively disseminate of information through the application of employee feedback system and customer feedback system.
- Install a customer orientated culture throughout the municipality.
- Develop a uniform complaints procedure.

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- Produce a customer care guide.

8.7. ASSESSMENTS BY PROVINCIAL GOVERNMENT (MEC COMMENTS)

According to Section 32(1) (a) of the Municipal Systems Act No32 of 2002, “the Municipal Manager must submit a copy of the Integrated Development Plan as adopted by the Council of the Municipality and any subsequent amendments to the plan to the Member of Executive Council (MEC) of Local Government in the Province within ten (10) days of the adoption or amendments of the plan”. On the 31st of May 2012, the Umjindi council adopted its 2012/13 IDP and it was submitted to Cogta on the 12th of June 2012.

In a letter to the Municipal Manager dated 15 August 2012, the MEC provided his comments in terms of Section 31 of the MSA. The Umjindi Municipality responded to the MEC’s comments by addressing the specific issues raised. This response is summarised in Table below. The MEC’s comments are also addressed in detail in specific chapters of the 2013/14 IDP document

MEC COMMENT	ATTENTION	CORRECTIVE MEASURE
Strategic planning session with top management	The municipality to conduct strategic planning session with their top management to develop proper objectives, priorities and targets per year for the 5 year IDP cycle s	The municipality will make funding available from the adjustment budget to conduct a strategic planning session in the 2013/14 financial year
Community participation strategy	Development of the community participation strategy using the current community participation policy as the basis	There are still vacant posts within the public participation unit. Council will fasttrack the filling of the vacant posts for the 2013/14 financial year. The development of the community participation strategy will be developed by the newly appointed officials within the unit.
Operations and Maintenance Plan for infrastructure and review of sector plans	Development of the Operations and Maintenance Plan for infrastructure, Sanitation master plan Transport Plan	Council will make funding provision for the reviewal of the sector plans for the 2013/14 financial year. The municipality uses the district wide transport plan while sourcing funding for developing the municipality’s own transport plan

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	Review of the WSDP, Waste Management Plan, Fraud Prevention, Performance Management Systems and the adoption of the Master Plan and the Disaster Management Plans	<p>The sanitation masterplan will be tabled to Council together with the 2013/14 IDP</p> <p>The District is in the process of developing a District-wide Disaster Management Plan and therefore all local plans have been put on hold until the process is completed by the district.</p>
Ward based planning	All projects must be captured according to wards	The 2013/14 projects will be captured according to wards.
Complaints Management System	Development of the Complaints Management System encompassing mechanisms and procedures for placing and addressing and feedback to communities	ULM has a complaints management policy that stipulates all strategies to address complaints raised by communities.
The municipality is lacking on institutional issues and other key performance areas such as Local Economic Development, Spatial Rational and Financial viability	The municipality to address such issues on the IDP	The municipality doesn't agree with this comment as the project template includes all Key Performance Areas.

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8.8. AUDITOR GENERAL'S REPORT AND RESPONSES (SECTION F)

Umjindi Local Municipality received a qualified opinion from the Auditor General for the 2011/2012 Financial Year. According to the Auditor General's report, the Municipality did not provide sufficient appropriate audit evidence to provide basis for an audit opinion. The basis for the disclaimer of opinion ranges from difference in opening and closing balances for previous as well as the financial year under discussion, to non-compliance with relevant laws and regulations. Hereunder is a detailed report on the Auditor General's report and the Municipal's responses.

Table: Responses to the issues raised by the Auditor-General in his audit report for the year ended 30 June 2011

Material misstatements		Corrective measures	Target Date	Responsible person
Financial statement item	Finding (brief description of misstatements as per findings and audit report)			
1. Property, plant and equipment	The Municipality could not provide the AG with sufficient appropriate audit evidence to support the assumptions made that a process had been performed to reassess the useful lives of assets and depreciate Property, Plant and Equipment amounting to R24 581 585	This is the requirement of GRAP 17, the review and assessment of useful life will be done in April 2013 and all steps involved will be adhered to and documented. The office of the AG will also be engaged to ensure that it is done correctly as the matter concern here was the documentation of the method	30 April	Asset Manager CFO DCFO

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<p>2. Property, plant and equipment</p>	<p>The Municipality unbundled assets as per the requirements of GRAP 17. The Municipality used the valuation roll as a basis for land and buildings. The valuation roll did not contain the latest fair values for assets, as it was prepared in prior years and did not make a distinction between land and buildings per certain properties. The AG could thus not rely on the amount disclosed under land and buildings to the value of R103 941 881 (R103 813 594) as disclosed in note 5 to the Financial Statements. Consequently the AG was unable to determine whether any adjustment relating to land and buildings in the Financial Statements was necessary.</p>	<p>The valuation process is underway and will be finalised in the end of March and the new valuation roll will contain the latest fair values as at 30 June 2013, when land and buildings will be unbundled. The new valuation roll will also split the land and buildings.</p>	<p>31 May 2012 CFO</p>	<p>CFO Asset Manager Revenue Manager</p>
<p>3. Property, plant and equipment</p>	<p>The Municipality could not provide appropriate audit evidence to support Journal entries of R129 231 080 processed to Property, Plant and Equipment.</p>	<p>The municipality had submitted all the Journals. This report does not break down the amount of R129 231 080, the municipality will therefore engage with AG for the breakdown and all required Journals will be resubmitted to ensure that AG accept them as correct</p>	<p>28 February 2013</p>	<p><i>CFO</i> <i>DCFO</i> <i>Asset Manager</i></p>
<p>4. Property, plant and equipment</p>	<p>The Municipality's records did not permit the application of alternative procedures. Consequently the AG could not obtain sufficient appropriate audit evidence as to the valuation, existence and completeness of the closing balance of Property, Plant and Equipment amounting to R697 873 063 (2011: R687 381 987) as disclosed in note 5 to the Financial Statements.</p>	<p>All the opening and closing balance of the Asset Register are available with full explanation in Schedule B. However AG office will be consulted again to clarify these balances to avoid the same challenge at the end of financial year. Minutes of engagement will be documented.</p>	<p>28 February 2013</p>	<p>Asset Manger CFO DCFO</p>

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<p>5. Investment Property</p>	<p>The Municipality unbundles assets as per the requirements of GRAP 17. The Municipality used the valuation roll as a basis for the valuating Investment Property. The valuation roll did not contain the latest fair values for Assets, as it was prepared in prior years and did not make a distinction between land and buildings for certain properties. The AG could thus not rely on the amount disclosed under Investment Property to the value of R107 213 050 (2011: R119 035 000) as disclosed in note 4 to the Financial Statements. Consequently the AG was unable to determine whether any adjustments relating to Investment Property in the Financial Statements was necessary.</p>	<p>This is due to the fact that the municipality perform valuation roll every four years as per legislation. It is however very costly to get market values of municipal property every year as an effort to resolve AG's concern. To avoid this queries from recurring the municipality will have to find the most cost effective way of handling this matter and AG will also be engaged for assistance</p>	<p>28 February 2013</p>	<p>CFO DCFO Revenue Manager</p>
<p>6. Investment Property</p>	<p>The Municipality could not provide the AG with sufficient appropriate audit evidence to support adjustments made to opening balances for Investment Property. The AG could not verify the validity, accuracy and completeness of the adjustment amounting to R5 105 950. The AG could thus not rely on the amount disclosed under Investment Property to the value of R107 213 050 (2011: R119 035 000) as disclosed in note 4 to the Financial Statements. Consequently the AG was unable to determine whether any adjustment relating to Investment Property in the Financial Statements was necessary.</p>	<p>All the opening balances with prior year adjustments were submitted at the beginning of audit. However the documents will be resubmitted to AG and more vigorous engagements will be done in order to resolve this matter completely.</p>	<p>28 February 2013</p>	<p>CFO Asset Manager DCFO</p>
<p>7. Investment Property</p>	<p>The Municipality could not provide sufficient appropriate audit evidence to support Journal entries of R11 821 950 processed to Investment Property.</p>	<p>The municipality do not have a composition and basis of this amount and thus the office of AG will be engaged to find solution</p>	<p>28 February 2013</p>	<p>CFO Asset Manager Revenue Manager</p>
<p>8. Investment Property</p>	<p>The Municipality's records did not permit the application of alternative procedures. Consequently the AG could not obtain sufficient appropriate audit evidence as to the valuation, existence and completeness of the closing balances of Investment</p>	<p>The municipality do not have a composition and basis of this amount and thus the office of AG will be engaged to find solution</p>	<p>28 February 2013</p>	<p>CFO DCFO Asset Manager</p>

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	Property amounting to R107 213 050 (2011: R119 035 000) as disclosed in note 4 to the Financial Statements respectively.			
9. Provisions	In terms of GRAP 19, Provisions, Contingent Liabilities and Contingent Assets, a provision shall be the best estimate of the expenditure required to settle the present obligation at the reporting date. The provision for the landfill site was not adequately determined at yearend. Management prepared an estimate four months after year-end and could not satisfactory indicate how the timing difference between year-end and the preparation date was considered in preparing the estimate. There were no satisfactory alternative audit procedures that the AG could perform to obtain reasonable assurance that provisions had been properly recorded. Therefore, the AG could not rely on the validity and accuracy of the landfill site rehabilitation provision amounting to R3 296 273 (R2011: R2 796 273) as disclosed in note 17 to the Financial Statements	This exercise is performed once in a year, towards the end of the financial period. This exercise will have to be performed exactly at the end of the financial period to avoid timing difference which affect the validity and accuracy of the amount determined, and also to provide reasonable assurance that the provision will be correct	15 June 2013	CFO Deputy CFO Community Services
10. Distribution	Section 125(2)(d)(i) of the MFMA states that the notes to the Annual Financial Statements of a Municipality must disclose particulars of any material losses. The Municipality did not disclose distribution losses with regard to water, as the Municipality had not implemented adequate control measures to reliably calculate those losses. The AG was unable to determine the total extent of the	The audit finding on the disclosure is not correct as the municipality disclosed it under note 43, page 52 of the AFS. As to the accuracy the municipality will engage the AG and find common understanding regarding the accuracy thereof understatement of distribution losses, as sufficient appropriate audit evidence could not be obtained. There were not satisfactory alternative audit procedures that the AG could perform to obtain reasonable assurance that material losses had been properly recorded.	28 February 2013	CFO DCFO Director Civil Services Director Electrical Services
11. Aggregation of immaterial	The Financial Statements as a whole were materially misstated due to the cumulative effect of numerous individually immaterial uncorrected misstatements in the following elements	The municipality is in no position to incorporate the make-up of these figures, it will only be prudent to engage the office of the AG on each amount	28 February 2013	CFO DCFO

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uncorrected statements	<p>making up the statements of financial position, the statement of financial performance and the notes to the Financial Statements.</p> <p>Revenue reflected as R221 390 289 is understated by R1 303 664.</p> <ul style="list-style-type: none"> • Expenditure reflected as R150 652 421 is understated by R3 581 158 • Employee cost reflected as R56 569 772 is understated by R840 103 • Finance cost reflected as R875 370 is understated by R110 934 • Consumer Debtors reflected as R33 026 742 is understated by R447 843 • Finance leases reflected as R302 740 is overstated by R263 452 • Property, Plant & Equipment reflected as R697 837 063 is overstated by R339 305 • Trade and other Payables reflected as R31 602 399 is overstated by R2 044 730. • The accumulated surplus reflected as R775 529 120 is understated by R479 745. 	<p>stated and seek appropriate satisfactory solutions in order to address this finding</p>		
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8.9. CONCLUSION

Performance management within the municipality continues to evolve. It is critical for measuring the municipality’s progress against its short, medium and long term goals. The municipality seek to expand this tool to individual performance and strengthen institutional performance and to monitor and evaluate itself against its long term goals.

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CHAPTER 9: MUNICIPAL PROJECTS

Hereunder are the projects that will be implemented in the 2013/14 financial year should the municipal funds permits and unfunded projects. Assistance from other Sector Departments and the private sector will also ensure that most of the prioritised projects are implemented.

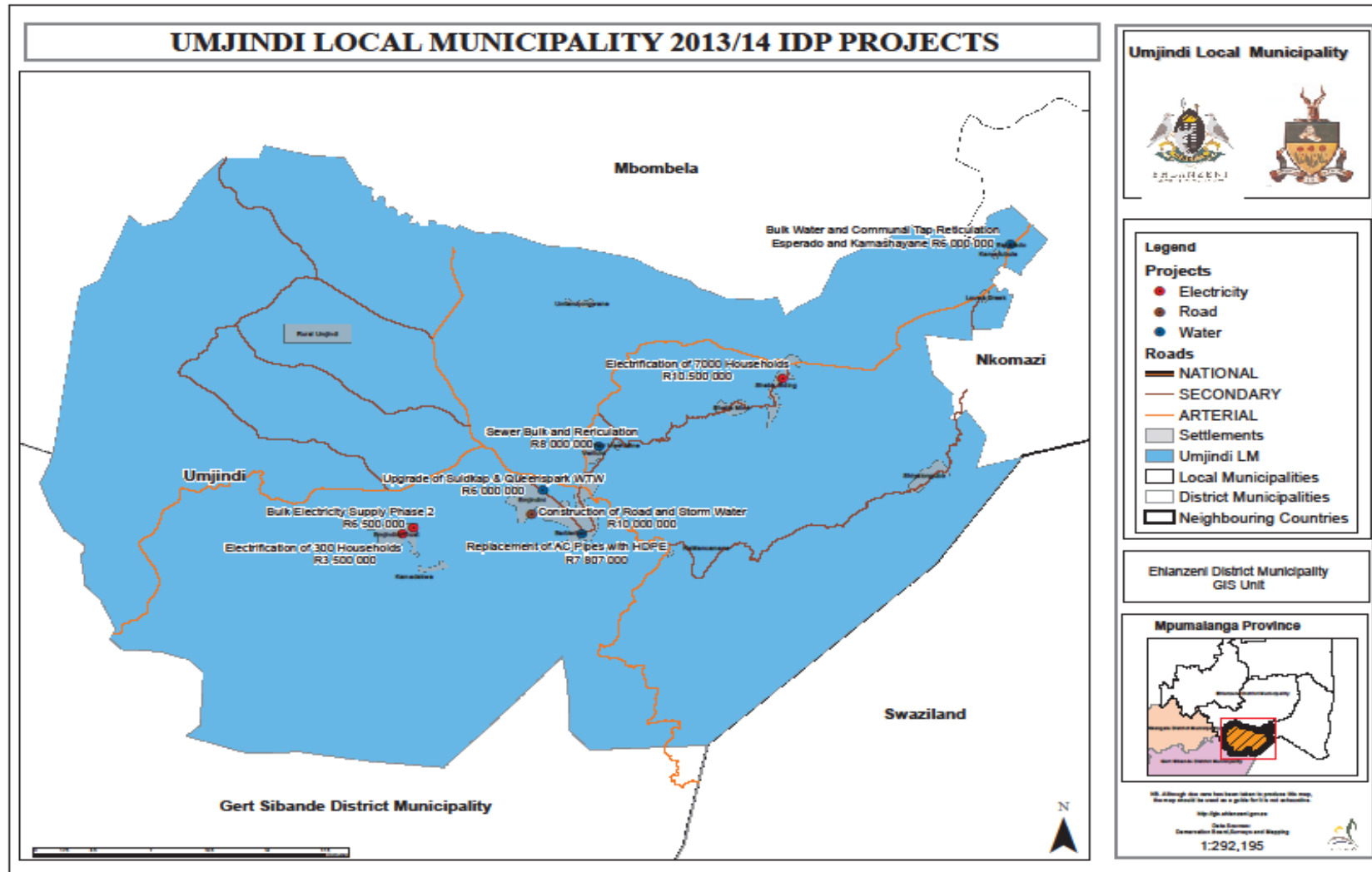
9.1. 2013/14 CAPITAL PROJECTS

DEPARTMENT	IDP PRIORITY	PROJECT ID	PROJECT NAME	KPI	TARGET	LOCATION	WARD	BUDGET	SOURCE OF FUNDING
KPA: SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT									
TECHNICAL	WATER	CIV1/13/14	Replacement of AC Pipes with HDPE(Phase 06)	Km of old pipes replaced	2km	lower part of Spearville, lower Dindela and part of the CBD Area.	7,9	R7 807 840m	MIG
TECHNICAL		CIV2/13/14	Refurbishment and Upgrading of Suidkaap Water purification works and Queensriver pump station	Refurbished and upgraded Water Purification Works	Refurbished and upgraded Water Purification Works	Suidkaap and Queensriver	all	R6m	MWIG
TECHNICAL		CIV3/13/14	Provision of bulk water and Reticulation supply	Construction of bulk and communal taps water reticulation	717hh	Esperado 1, 2 &3 and Mashayane Village	1	R6m	MWIG
TECHNICAL		CIV4/13/14	refurbishment and Upgrading of Lomati Dam	Number of Business Plan to DWA	1 Business Plan	Barberton Townlands portion 89 of 369	ALL	R5 196 000	MWIG
TECHNICAL	SANITATION	CIV5/13/14	Construction of Bulk and Reticulation sewer infrastructure	Number of households with access to bulk and reticulation sewer.	931hh	Verulam	8	R8m	MIG

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TECHNICAL	ROADS AND STORMWATER	CIV6/13/14	Construction of Roads and Storm Water (Phase 06)	Km of road constructed	2Km	Emjindini at Ext. 13/14 to Graveville (Main Road) and one street in New Village	3,7	R10m	MIG
COMMUNITY	SPORTS AND RECREATION	COMM7/13/14	Construction of sports facilities	Number of sports facilities constructed	1	Ext 12	4	R1 122 080	MIG
TECHNICAL	ELECTRICITY	ELEC8/13/14	Upgrading of electricity bulk supply	Bulk supply electricity upgraded	Bulk supply electricity upgraded (from 0 mva to 10 mva) (phase 2)	Emjindini Trust	2	R6.5m	INEP
TECHNICAL		ELEC9/13/14	Electrification of houses)	Number of household's electrified.	700hh	Sheba Siding (phase 2)	1	R13m	INEP
TECHNICAL		ELEC10/13/14	Electrification of households	Number of household's electrified.	300hh	Emjindini Trust	1	R3.5m	INEP

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9.2. MULTI YEAR PROJECT PLAN

KPA 1: INFRASTRUCTURE DEVELOPMENT & SERVICE DELIVERY										
5YEAR PLAN: A BETTER LIFE FOR ALL THROUGH IMPROVED ACCESS TO BASIC SERVICE(WATER, SANITATION, ROADS AND STORM WATER, ELECTRICITY, HOUSING, REFUSE REMOVAL)										
KPA	PROJECT ID	PROJECT NAME	KPI	TARGET	LOCATION	WARD	ESTIMATED BUDGET			SOURCE OF FUNDING
							13/14	14/15	15/16	
INFRASTRUCTURE DEVELOPMENT & SERVICE DELIVERY - WATER KPA 1	CIV11/13/14	3ML reservoir	Construction of 3ML Reservoir	1 Business Plan and Technical Report	Emjindini Ext 10,11 and 12	4,6	R0	R5m	R0	MWIG
	CIV12/13/14	Upgrading of the telemetry system	Upgraded of the telemetry system	Upgraded telemetry system	Umjindi	All	R0	R200k	R200k	internal
	CIV13/13/14	Bulk water meters	Number of bulk meters replaced	5	Umjindi	All	R0	R 200 k	R0	internal
	CIV14/13/14	Upgrade bulk water supply & Reticulation	Number of households with water	851hh	Sheba Siding	1	R0	R10m	R15m	MWIG
	CIV15/13/14	Construction of a second dam with Purification Plant (5ML/day) and Bulk Water Supply for Umjindi	Feasibility study to be conducted on the construction of the second dam to enable council to source funding	1 report on the feasibility study	umjindi	all	R0	R3m	R100m	internal
	CIV16/13/14	Cleaning of reservoirs	Number of reservoirs cleaned	9	Town	8	R0	R300K	R300K	Internal
	CIV17/13/14	Provision of water Supply	Number of households with water supply	64 households	Shiyalongubo	1	R0	R1m	R0	EDM

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	CIV18/13/14	Refurbishment of boreholes	Number of boreholes refurbished	2 boreholes	Mlambongwane	1	R0	R300k	R0	MWIG
	CIV19/13/14	Provision of water by water trucks -	Number of settlements getting water by trucks	22	Mlambongwane, KaGazi, Ka Madakwa Ndlovu, Madubula, Silver Creek, Mashayane, Nkomeni, Noordkaap, Sheba Ext 2 and 3, Hangingstone (Kabhobho), Katjematjema, Makepisi, Uitval, Mahiyane, KaBhubhudla, Castlekop, Trio farm, Hopewell farm, White hills and Sunnymead	2,1, 3	R0	R1.2m	R2.4m	Internal
	CIV20/13/14	Provision of water reticulation	Number of households reticulated	1950hh	Enkomeni, Moodies area, Kempstone, Emjindini Trust and KaMadakwa-Ndlovu	2,3	R0	R6m	R5m	MWIG
	CIV21/13/14	Provision of a reticulation system of water	Number of households having access to basic water	1171hh	Lindokuhle (Ext.15) & Phola Park (Ext.16)	3	R0	R2.5m	R2.5 m	MWIG
	CIV22/13/14	Provision of a water supply	Number of households having access to basic water	120hh	at stand 831,3030 and 829	9	R0	R1.m	R0	internal
	CIV23/13/14	Provision of a water supply	Number of households having access to basic water	1000hh	Ext17 (msholozzi), 18 and 19	4	R0	R3m	R3m	MWIG
	CIV24/13/14	Refurbishment and upgrading of Rimmers Creek Water Purification Works	Refurbished and upgraded Water Purification Works	Refurbished and upgraded Water Purification Works	Rimers creek	All	R 0	R7.5m	R7.5m	EDM/MWIG

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	CIV25/13/14	Construction of 3 MI Reservoir	Number of business plans and technical report submitted for funding	1 Business Plan and Technical Report	Barberton Ext 7	9	R0	R5M	R0	MWIG
	CIV26/13/14	Audit of Water and Sewerage Plants (bulk and reticulation)	Number of audits done at the water treatments plants and the sewerage treatment plant	3	N/A	N/A	R0	R 300k	R200k	Internal
	CIV27/13/14	Balancing scales	Number of balancing scales	2	Water treatment plants	Umjindi	R0	R50k	R0	Internal
	CIV28/13/14	Fencing around Rimers water purification works	Metres of fencing	1000metres	Rimers purification works	Umjindi	R0	R400k	R0	Internal
	CIV29/13/14	Development of Operation and Maintenance Plans	Number of plans developed	1	N/A	N/A	R0	R200k	R0	EDM and internal
	CIV30/13/14	Inflow and outflow meters	Number of inflow and outflow meters	2	Rimers purification works	N/A	R0	R140k	R0	Internal
	CIV31/13/14	Development of water safety plan	Number of plans developed	1	N/A	N/A	R0	R50k	R0	Internal
	CIV32/13/14	Fencing at Rimers	km of fencing	2km	Rimers purification works	N/A	R0	R135k	R0	Internal

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KPA	Project ID	Project Name	KPI	Target	location	Ward	ESTIMATED BUDGET			Source of Funding
							13/14	14/15	15/16	
INFRASTRUCTURE DEVELOPMENT & SERVICE DELIVERY - SANITATION	CIV33/13/14	Upgrading of the sewerage system	Number of Business Plans and Technical Report submitted for funding to DWA and COGTA	1 Business Plan and Technical Report	portion of Ext 11	4	R0	R4m	R0	DHS
	CIV34/13/14	Upgrade pump station	pump stations upgraded	Upgraded pump station	Ext 10b phase 2	5	R0	R6m	R0	Internal and DHS
	CIV35/13/14	Remodelling of toilets to be wheelchair friendly	Number of toilets remodelled, construct rump	1 toilet and 1 rump	information centre	9	R0	R25	R0	Internal
	CIV36/13/14	Provision of sanitation	Number of households in having access to sanitation	1171hh	Lindokuhle (Ext.15) & Phola Park (Ext.16)	3	R0	R3m	R3m	DHS
	CIV37/13/14	Convert existing unused hawker stalls into pre-paid toilets.	No of public toilets provided	8	General street	9	R0	R50 000	R50 000	internal
	CIV38/13/14	Provide Sanitation	Number of stands with sanitation	120 stands	stand 831,3030 and 829	9	R0	R3m	R0	Internal
	CIV39/13/14	Generator at the sewerage plant	generator for the sewerage plant purchased	1	N/A	N/A	R0	R1.7m	R0	Internal
	CIV40/13/14	Sewer reticulation	Number of business plans to Source funding from the department of Human Settlement	1 business plan	Ext 17, 18 and 19	4	R0	R3M	R5M	DHS

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	CIV41/13/14	Replacement of aerators	Number of aerators replaced	12	Suidkaap Waste water treatment plant	N/A	R0	R750k	R750k	Internal
	CIV42/13/14	Refurbishment of clarifiers a	Number of clarifiers refurbished	2	Suidkaap Waste water treatment plant	N/A	R0	R	R	Internal
	CIV43/13/14	Upgrading and refurbishment of the outfall sewer line	Upgraded outfall sewer line	1	between Emjindini Ext 8 and 10	3, 5	R0	R1.5m	R0	Internal
	CIV44/13/14	Development of untreated effluent management plant	Number of untreated effluent management plant developed	1	N/A	N/A	R0	R100K	R0	Internal
	CIV45/13/14	Steel structure roof	Construction of the steel structure roof	1	Suidkaap Waste water treatment plant	N/A	R0	R350k	R0	Internal
	CIV46/13/14	Refurbishment of the electrical building at the sewage plant	Refurbished electrical building	1	Suidkaap Waste water treatment plant	N/A	R0	R100 K	R0	Internal
KPA	Project ID	Project Name	KPI	Target	Location	Ward	ESTIMATED BUDGET			source of funding
							13/14	14/15	15/16	
INFRASTRUCTURE DEVELOPMENT & SERVICE DELIVERY - ELECTRIFICATION	ELEC47/13/14	Electrification of houses	Number of household's electrified.	21 houses	Esperado	1	R0	R500K	R0	DME
	ELEC48/13/14	Provision of bulk supply	Maximum mva increase by Eskom	10mva	Ext 17 (msholozzi), 18 and 19	4	R0	R10m		Internal
	ELEC49/13/14	Electrification of houses	Number of houses electrified	1000hh	Ext 17 (msholozzi), 18 and 19	4	R0	R10.3m	R0	DME

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	ELEC50/13/14	Electrification of houses	Number of households' electrified.	64 houses	Shiyalongubo	1	R0	R1.2m	R0	DME
	ELEC51/13/14	Electrification of houses	Number of households electrified	6 houses	Haveness-Verulam	8	R0	R200k	R0	DME
	ELEC52/13/14	Upgrade of Umjindi maximum demand	Maximum mva increase by ESKOM	from 20 mva to 40 mva	N/A	All	R0	R49m	R0	DME
	ELEC53/13/14	Provision of electricity	Number of households electrified	700 households	Kempstone, Nkomeni, Moodies and KaBhobho	2	R0	R3m	R3m	DME/int
	ELEC54/13/14	Provision of Electricity	Number of Erf to be electrified.	120 households	stands no 829, 3030 and 831	9	R0	R1.8m	R	DME
	ELEC55/13/14	Replace of the existing overhead lines with underground lines	KM of lines replaced	10km	Burgerville, open street, platt street; industrial area and part of Bland street	9	R0	R1.5m	R1.5m	Internal
	ELEC56/13/14	Provision of high mast lights	Number of high mast lights installed	19	Msholozhi (2) and Lurex, Ext7, 12 (by the bridge), Mkhize Park(2), Emjindini Trust(2); Madakwa Ndlovu(4); Sheba Siding (5);Dixie (1);	1, 32,4,5,7;8 ;9	R0	R0	R3.8m	Internal and external
	ELEC57/13/14	Provision of street lights	Number of street lights installed	18	next to Santa hospital, from the robots at the general street at the location, next to the bridge at Ext10 (next to the bridge) 11; between the government hospital and Crescent avenue; Emjindini Trust (along the main entrance) and in the tunnel from the playpark towards Ext 6	9,4;1;8	R0	R300k	R0	Internal and external

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	ELEC58/13/14	Provision of the flood light	Number of flood lights purchased	16	Emjindini stadium, Sheba Sports grounds; Sinqobile school playground and the Soccer field in Kathyville	7,9	R0	R3.6m	R0	Internal and external
	ELEC59/13/14	Provision of yellow lights	Number of yellow lights installed	10	Dikbaas by the mountain and by the passage next to KaMhola Primary School	9	R0	R200K	R0	Internal and external
	ELEC60/13/14	Replacement of old high voltage (ht)cables	Km of cables replaced	50km	Barberton town	8	R0	R7.5m	R0	Internal
KPA	Project ID	Project Name	KPI	Target	Location	Ward	ESTIMATED BUDGET			source of funding
							13/14	14/15	14/15	
INFRASTRUCTURE DEVELOPMENT & SERVICE DELIVERY -ROADS AND STORM WATER	CIV61/13/14	Upgrading of the P10 road	Business Plan to be submitted to MIG and DPWRT	2 Business Plans to be submitted	Along Ext 6,9, 12	5	R0	R15m	R0	MIG
	CIV62/13/14	Construction of Road and Storm water facilities	Km's road construction	6.8km	Spearville, Upper Spearville, New village (3 streets), lower part of Spearville (behind Dr. Dlamini Surgery via Mkhize Park going down, 6 streets to be prioritized over the period of 2 years)	9,7,5,	R0	R18m	R12.6m	MIG
	CIV63/13/14	Construction of Main Roads with Storm Water Facilities	Km of road constructed	7.3km	Verulam	8	R0	R11.5m	R11.5m	MIG
	CIV64/13/14	Construction of Roads and Stormwater Facilities	Km of road constructed	13Km	Ext. 11	4	R0	R9m	R9m	MIG

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	CIV65/13/14	Construction of Roads and Stormwater Facilities	Km of road constructed	5.5km	Ext. 12	4	R0	R11.25m	R13.5m	MIG
	CIV66/13/14	Construction of Roads (tarred/paved) and Stormwater Facilities	Km of road constructed	3.7km	Ext 7 (from via Magogogweni, KaMthunywa church), 2 nd street at Ext 7 (street between Ext 7 and Longhomes) (All gravel roads at Ext. 7)	5	R0	R9m	R7.65m	MIG
	CIV67/13/14	Construction of Roads and Stormwater Facilities	Km of road constructed	2.5km	Ext 10 (G unit street cycle), 2 nd street (from New Apostle going down) and the 3 rd street after new Apostle)(All gravel roads at Ext.10)	5	R0	R0	R11.25m	MIG
	CIV68/13/14	Construction of Roads and Stormwater Facilities	Km of road constructed	13km	Ext 11 (jones street, Shongwe road no 2), Ext 10b, 13,14	3,5	R0	R0	R11.25m	MIG
	CIV69/13/14	Paving of roads	Km of road paved	300m	From municipal Depo to Supply chain	9	R0	R250K	R0	Internal
KPA	Project ID	Project Name	KPI	Target	Location	Ward	ESTIMATED BUDGET			source of funding
							13/14	14/15	15/16	
INFRASTRUCTURE DEVELOPMENT & SERVICE DELIVERY	CIV70/13/14	Construction of a Foot Bridge	Number of foot bridges constructed	2	linking Phola Park and Ext 11, KaMadakwa-Ndlovu and Khanyisile.	3,2	R1.5m	R1.5m	R0	Internal
	CIV71/13/14	Tarring of roads	Km of road tarred	12.7km	Lindokuhle (Ext.15) and Phola Park (Ext.16) and Ext. 8	4	R0	R0	R9.45m	MIG

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	CIV72/13/14	Reconstruction of road (Study to be done by University task team as project free of charge).	Km of road constructed	1.5km	Crown Street.	9	R0	R9m	R0	MIG
	CIV73/13/14	Upgrading of Storm Water Facilities	Km of stormwater facility upgraded	10km	Burgerville (Storm water master plan).	9	R0	R1m	R0	MIG
	CIV74/13/14	Enlargement of roads	Km of road enlarged	2.3km	Ext 7, 10, old graveyard road and Makhanya road.	5, 6	R0	R8.4m	R3.7m	MIG
	CIV75/13/14	Construction of Roads and Stormwater Facilities	Km of road constructed	0.7km	from Kakoperi to Mgababa	4	R0	R3.15m	R	MIG
	CIV76/13/14	Construction of a Foot Bridge	Number of foot bridges constructed	1	between Ext.11 and Ext. 12 next to tarred road	4	R0	R1.5m	R0	Internal
	CIV77/13/14	Construction of Roads (tarred/paved) and Stormwater	Km of road constructed	4.2km	Facilities at Ext 7, Ext. 9, 10, Dindela and Phumula	3,5,6	R0	R0	R13.5m	MIG
	CIV78/13/14	Construction of Roads and Stormwater Facilities	Km of road constructed	1.8km	Highway view, New Clare, and White City.	9	R0	R0	R8.1m	MIG
	CIV79/13/14	Construction of a Foot Bridge	Number of foot bridges constructed	1	between Ext 7 and 8	3,5	R0	R2m	R0	Internal
	CIV80/13/14	Construction of dropping Zone	Number of drop off zones constructed	1	Ekujabuleni Disabled Centre	7	R0	R500K	R0	Internal

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	CIV81/13/14	Construction of a Foot Bridge	Number of foot bridges constructed	1	between Burgerville and the Cemetry	9	R0	R2m	R0	Internal
	CIV82/13/14	Construction of Gabions	Gabions constructed	1	29 Crown Street	9	R0	R1m	R0	Internal
	CIV83/13/14	Development of Roads and Storm Water Master Plan	Number of plans developed	1	(Barberton, Dikbas and Verulam)	8.9	R0	R500k	R0	Barberton Mines
	CIV84/13/14	Construction of a Foot Bridge	Number of foot bridges constructed	1	between Spearville and Dindela at Mkhize Park(Lower part)	6,7	R0	R1.5m	R0	Internal
	CIV85/13/14	Construction of a Foot Bridge	Number of foot bridges constructed	3	Sheba Siding at KamaHohloka; between Ka Madakwa-Ndlovu and Khanyisile; between Spearville and Dindela at Mkhize Park (lower part)	1,2,3, 6,7	R0	R2.5m	R2.5m	Internal
	CIV86/13/14	Construction of a Foot Bridge	Number of foot bridges constructed	2	between Emjindini Trust and Gushede between Spearville and Santa;	2	R0	R1.5m	R1.5m	Internal

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	CIV87/13/14	Speed humps	Number of speed humps constructed	30	Amon Nkosi next to the Ext 11 and 12 bridge (4); Ext 10 and Phumula; Ext. 7 (next to Faith mission); Ext. 10 (Ngaka cashi and next ous Piet); Phumula (main road next to KaMbuli);at the four way stop at Dindela; at longhomes/Phumula (CJC church, and the last street of longhomes, Mbhiza street, Mboko street)(5); at New Village; at Spearville and ERF 831. (7); cnr gwalagwala and Makhanya streets; Dikbaas (fire street to Monte vista phase 1); at General street across Burgerville; at the main road in Ext 6.	All	R0	R90 000	R90 000	Internal
	CIV88/13/14	Construction of gravel road with crusher stones	Km of gravel road constructed	45km	Sheba Siding	1	OPEX	OPEX	OPEX	Internal
	CIV89/13/14	Opening of gravel streets	Km of gravel streets opened	41km	Sheba Siding	1	OPEX	OPEX	OPEX	Internal
	CIV90/13/14	maintenance of Gravel roads	Km of gravel road constructed	45.8km	Ext 10B, 13 and 14 to Lindokuhle and Ext 8 to Ext 14, Phase 2, Ext 11 and 12, Verulam	3	OPEX	OPEX	OPEX	Internal
KPA	Project ID	Project Name	KPI	Target	Location	Ward	ESTIMATED BUDGET			source of funding
							13/14	14/15	15/16	

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	CIV91/13/14	Construction of link road between Nhlazatshe and Emjindini Trust	Business Plan to be submitted to MIG and DPWRT	2 Business Plans to be submitted	Nhlazatshe and Emjindini Trust	2	R0	R0	R0	PWRT
INFRASTRUCTURE DEVELOPMENT & SERVICE DELIVERY - ROADS & STORMWATER PROVINCIAL ROADS	CIV92/13/14	Tarring of the ring road	Km's of road constructed	25km	from Prison Farm to KaMadakwa-Ndlovu via Emjindini Trust connecting R38 via the Royal kraal to TPA to Glenthorpe	1,2, 3	R0	R0	R0	PWRT
	CIV93/13/14	Tarring of main road	Km's of road tarred	20km	main road from Barbrook mine to Shiyalongubo	1	R0	R0	R0	PWRT
	CIV94/13/14	Tarring of road	Km's of road tarred	29km	De Kaap from R40	1	R0	R0	R0	PWRT
		Tarring of road	Km's of road tarred	5km	Agnes mine	3	R0	R0	R0	PWRT
	CIV95/13/14	Tarring and maintenance of the road	Km's of road tarred	25km	from the Lomati dam to Shiyalongubo	1	R0	R0	R0	PWRT
	CIV96/13/14	Provision of Speed humps	No of speed humps constructed	5	Kaapmaiden next to Verulam Settlement, d222 from Sheba Siding to Sheba mine, next to the bridge at Sheba Siding road from Barberton to Kaapmaiden	1,9	R0	R0	R0	PWRT
	CIV97/13/14	Provision of tarred road	Km's of road tarred	15km	from R38 to Glenthorpe	2	R0	R0	R0	PWRT
	CIV98/13/14	Maintenance of roads	Km's of gravel road maintained	29km	De Kaap road to R40	1	R0	R0	R0	PWRT

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	CIV99/13/14	Grills	No of Rumble strips constructed	6	towards the pedestrian crossing of Ekhiyeni Primary School and from Barbeton to Kaapmaiden next to Lows creek clinic and the stop sign	2	R0	R0	R0	PWRT
	CIV100/13/14	Construction of two pedestrian bridges	Number of pedestrian bridges constructed	2	Snyman road	9	R0	R0	R0	PWRT
KPA	Project ID	Project Name	KPI	Target	Location	Ward	ESTIMATED BUDGET			source of funding
							13/14	14/15	15/16	
SERVICE DELIVERY- HOUSING	DP&HS101/13/14	Building of rental stocks for professionals	No request submitted to DHS	1 request to be submitted	stand 829 Emjindini Ext 1	9	R0	R0	R0	DHS
	DP&HS102/13/14	Renovation /Reconstruction	No of requests submitted to DHS	1 Request to be submitted	family units	7	R0	R0	R0	DHS
	DP&HS103/13/14	integrated units	Number of letters submitted to DHS regarding the allocation of housing units.	2 submissions	Emjindini Trust	2	R0	R0	R0	DHS
	DP&HS104/13/14	Allocation of RDP houses to child headed households	Number of submissions made to DHS requesting housing units.	2 submissions, twice a year	In vacant stands	All	R0	R0	R0	DHS

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	DP&HS105 /13/14	Integrated (RDP, PHP and Project link) Houses to be built	Number of submissions made to DHS requesting housing units.	2 submissions	Ext 7, 10, 11, 12 and 13; Hanging Stone, Mount Olive, Duncan Village, White hills and Sunnymead; in Burgerville New Village, Spearville Ext 7 and 10, Lindokuhle and Phola Park.	7,6, 3, 9, 4	R0	R0	R0	DHA
	DP&HS106 /13/14	Allocation of erven to middle income earners	Number of erven disposed to middle income earners	72 ervens	stand 3030 and 831	7,9	R0	R0	R0	Internal
	DP&HS107 /13/14	Integrated housing development	Number of submissions made to DHS requesting housing units.	2 submissions	Erf 831 (rental stock).	7	R0	R0	R0	DHS
	DP&HS108 /13/14	Application for project linked houses for middle income earners	Number of submissions made to DHS requesting housing units.	2 submissions	Ext 6, 14, 11,13, 12, Verulam, Sheba Siding, stand 3030, Kathyville , New Clare ,Stand 829 and other Extension	9,4,7,6,	R0	R0	R0	Internal
	DP&HS109 /13/14	Provision of RDP houses	Number of submissions made to DHS requesting housing units.	2 submissions	Shiyalongubo, Sheba Siding, Dixie, Esperado, Enkomeni, Moodies Area, Uitval, Kempstone, Ka-Bhobho, Main Emjindini Trust, KaMadakwa Ndlovu, Lindokuhle and Phola Park, Kasselkop, Verulam and Burgerville	1, 2,3, 4, 8, 9	R0	R0	R0	DHS
KPA	Project ID	Project Name	KPI	Target	Location	Ward	ESTIMATED BUDGET			Source of funding
							13/14	14/15	15/16	
SERVICE DELIVER Y- WASTE MANAGE	COMM/110 /13/14	Review IWMP	Number of IWMP reviewed	1 plan	N/A	N/A	R0	R1.2m	R0	EDM

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	COMM/111/13/14	Food for waste project	Number of beneficiaries per households	100 people per 8000 households	1,2	all	R0	R1.5m	R0	EPWP
	COMM/112/13/14	Reviewal of Bylaws	Number of bylaws reviewed	4xCemetery; refuse; swimming pools; air pollution	All areas	All wards	R0	R0	R0	Internal
	COMM113/13/14	Upgrade the current landfill site to be in compliance with the Environmental Management Act, Water Act	Secure funding to Register of the land fill site in accordance with the Environmental Management Act and rehabilitation	1 submission Cogta	86/389 SAR	All	R 0	R6m	R6m	Cogta
	COMM114/13/14	Eradication of all illegal dumping	Number of bulk refuse bins placed in various areas,	Provision of 9 bulk bins per year	Emjindini trust; Verulam; Msholoji; Lurex; Dixie farm; KaMadakwa Ndlovu; Sheba Siding; Louisecreek; Loiuville	1, 2, 3, 8	R0	R280k	R180k	Internal
	COMM115/13/14	Establishment of a recycling project	Number of recycling projects established in Umjindi	2 recycling projects on household and garden refuse	Landfill site	8	R0	R50k	R70k	Internal
	COMM116/13/14	Waste removal for the newly formalised areas	No of households in Umjindi receiving a basic solid waste removal service on a weekly basis	Provision of refuse removal services to 9500 households in Umjindi	Emjindini trust; Verulam; Msholoji; Lurex; Dixie farm; KaMadakwa Ndlovu; Sheba Siding; Louisecreek; Loiuville	1, 2, 3, 4,8	R0	R9.1m	R4.7m	Internal

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	COMM117/ 13/14	Provision of refuse removal bins	Number of bulk refuse bins placed in various areas,	Provision of 20 bulk bins per year	Ext 10 and 9, Msholoji, Lurex farm, Cathyville, Burgerville, Keller Park and next to the taxi rank at Cathyville. New Village, Spearville, Mkhize park, Erf 831,ext 11 toward ext 12 and family units.	5, 6,4,9,7, 4	R0	R500k	R150k	Internal
	COMM118/ 13/14	Waste Transfer Stations	Construction of Waste Transfer Stations	2	All	All	R0	R300 000	R0	DEA
	COMM119/ 13/14	Weight Bridge	Number of Weight Bridge constructed	1	Landfill Site	8	R0	R300 000	R0	EDM
	COMM120/ 13/14	Construction of Buy Back Centre	Number of Buy Back Centre constructed	1	Emjindini Location	6	R0	R1.5m	R0	DEA
KPA	Project ID	Project Name	KPI	Target	Location	ward	ESTIMATED BUDGET			Source of funding
							13/14	14/15	15/16	
SERVICE DELIVERY - CEMETARIES	COMM121/ 13/14	Upgrading of the cemetery	Upgrading of road for plot C	3	Plot C at Indian Kathyville and town cemeteries	9	R20k	R30k	R50k	Internal
	COMM122/ 13/14	Establishment of a new cemetery in Emjindini trust	Number of cemetery established	1	Emjindini Trust	2	R0	R100k	R0	Internal
SERVICE DELIVERY - LICENCING	COMM123/ 13/14	To ensure safe traffic flow	Number of road blocks and traffic enforcement actions implemented	Four road blocks and continuous law enforcement actions per year	umjindi	All	Opex	opex	opex	Internal

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	COMM124/ 13/14	Provision of driver's license testing services in line with the National Road Traffic Act to the Umjindi Community	No of drivers licenses tests conducted	1680 tests per year	Umjindi	N/A	Opex	opex	opex	Internal
	COMM125/ 13/14	Provision of learners license testing services to the Umjindi Community	No of learners licenses tests conducted	2880 tests per year	Umjindi	N/A	opex	opex	opex	Internal
GOOD GOVERNANCE AND PUBLIC PARTICIPATION										
TO CREATE COMMUNITY BENEFICIATION AND EMPOWERMENT OPPORTUNITIES										
KPA	Project ID	Project Name	KPI	Target	Location	Wards	ESTIMATED BUDGET			Source of funding
							13/14	14/15	15/16	
SPORTS & PARKS & RECREATION	COMM126/ 13/14	Building of sporting facility and recreation centre	Implementation of Phase 1: fencing, creation of multipurpose court on the existing netball court	Completion of phase	KaMadakwa-Ndlovu	3	R0	R1.3m	R0	MIG
	COMM127/ 13/14	Building of sporting facility and recreation centre	Construction of basic sports ground and multipurpose court	Basic sports ground constructed	Extension 12	4	R900k	R0	R0	MIG
	COMM128/ /13/14	Building of a sporting facility and recreation centre	Construction of a basic sports ground	Basic sports ground constructed	Dixie	1	R0	R0	R350k	MIG
	COMM129/ 13/14	Building of a Combi court	No of players produced in Netball, Volleyball, Basketball and mini football	4 tournaments per annum	Dikbas avenue	9	R0	R0	R600k	MIG

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COMM130/ 13/14	Building of a sporting complex and recreation centre	Construction of a basic sports ground	Basic sports ground constructed	Sheba Siding	2	R300k	R0	R0	MIG
COMM131/ 13/14	Building of a sporting complex and recreation centre	Construction of a basic sports ground	Basic sports ground constructed	Lowscreen	1	R0	R0	R400k	MIG
COMM132/ 13/14	Building of a sporting complex and recreation centre	Construction of a basic sports ground	Basic sports ground constructed	Shiyalongubo	1	R0	R0	R400k	MIG
COMM133/ 13/14	Building of sporting facilities and recreation centre	Construction of a basic sports ground	Basic sports ground constructed	Hanging Stone and Moodies area	2	R0	R0	R400k	MIG
COMM134/ 13/14	Building of a sporting complex and recreation centre	Construction of a basic sports ground	Basic sports ground constructed	Mlambongwane	1	R0	R0	R400k	MIG
COMM/ 135/13/14	Construction of Sports Turf, Irrigation and Drainage and Construction of Cricket Wicket	Constructed Sports Turf, Irrigation and Drainage and Construction of Cricket Wicket	Sport turf	Emjindini Stadium	7	R0	R0	R1.5	DCSR/MIG
COMM136/ 13/14	Organisation of the Mayoral Sports cup	Number of sporting codes in the tournament	(8) Soccer, netball, cricket, rugby, tennis, squash, table tennis, golf	n/a	All	R0	R40 000	R40 000	Internal

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	COMM137/ 13/14	Refurbishment of the indoor sporting complex, stadium and tennis court in Umjindi.	Refurbishment of the indoor sports complex	indoor sports complex refurbished	Ext 3	9	R0	R400k	R400k	MIG
	COMM138/ 13/14	Renovating of the tennis court	Renovation of the tennis court	Renovated tennis court	Kathyville	9	R0	R250k	R200k	Dcsr
	COMM139/ 13/14	Upgrading of the sports field	Number of sports field upgraded	1	Emjindini (Spearville)	7	R0	R2.05m	R0	Dcsr
	COMM140/ 13/14	Construction of soccer field and multi-purpose court	Number of soccer field and multipurpose court constructed	1	Ext 7	5	R0	R0	R1.4m	Dcsr
	COMM141/ 13/14	Greening and open space management	Rehabilitation and improvement of Mkhize Regional Park, construction of Nursery and an Environmental Education Centre	1	Spearville (Mkhize Park)	7	R0	R10.8	R0	DEA
	COMM142/ 13/14	Amphitheatre, Parking and Ablution Blocks	Construction of Amphitheatre, Parking and Ablution Blocks	1	Spearville (Mkhize Park)	7	R0	R1.7m	R0	DEA
	COMM143/ 13/14	establishment of ECO-Tourism Park	Wetland rehabilitation; Conference Centre, Ablution Block, Curio Shop and Canteen;	1	Emjindini Location	6	R0	R5.m	R0	DEA
KPA	PROJECT ID	PROJECT NAME	KPI	TARGET	LOCATION	WARD	ESTIMATED BUDGET			source of funding
							13/14	14/15	15/16	

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	COMM144/ 13/14	Establishment of play parks/Play grounds	No of play parks created	16 playgrounds	at Keller Park; next to Faith Mission Church; Play park for Verulam and Dikbas; Ext 11,12 and Msholoji; Lindokuhle, Ext 13, Phola Park, Ext 8, KaMadakwa-Ndlovu; (Lower Spearville, Lower Dindela and Santaview; Family units	All	R	R900k	R900k	Internal external
	COMM145/ 13/14	Upgrade the existing park	Upgrading of play parks	3	Ext 6 and 14, Keller Park	9	R0	R150k	R0	Internal
	COMM146/ 13/14	Re build the lapa at Rimers creek to be rented out to the Public	Renovating the lapa	1	town	9	R0	R150k	R0	Internal
	COMM147/ 13/14	Upgrade the existing park	Upgrading of play parks	1	Spearville (Mkhize Park)	7	R0	R445k	0	Dcsr
TRANSPORT	COMM148/ 13/14	Bus shelters	Number of application submitted to the Dept of Transport and BUSCOR	2	New Village (mall), Spearville (at old clinic and opposite G Line) on the four way stop -Mats-trans, along main road ward 6 (Longhome and Phumula, Shongwe road and Sheba road	9;6;5	R0	R0	R0	BUSCO
SERVICE DELIVERY - TRAFFIC	COMM149/ 13/14	Provision of pedestrian crossing	Marking of the pedestrian crossing	1	Eskalini (Ext 12)	5	R0	R25k	R0	Internal
	COMM150/ 13/14	3 way Traffic control	Feasibility study on proposed 3way stop	1 report	Pick and Pay centre (Stop signs)	9	R0	R250k	R0	Internal

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	COMM151/13/14	Traffic lights	Number of traffic light installed	1	Dikbaas	8	R0	R380k	R0	Internal
	COMM152/13/14	Provision of proper facilities at T-junction for hawkers	Number of hawker stalls constructed	10	Bulembu/Sheba Road	9	R0	R150k	R100k	Internal
	COMM153/13/14	Street signage and street names plates to be installed for whole of Umjindi	% of street/buildings' names installed in Umjindi	100%	All	all	OPEX	OPEX	OPEX	Internal
	COMM154/13/14	Taxi rank- CBD possible site	Number of reports submitted to the Dept of Transport	1 report	CBD (Shoprite/Friendly grocer)	9	R0	R0	R0	N/A
GOOD GOVERNANCE AND PUBLIC PARTICIPATION										
TO CREATE COMMUNITY BENEFICIATION AND EMPOWERMENT OPPORTUNITIES										
KPA	Project ID	Project Name	KPI	Target	Location	Ward	ESTIMATED BUDGET			Source of funding
							13/14	14/15	15/16	
HIV AND AIDS	COMM155/13/14	Establishment Local AIDS Council	Number of local aids Council established	3Local AIDS Council	all areas	1, 8,6	R100	R70K	R30K	SHIPP
	COMM156/13/14	Basic sign language training for health promoters and lay counsellors.	No of counsellors and health promoters trained in sign language	sixteen counsellors	all	All	R40K	R40K	R40K	SHIPP
	COMM157/13/14	Mainstreaming of HIV and AIDS for all municipal programmes	No of department with HIV and AIDS main-streaming plans	five departments	ALL	N/A	R0	R0	R0	Internal

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	COMM158/ 13/14	Gender mainstreaming	Number of Councillors trained on gender mainstreaming	18	N/A	N/A	R200k			SHIPP
	COMM159/ 13/14	Conduct awareness campaigns on substance abuse	No of campaigns targeting youth, schools, churches, workplaces, CBO's, men , miners, correctional centres, sporting events, workshops, bashes, Matric dances, Fresher's ball, Taverns	10 awareness campaigns to be conducted	all	All	R0	R90K	R90K	Internal
	COMM160/ 13/14	Identification of High Transmission Area(HTA) of HIV and AIDS	Number of high transmission areas identified	3 HTAs	Ext 9, Dindela, CBD	9;56	R0	R0	R0	All
			promotional and educational materials purchased	Material purchased	N/A	All	R20K	R40K	R30K	Internal
	Project ID	Project Name	KPI	Target	Location	Ward	ESTIMATED BUDGET			Source of funding
							13/14	14/15	15/16	
	COMM161/ 13/14	Establishment of a DOTS support programme	Number of DOTS support programme established	3 DOTS programme	All	2,3,4	R45K	R54K	R54K	DOH All
	COMM162/ 13/14	Conduct workshops for churches on the HIV programme	No of workshops conducted on HIV and AIDS with churches	1 workshops	All	All	R15K	R135K	R135K	Internal

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	COMM163/ 13/14	Conduct life skills programme for Orphans and Vulnerable Children	No of life skills programme conducted (financial and household management programmes, Moral Regeneration, child care jamborees)	9 life skills programme to be conducted (1 per ward)	All	All	R0	R0	R0	
	COMM164/ 13/14	Establishment of a place of safety for OVCs	Number of submissions for funding for the construction of a centre for OVCs within the municipality	2 submissions to be made to DSD	All	All	R0	R0	R0	DSD
	COMM165/ 13/14	Conduct community dialogues on HIV and AIDS related issues	Number of community dialogues conducted	1 per ward	All	All	R300K	R	R	SHIPP
BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT										
TO COORDINATE AND FACILITATE PUBLIC SAFETY										
KPA	Project ID	Project Name	KPI	Target	Location	Ward	ESTIMATED BUDGET			Source of Funding
							13/14	14/15	15/16	
DISASTER MANAGEMENT	COMM166/ 13/14	To minimise disasters within Umjindi	Number of awareness campaign on fire	4	All	All	R6000	R7000	R8000	Nefpa Working of Fire SAPPI
	COMM167/ 13/14		Number of awareness campaigns of different types of disasters	6	All	All	R0	R0	R0	Umjindi
PUBLIC SAFETY	COMM168/ 13/14	Building of a Satellite police stations	No of submissions made to SAPS for the building of the Satellite police station	2	Sheba Siding, Emjindini Trust(next Funwako School), Verulam	1,2, 8	R0	R0	R0	SAPS

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	COMM169/ 13/14	Provision of a mobile police stations	No of submissions made to SAPS for the building of the Satellite police station	2	Shiyalongubo and KaMadakwa-Ndlovu	1,3	R0	R0	R0	SAPS
	COMM170/ 13/14	Fire hydrants	Number of fire hydrants installed	1	Central point	4	R0	R0	R0	Internal
	COMM171/ 13/14	Rebuilding of a 24 hour satellite station	No of submissions made to SAPS for the building of the Satellite police station	2	Emjindini Ext 3	7	R0	R0	R0	SAPS
HEALTH	COMM172/ 13/14	Building of a clinics	No of Submissions made to DOH	2	Verulam, Sheba Siding, next to Funwako School, Ext 13	8	R0	R0	R0	DOH
	COMM173/ 13/14	Provision of a Mobile Clinics	No of Submissions made to DOH	2	Shiyalongubo, ward 4	1	R0	R0	R0	DOH
	COMM174/ 13/14	Building of a drugs, alcohol and crime crises/rehab centre	No of Submissions made to DOH	1	Town	9	R0	R0	R0	DOH
GOOD GOVERNANCE AND PUBLIC PARTICIPATION										
CREATE COMMUNITY BENEFICIATION AND EMPOWERMENT OPPORTUNITIES										
KPA	PROJECT ID	PROJECT NAME	KPI	TARGET	LOCATION	WARD	ESTIMATED BUDGET			SOURCE OF FUNDING
							13/14	14/15	15/16	
COMMUNITY AMENITIES	MDP175/13/14	Building of multipurpose centres	No of business plans submitted to obtain funding to Cogta and DHS	1	Sheba Siding, Emjindini Trust, Ext 12, 13, Verulam	1,2, 3, 4,8	R0	R0	R0	Internal and external
	COMM176/13/14	Cultural centre	Number of business plans submitted for funding	2	family units	7	R0	R0	R0	External

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	COMM177/13/14	Pension pay point	Number of request s submitted to DSD	1	Sheba Siding	1	R0	R120k	R0	DSD
	FIN178/13/14	Vending machine	Number of vending machines provided	1	KaMadakwa-Ndlovu	3	R	R	R	Internal
	FIN179/13/14	Provision of a municipal pay office	Number of offices constructed	1	Phumula (opposite KaMhola High School)	5	R	R	R	Internal and external
	FIN180/13/14	Provision of pre-paid vending machines	No of pre-paid vending machines provided	2	for the whole of Umjindi	ALL	R	R	R	Internal and external
	COMM181/13/14	Construction of the Old Age Centre	Submission of business plan for funding to DSD	1	erf 831	7	R0	R0	R0	DSD
	COMM182/13/14	Place of safety	Submission of business plans for funding to DSD	2	within the family units	7	R0	R0	R0	DSD
	COMM183/13/14	Building of a Community Hall	Number of community hall buildings constructed	11	Ext 9, 11,12,13, 14,Enkomeni, Verulam, Dikbaas, Phola Park, Lindokuhle and Ext 10	1,2,3,8,9	R0	R0	R0	internal
	COMM184/13/14	Building of a multipurpose Community hall	No of business plans submitted to obtain funding to Cogta, DHS	2	next to Kakoperi sports ground	4	R0	R0	R0	Cogta/DHS
	Project ID	Project Name	KPI	Target	Location	Ward	ESTIMATED BUDGET			Source of funding
							13/14	14/15	15/16	
SWIMMING POOLS	COMM185/13/14	Upgrading the existing Swimming pools	Number of swimming pools upgraded	2	Kathyville and Burgerville	9	R0	R200k	R200k	Dcsr
EDUCATION	COMM186/13/14	Upgrading of the library within	No of submissions made for funding Dcsr	1	Spearville	7	R0	R0	R0	Dcsr

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	COMM187/13/14	Building of a libraries	No of submissions made to Dcsr for building of libraries at identified areas	5	Emjindini Trust, Kempstone area, KaMadakwa-Ndlovu, next to KaMhola High School	2,3, 5	R0	R0	R0	Dcsr
	COMM188/13/14	Building of a campus for the Mpumalanga University in Barberton	No of submissions made to DOE	1	Town	9	R0	R0	R0	DOH
	COMM189/13/14	Provision of a high school	No of submissions made to DOE for building of a high school at identified areas	1	Sheba Siding	1	R0	R0	R0	DOH
GOOD GOVERNANCE AND PUBLIC PARTICIPATION										
TRANSVERSAL ISSUES: CREATE COMMUNITY BENEFICIATION AND EMPOWERMENT OPPORTUNITIES										
KPA	Project ID	Project Name	KPI	Target	Location	Ward	ESTIMATED BUDGET			source of funding
							13/14	14/15	15/16	
TRANSVERSAL ISSUES	MM190/13/14	Transversal issues	Number of reports of awareness campaigns/ support programmes and workshops held (woman , youth, elderly, children and disabled)	4 reports	All	All	R80 000	R100 000	R120 000	Internal
KPA2: LOCAL ECONOMIC DEVELOPMENT										
TO CREATE AN ENABLING ENVIRONMENT THAT WILL PROMOTE ECONOMIC GROWTH AND ALLEVIATE POVERTY										
KPA	Project ID	Project Name	KPI	Target	Location	Ward	ESTIMATED BUDGET			source of funding
							13/14	14/15	15/16	
LOCAL ECONOMIC DEVELOPMENT	DP&HS191/13/14	Implementation of the LED Plan in line with the LED Strategy.	Number of LED initiatives implemented.	6 projects	All	All	R450 k	R1m	R2,2m	Internal

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DP&HS192/ 13/14	Development of entrepreneurship for the youth.	Number of training programme provided for entrepreneurial skills development.	3 training programmes.	All	All	R300k	R350 k	R400 k	Internal
DP&HS193 /13/14	Tourism sector plan	Development of a tourism sector plan	1 sector plan	N/A	N/A	R0	R200k	R0	Internal
DP&HS194/ 13/14	Tourism Development	Number of new accessible sites of interest	1 per year	All	All	R10k	R120K	R140K	Internal
DP&HS/195 /13/14	Accessibility of traditional medicine through the Tinjojela Project	Number of meetings held with Tinjojela beneficiaries	6 meetings	N/A	/A	R4m	R4m	R0	Internal
DP&/196/1 3/14	Agriculture: Enkanini Food Garden Project	Number of people assisted in the establishment of food gardens	100 people	Enkanini	4	R200K	R250K	R300K	Internal
DP&HS197/ 13/14	Establishment of the Arts and Culture Forum	Functional Art and Culture Forum	1 forum	N/A	N/A	R5000	R7000	R10000	Internal
DP&HS198/ 13/14	Clothing and textile	Number of trained people in sewing and secured business contracts	1 group of 5 people per year	N/A	N/A	R30000	R50000	R70000	Internal
DP&HS199/ 13/14	Brick Making Project	Number of people employed in the Project	6 people	N/A	N/A	R30000	R50000	R70000	Internal
DP&HS200/ 13/14	Household detergents	Number of people employed in the Project	6 people	N/A	N/A	R20000	R40000	R60000	Internal
DP&HS 201/13/14	SMME and Hawkers Development	Number of entrepreneurs /Hawkers getting funded and getting	6 people	N/A	N/A	R40 000	R10 000	R10 000	Internal

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			their projects off the ground and/or expanding them							
	DP&HS202/13/14	Construction development	Number of people trained on construction	10	N/A	N/A	R20000	R40 000	R60 000	Internal
	DH&HS203/13/14		Number of contractors assisted with accreditation	10	N/A	N/A	R0	R0	R0	
	DP&HS204/13/14	Pottery Factory	Number of people trained on the project at a time	10 people	N/A	N/A	R0	R0	R0	Internal
	DP&HS205/13/14	Glass bead manufacturing	number of people trained on the project at a time	10 people	N/A	N/A	R0	R0	R0	Internal
	DP&HS206/13/14	Small Scale Mining	Number of applications submitted to DMR and number of people to be trained in technical skills	1 application	N/A	N/A	R0	R0	R0	Internal
	DP&HS207/13/14	Bottled water and Juice project	Number of people employed in the Project	10 people	N/A	N/A	R0	R100k	R70 000	Internal
	DP&HS208/13/14	Optimal utilization of Riverside & Kie for Agricultural purposes.	Number of people farming at the farm	10 people	N/A	N/A	R 5,000	R 6,000	R 7,000	Internal
KPA	Project ID	Project Name	KPI	Target	Location	Ward	ESTIMATED BUDGET			source of funding
							13/14	14/15	15/16	
	DP&HS209/13/14	Investigate the involvement of private sector in mentoring and managing the above mentioned farms.	Number of meetings held with Barberton farmers association in LAF.	4 meetings	N/A	N/A	R 0	R 0	R 0	DARDLA

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	DP&HS210/ 13/14	Facilitation of the implementation of Masibuyel'emasi mini project.	Number of hectares ploughed by the tractors	100 ha ploughed	N/A	N/A	R0	R0	R600 000	DARDLA
	DP&HS211/ 13/14	The creation of a business hub or centre (small business, i.e. Carpentry, upholstery etc.) Construction of small garages at the SMME centres to cater for small business.	Establishment of a business hub/centre where many services and goods are produced	1 business hub	Ext 9	5	R0	R250 000	R500 000	UMDA
	DP&HS212/ 13/14	Declaration of Makhonjwa/Barberton Mountainlands as a World Heritage Site.	Number of meetings held with role players.	6 meetings	N/A	N/A	R0	R500 000	R250 000	x DCSR
	DP&HS213/ 13/14	Facilitate Entrepreneurship development programme through the SMME service provider (Tendering process, Business Plans, Business Management, Financial Management, ABET, Computer Literacy, Technical Skills - painting etc.)	Number of training sessions held at SMME Centre	4 training sessions p.a.	N/A	N/A	R0	R0	R0	Internal
	DP&HS214/ 13/14	Skills centre	Number of business plans submitted for funding	1 business plan	Sheba Siding and Lows creek.	1	R0	R0	R0	External

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	DP&HS215/13/14	Building on a SMME centre	Number of business plans submitted for funding	1 business plan	Enkomeni area	2	R0	R0	R0	External
	DP&HS216/13/14	Train project	Feasibility study and Implementation of project	1 report	Barberton town	9	R70K	R5m	R100m	External
	DP&HS217/13/14	Cable line project to transport people across the mountains	Number of business plans submitted for funding to construct the cable line	1 business plan	Town	9	R0	R0	R0	External
KPA3: GOOD GOVERNANCE & PUBLIC PARTICIPATION										
TO STRENGTHEN OUR PEOPLE'S CENTERED APPROACH TO GOVERNANCE AND DEVELOPMENT										
KPA	Project ID	Project Name	KPI	Target	Location	Ward	ESTIMATED BUDGET			source of funding
							13/14	14/15	15/16	
	MM218/13/14	Public participation (IDP, Budget, PMS, Bylaws, izimbizos)	Number of reports on community participation programmes and stakeholder meetings	4 reports	All	All	Opex	Opex	Opex	Internal
	MM219/13/14	Customer care	Number of reports submitted on effective mechanisms put in place in dealing with all compliant and compliments received from the community	4 reports	N/A	N/A	Opex	Opex	Opex	Internal
	DP&HS220/13/14	Community Development Workers Programme.	Number of supervisory meetings held	4 meetings	All	all	R 4,000	R 3,000	R 4,000	Internal
COMMUNICATION	MM221/13/14	Communication by using the Ehlanzeni District Newsletter (Siyadeliver Manje)	Number of monthly updated information required to be included on the Siyadeliver Manje	12	N/A	N/A	R0	R0	R0	Internal

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INTERGOVERNMENTAL RELATIONS	MM222/13/14	IGR	Number of workshop/ meetings attended on IGR	2 meetings	N/A	N/A	R10 000	R10 000	R10 000	Internal
KPA 4: FINANCIAL VIABILITY AND MANAGEMENT TO IMPLEMENT SOUND FINANCIAL PLANNING										
KPA	Project ID	Project Name	KPI	Target	Location	Ward	ESTIMATED BUDGET			source of funding
							13/14	14/15	15/16	
	FIN223/13/14	Revenue	% of revenue due to the municipality that have been collected	100%	N/A	N/A	OPEX	OPEX	OPEX	Internal
	FIN224/13/14	Alignment of IDP with Budget	% of key projects in the IDP that have been sufficiently budgeted for	40%	N/A	N/A	OPEX	OPEX	OPEX	Internal
	FIN225/13/14	Property rate	Number of reports submitted on the measures implement to rectify the evaluation roll	1 report	N/A	N/A	OPEX	OPEX	OPEX	Internal
	FIN226/13/14	Debtor recovery	Number of reports on the interventions implemented to reduce outstanding debt	12 reports	N/A	N/A	OPEX	OPEX	OPEX	Internal
	FIN227/13/14	Clean audit	Number of reports submitted on corrective measures implemented to address internal, external auditors and AG	4 reports	N/A	N/A	OPEX	OPEX	OPEX	Internal

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	FIN228/13/14	Budget	Compilation and tabling of annual budget in accordance with the municipal reporting regulations	1 report	N/A	N/A	OPEX	OPEX	OPEX	Internal
KPA 4: FINANCIAL VIABILITY AND MANAGEMENT										
TO PROMOTE FINANCIAL MANAGEMENT AND ACCOUNTABILITY										
KPA	Project ID	Project Name	KPI	Target	Location	Ward	ESTIMATED BUDGET			source of funding
							13/14	14/15	15/16	
	FIN229/13/14	Expenditure	Number of reports tabled on all expenses incurred relating to salaries, wages and benefits	12 reports	N/A	N/A	OPEX	OPEX	OPEX	Internal
	FIN230/13/14		Number of reports on compliance with cashflow management	52 reports	N/A	N/A	OPEX	OPEX	OPEX	Internal
	FIN231/13/13	Budget management	% reduction in unauthorized irregular fruitless and wasteful expenditure	75 %	N/A	N/A	OPEX	OPEX	OPEX	Internal
FINANCIAL VIABILITY AND MANAGEMENT										
TO ENSURE COMPLIANCE AND ADHERENCE TO THE APPROVED SUPPLY CHAIN MANAGEMENT POLICY OF THE MUNICIPALITY										
	FIN232/13/14	Supply chain management	number of report submitted on the implementation of the supply chain management policy	4 reports	N/A	N/A	OPEX	OPEX	OPEX	Internal

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	FIN233/13/14	Asset management	Number of reports on the implementation of GRAP 17 compliant asset register	4 reports	N/A	N/A	OPEX	OPEX	OPEX	Internal
KPA 5: MUNICIPAL TRANSFORMATION & ORGANISATIONAL DEVELOPMENT										
TO ENSURE INSTITUTIONAL EXCELLENCE & ENCOURAGE CONTINUOUS TRANSFORMATION.										
KPA	Project ID	Project Name	KPI	Target	Location	Ward	ESTIMATED BUDGET			Sources of funding
							13/14	14/15	15/16	
	CORP234/13/14	Extension of Municipal Offices	Number of business plans submitted to obtain funding for additional offices.	2	CBD	N/A	R3m	R750k	R0	Internal
PMS	CORP235/13/14	Performance Management Systems	Number of performance assessments done	4 reports p/a	N/A	N/A	OPEX	OPEX	OPEX	Internal
HR	CORP236/13/14	HR administration	Number of reports on the implementation of HR policies (employment equity, retention, etc)	4 reports	N/A	N/A	OPEX	OPEX	OPEX	Internal
HR	CORP237/13/14	Human capital development	Number of training programmes and learnerships implemented that are in the WSP	4 Programmes	N/A	N/A	R450k	R500k	R550k	Internal and external
	CORP238/13/14	Labour	Number of reports submitted on the general performance and labour related matters for all staff	4 reports	N/A	N/A	OPEX	OPEX	OPEX	Internal

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	CORP239/13/14	Occupational health and safety	Number of reports received on the effective implementation of the OHS policy of the municipality	4 reports	N/A	N/A	OPEX	OPEX	OPEX	Internal
	CORP240/13/14	Teambuilding	Number of team building sessions to be conducted	1	N/A	N/A	OPEX	OPEX	OPEX	Internal
INFORMATION TECHNOLOGY	CORP241/13/14	Integrated technology	Number of reports on innovative measures put in place to ensure an efficient and effective functional IT system	4 reports	N/A	N/A	OPEX	OPEX	OPEX	Internal
INSTITUTIONAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT										
TO FACILITATE, MONITOR AND SUPPORT ACCOUNTABLE SUSTAINABLE GOVERNANCE										
KPA	PROJECT ID	PROJECT NAME	KPI	TARGET	LOCATION	WARD	ESTIMATED BUDGET			Source of funding
							13/14	14/15	15/16	
RISK	MM242/13/14	Risk Management	Number of reports on the management and monitoring of all risks identified	4 reports	N/A	N/A	Opex	Opex	Opex	Internal
FRAUD AND PREVENTION	CORP 243/13/14	Fraud and anti-corruption	Number of reports on preventative measures implemented on fraud and corruption prevention	4 reports	N/A	N/A	Opex	Opex	Opex	Internal
LEGAL SERVICES	MM244/13/14	Legal Services	Number of reports on effective legal assistance/ guidance given within the municipality	4 reports	N/A	N/A	OPEX	OPEX	OPEX	Internal
KPA 6: SPATIAL RATIONALE										

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To create sustainable Integrated human settlements.										
KPA	Project ID	Project Name	KPI	Target	Location	Ward	ESTIMATED BUDGET			source of funding
							13/14	14/15	15/16	
SERVICE DELIVERY- SPATIAL FRAMEWORK	DP&HS245/13/14	Reviewal of the SDF	Number of meetings held on the reviewal of the SDF	2 meetings	N/A	N/A	R500k	R0	R0	Dardla
SERVICE DELIVERY- LAND -USE MANAGEMENT	DP&HS246/13/14	Development of Environmental management plan	Number of plans developed	1 plan	N/A	N/A	R600k	R0	R0	External
SERVICE DELIVERY- LAND ADMINISTRATION	DP&HS247/13/14	Acquisition of land	Ha of land acquired for business and residential development	150ha	Portion 2 of Farm Biggar (Lurex) from Human Settlement.		R4m	R0	R0	External
	DP&HS248/13/14	Acquisition of land	Ha of land acquired for business and residential development	200ha	Brooklyn farm (between Lindokuhle and Phola Park) from Public Works and portion 67, Barberton town land at Ext 12.		R6m	R0	R0	DHS
	DP&HS249/13/14	Acquisition of land	Ha of land acquired for business and residential development	200ha	portion 87, 24, 45 Barberton town land, 369JU (behind Barberton Hospital)		R4m	R0	R0	Public work
	DH&HS250/13/14	Acquisition of the old post office building for office space	Number of submissions made to Postnet	2	CBD	9	R15m	R0	R0	Internal

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	DP&HS251/ 13/14	Township establishment	Disposal of Ext 8 to developers through Supply Chain (SCM) processes	1	Ext 8 Emjindini	3	R600k	R0	R0	Internal
	Project ID	Project Name	KPI	Target	Location	Ward	ESTIMATED BUDGET			Source of funding
							13/14	14/15	15/16	
	MDP252/13/14	Formalisation	The completion of Township establishment	1	Sheba Siding ext 1&2	1	R650 k	R0	R0	Internal and external
	DP&HS253/13/14	Finalisation of tenure upgrade	The completion of Township establishment	2	Emjindini Trust and KaMadakwa-Ndlovu	2,3	R300k	R0	R0	Internal
	DP&HS254/13/14	Formalisation of the remainder of Verulam 351JT and portion of portion 14 Barberton Town lands 369JU	The completion of Township establishment	1	Verulam 351JT and portion of portion 14 Barberton Town lands 369JU township		R900k	R0	R0	Internal
SERVICE DELIVERY- GEOGRAPHIC INFORMATION SYSTEM (GIS)	DP&HS255/13/14	Geographic Information Systems (GIS)	% of land use changes captured on GIS	70%	N/A	N/A	R250k	R100k	R100k	Internal and external

9.3. PROJECTS SUBMISSION FROM SECTOR DEPARTMENTS

Alignment of all National and provincial projects was done during integration phase in order to curb fragmented planning patterns. These following departments submitted their projects:

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Departments	Project Name	Budget
Department of Education	Planning and Design: Construction of 7 classrooms, 10 toilets, school hall, kitchen, ramps and rails, 3 sports grounds and car park.(mud and Unsafe)	R200 000
Department of public Works Roads and Transport	Regraveling of Road D236 between Barberton and KaMakhesh	R2 250 000
Department of Social Development	Emjindini Trust branch office	R500 000
Department of Minerals and Energy	Bulk Supply at Emjindini Trust	R6.500 000
	Electrification of Sheba Siding	R8 000 000
	Electrification of Emjindini Trust	R3 500 000
Department of culture sport and recreation	Construction of new public libraries	R2,971 000
Department of Agriculture, Rural Development and Land Administration	Construction of livestock basic handling facilities in White Hills (phase 1)	R500 000
	Development of Spatial Development Framework	R
Department of Health	M'AFRIKA CHC : Construction of 2x2 accommodation units	R400 000
	Upgrading of Barberton Hospital	R1 000 000

9.4. INTER-MUNICIPAL PLANNING

Municipalities are encouraged to liaise with their neighboring municipalities on planning matters. They must seek to promote co-operation, collaboration and effective communication on inter-municipal regional issues. Mbombela and Nkomazi municipality are the neighbouring municipalities of Umjindi municipality. These municipalities are included on any cross-border issues or projects, which may arise. Further the Manager Development Planning and Human Settlement together with the IDP Coordinator attend on all planning forums within Ehlanzeni Districts. Further the IDP Coordinator was assisted by the District IDP Manager and IDP Coordinator in compiling the 2013/14 ID

CHAPTER 10: HOUSING

10.1. Introduction

The Housing Act (Act 107 of 1997) and other pieces of legislation require municipalities to formulate housing strategies and targets and incorporate these into their integrated development plans (IDP's) in the form of Housing Chapters. The Housing Chapter/ housing sector plan is intended to guide the Municipality to deliver housing in a planned, integrated and coordinated manner. If successfully implemented, the Plan will help the Municipality provide housing to all, stimulate the local economy through housing development, create an environment for local job creation and address the housing needs of the aged, the disabled and HIV/AIDS victims. It will also enable the Municipality to correct the spatial disparities of the apartheid era and ensure that integration and coordination happen between housing and other service provision such as infrastructure development, roads, transport, education, health, tourism, safety and security, etc. Below is a summary of the Housing strategy which mainly focuses on the 2013/14 review process. The comprehensive Housing Strategy is attached as one of the annexures to this IDP.

10.2. HOUSING CHALLENGES

CHALLENGES	Ward	CAUSES
Increase in informal settlements	1,2,3 & 4	-Land claims delay -Delay of tenure upgrading -Relocation of people due to job opportunities, people from neighbouring countries -Non utilization of vacant land by owners
Invasion of land	1,2,3,4	-Migration of people from other areas/municipalities/countries -Illegal immigrants -Retrenchment of workers from mines and forestry companies
New family formation	1-9	-Child headed households -New families
Clash between Traditional leaders and municipal councillors on allocation of sites for housing and housing development approaches	1 and 2	-Lack of common understanding about vision of government
Double allocation of stands	3,4,5,6,7,8,9	-Poor management of waiting list -Lack of database of immovable property and ownership -Non removal of shacks where former shack dwellers have been allocated a house i.e. RDP, PHP etc.
Poor quality of constructed housing		-Some Contractors building RDP housing lack the necessary capacity -Lack of joint project management approach between the municipality & Provincial Dept. of

		Housing which is responsible for the appointment, monitoring and payment of contractors. -Lack of proper monitoring and quality control by the province
Waiting list management	1-9	- The current waiting list of registered beneficiaries for RDP housing units is estimated at about 5000 and the registration is increasing daily. - Lack of information of houses/ properties and ownership - No Policy to manage waiting list
Competency of municipality to perform housing function	Municipality	-Need for Accreditation of municipality -Lack of Housing information per ward
Lack of maintenance and proper management of hostels	Municipality	-Insufficient information of occupants of hostels -Insufficient financial monitoring of rental payments by occupants -Lack of funds to provide maintenance to hostels -Rental not market related
Availability of land	Municipality	-land belonging to private individuals, Sector departments, Traditional Leaders
Demand for the middle income and rental stock	Communities	- Increase in income
Allocation from the department versus the demand of the municipality	Department of Human Settlement	-budgetary constraints

10.3. PLAN TO ADDRESS THE ABOVE CHALLENGES

CHALLENGES	PLAN / INTERVENTION TO ADDRESS CHALLENGE
• Increase in informal settlements	-Squatter control to patrol daily to manage and prevent the spread of informal settlements
• Invasion of land	-Squatter control to patrol daily with assistance from Ward Councillor, Ward Committee Members and CDW's to eradicate the extent of land invasion
• Council owned hostels	-Submit request to DoHS to refurbish the family units
• Council owned housing stock	Submit request to the DoHS to assist by renovating the rental stock
• Back-yard shacks	- The Dept. of Human Settlements to include a clause in the subsidy forms stipulating that enforcing the demolishing of informal structures once an RDP house has been built.
• Constant influx of people to Umjindi municipality	- Provincial Department in a process of implementing a Migration policy collectively with Municipalities to address migration influx
• Lack of a proper Institutional framework	Housing policy to be revised and be tabled before Council for approval.

<ul style="list-style-type: none"> Competency of municipality to perform housing function 	-Conduct Consumer education with assistant from DoHS to educate the community of Umjindi about their rights and responsibilities.
<ul style="list-style-type: none"> Allocation from the department versus the demand of the municipality 	The Department to address the housing demand prior allocating the units to the Municipality

10.4. ADDRESSING THE HOUSING CHALLENGE.

In Umjindi Municipality a housing waiting list is available and currently there are about 5000 applicants on the housing waiting list. Since 2009, about 469 people have received their houses in Emjindini Ext 14, 600 for Emjindini Trust, 50 KaMadakwa Ndlovu and 196 for Ext 11, 12,13,14 and 636 housing Units at Sinqobile.

10.5. SUMMARY OF HOUSING NEED IN UMJINDI MUNICIPALITY FOR 2013/14

The summary of housing need in Umjindi municipality is as follows:

Type of housing	Number of people	Suitable places/ wards
Low income	5000	In all vacant stands in all wards
Middle income	695	Stand 3030. 831, 829
Rental housing	244	Municipal flats and family units
Households living in informal settlements that either require In situ upgrading or relocation	3195	In all wards

10.6. LAND AVAILABILITY

The Department of Human Settlement has purchased Purchasing of 4 farms (Portion 2 of farm Biggar 664 JT, Farm Mona 659 JU, Farm Adelaide 339 JU, Farm Hulley's Hill 338 JU for residential development. The four farms were initially zoned for agricultural purposes but due to the high demand of housing, the four farms are going to be rezoned for residential purposes. The Department of Human Settlement has finalised the Townships establishment of the four farms on behalf of the municipality and about 1100 stand are ready for allocation as per the waiting list,.

The municipality is in the process of acquiring land for business and residential development purposes. The following pieces of land have been identified:

- Acquisition of Portion 2 of Farm Biggar (Lurex) from Human Settlement.

- Acquisition of Brooklyn farm (between Lindokuhle and Phola Park) from Public Works and portion 67, Barberton town land at Ext 12.
- Acquisition of land for portion 87, 24, 45 Barberton town land, 369JU (behind Barberton Hospital)

10.7. MULTI-YEAR HOUSING PROJECTS

During the IDP Community consultation, the following housing needs were identified by communities:

Projects	Strategies	Year	Availability of bulk infrastructure	Budget	Responsible department
Building of rental stock for professionals at stand 829 Emjindini Ext 1	Rental flats	2013/14	Water: available Electricity: available Roads and stormwater: available Sanitation: not available	As per allocation by DHS	DHS/DWA/ULM
Provision of housing for Emjindini Trust ; Sheba Siding, Shiyalongubo, Dixie, Esperado, Hanging stone, Mount Olive, Duncan village, White hills, Sunnymead, Susseinheim, Enkomeni part of Moodies, Moodies Area, kempstone, Castlekop, Kamadubula, Uitvaal, Duncan, White Hills, Mlambongwane, New village	(RDP, PHP and Project link)	2013/14	Bulk infrastructure to be put in place in the 2013/14	As per allocation by sector departments	DHS/DWA/DME /ULM
Provision of housing for Ext 14, Lindokuhle and Phola park, Ext 7, 10, 11 ,13 and 12, Burgerville	(RDP, PHP and Project link)	2013/14	Bulk infrastructure in place	As per allocation by sector departments	
Middle income earners houses at stand 831 and 3030	Integrated housing	2013/14	Bulk infrastructure to be put in place in 2013/14	As per allocation from sector departments	DHS/ULM/DWA /DME
Renovation of the municipal Flats	Rental	2013/14	Bulk infrastructure available	As per allocation from the sector departments	DHS/ULM
Finance link Houses for middle income earners in all the wards (Ext 6, 14, 11,13, 12, Verulam, Sheba Siding, stand 3030, Kathyville , New Clare ,Stand 829 and other Extension	Mixture	2013/14	Bulk infrastructure available	As per allocation from the sector departments	DHS/ULM

The municipality has forwarded various business plans to the Mpumalanga Department of Human Settlement which is responsible for implementing housing projects in the municipal area. While waiting for the feedback from the department, the municipality is working tirelessly in ensuring that services and the necessary infrastructure will be in place during the implementation of the above mentioned projects.

10.8. PROGRESS TO DATE

The Housing Section successfully implemented the Housing Strategy by allocating different households to stands to be linked to RDP houses. During the 2011/12 financial year:

- The Housing Section has successfully allocated 436 Housing Units at Sinqobile where RDP houses have been successfully built and completed by the appointed contractors.
- The Department of Human Settlements has further requested for an allocation of two non-residential stands whereby a Community Hall and Crèche could be built.
- The sites allocated for this purpose are erven 75/76 and 923 respectively in the Sinqobile Township.
- A further allocation of 200 RDP houses units has been made available for Sinqobile Township.
- The contractors were appointed each with allocation of 100 units.
- The appointed contractors were temporarily allocated Erf number 17 and 793 non-residential erven for the purpose of erecting site offices for the project.

CHALLENGES

- There are about 922 residential stands at Sinqobile Township (Verulam). The total number of allocation of housing unit was 636.
- There is a backlog of 286 stands which have been allocated and verified there are 25 provisional allocations to people who were issued with ID documents but are still Non-South African Citizens. These are in the process of neutralizing their citizenship to become full South African Citizens. In the meanwhile they may not apply or be assisted with RDP housing until they become South African Citizens.
- The other challenge is the people that were allocated with stands but do not qualify for RDP housing because of the income status and have other properties registered in their names. When they apply for RDP housing the system automatically rejects their applications.
- The Department of Human Settlements in the Housing Subsidy System Section will provide information of all the rejected applications. These properties will be evaluated and sold to the beneficiaries at the market related value.

EMJINDINI TRUST

Achievements

- Is under the control of the Chief and there are +- 1200 residential stands. The township establishment is in the process of being finalized by Sisonke.
- There are about 500 RDP housing units that have been built and occupation has already been taken by the relevant beneficiaries.
- The Department of Human Settlements has further allocated 50 RDP housing units for the current financial year.
- Contractors have been appointed to commence with the project.
- Beneficiaries are being identified by the Ward Committee.
- Applications to be captured in the Housing Subsidy System are being forwarded to The Department of Human Settlements.

Challenges

- The finalization of the township establishment remains a challenge.
- The allocation of stands to beneficiaries where there is no indication of the main road will create more challenges when the people must be re-allocated to demarcated erven.
- The allocation of people by the Chief to areas where services are not available remains a challenge.

EMJINDINI EXTENSION 14

Achievements

- There are 494 stands in Emjindini extension 14 of which 18 are non-residential.
- The 476 residential stands were allocated to beneficiaries.
- 50 RDP housing units have been allocated by the Department of Human Settlements in this area.
- A contractor has already been appointed. The project must be completed within 06 months.

Challenges

- The allocation of housing units does not equal the number of allocated stands. After the completion of the 50 RDP housing units there will be a backlog of 426 units.

- The other challenge is the infrastructure. The beneficiaries in this area are still using communal taps. There is also no sewer-line.
- The people are using pit latrine toilets which may cause a health hazard, but will be budgeted in 2010/2011 financial year.
- The service provider's contract has been extended twice as the contractor failed to meet the target date.

LINDOKUHLE

Achievements

- Lindokuhle is an Informal Settlement has been formalised and the department is currently installing services
- There are about 308 stand allocated to the beneficiaries who are already residing in this area. The place will become a formalized area.
- The beneficiaries will access all services rendered by the municipality once the formalization processes are completed.

Challenges

- As the area is being formalized beneficiaries are complaining about the size of the stands of which the problem is being addressed by the municipality.

PHOLA PARK

Achievements

- Phola park has been formalised and the department is currently installing services
- There are about 466 stands in this area and the beneficiaries are already residing there.
- The formalization of Phola park and Lindokuhle has been completed

Challenges

- Some of the ward committee members do not want to assist the ward committee in monitoring to ensure no illegal invasion of the area.
- The Squatter Control Officer is in full control although it becomes a challenge when members of the ward committee allocate people without his knowledge.

MSHOLOZI

Achievements

- Msholozzi is in a process of being formalised and services will be installed in due course.
- There are about 224 stands in this area and the beneficiaries are already residing there

Challenges

- The relocation of these people will be a challenge in a sense that most of them are unemployed and therefore building an informal structure within a specified period might be the challenge.
- Land invasion and the tempering of the pegs, double allocation is one of the challenges the department is working of correcting issue.

FOUR FARMS PURCHASED

- The Department of Human Settlement has bought four farms namely Hulleys Hill, Farm Biggar, and Mona which are currently under formalisation.
- A total of 1005 residential stands will be made available to the beneficiaries on the waiting list.

EMERGENCY

RDP houses were built following a natural disaster that left many families homeless.

AREA	NO. OF UNITES ERECTED
Hanging Stone	8
Uitval Farm	2
Shiyalongubo	10
Shiba Siding	10
Emjindini Trust	2
Kamadakwa Ndlovu	6

CHAPTER 11. INSTITUTIONAL SECTOR PLANS AND POLICIES

11.1. INSTITUTIONAL SECTOR PLANS

No.	SECTOR PLAN/STRATEGY	PURPOSE OF THE SECTOR PLANS	RESPONSIBLE DEPARTMENT	RECENT UPDATE	SCHEDULE UPDATE/REVIEW	COUNCIL RESOLUTION NUMBER
1	Spatial Development Framework	The aim of the SDF is to give direction to development and take into account the need and compatibility of land use.	Town Planning	2009	2013	T44/2009
2	Local Economic Development Strategy	the objectives of the strategy amongst other things is to investigate the options and opportunities available to broaden the local economic base of the area and attract direct investment in a sustainable manner	LED	2009	2013	FA 36
3	Draft Disaster Management Plan	The purpose of Umjindi Draft Disaster Management Plan is to enhance the capacity of the Umjindi Local Municipalities to prevent and to deal with disasters and to avoid developments which are subject to high risks of disasters.	Community Services	2011		
4	Water Services Development Plan	It's the overall framework within which detailed water services needs and development projects are benchmarked and tested.	Civil services	2010	2015	FA63/
5	Electricity plan	ESMP: provides the Umjindi Municipality with an Electrical Services Maintenance Plan detailing the planned maintenance to be undertaken to maintain an economically viable electricity network	Electrical services	2006	2013/14	
6	Public Participation Policy	The purpose of the policy is to provide for the participation and involvement of the public and the community as defined in Section 1 of the MSA, in the affairs of the Municipality within the municipal legal framework to enhance participatory local government	Speaker	2008	2013	
7	Housing strategy	The housing sector plans guides the Municipality to deliver housing in a planned, integrated and coordinated manner.	Human settlement	2009	2013	T20
8	Human Resource Strategy inclusive of a succession plan	The objective of the strategy is to ensure that the Municipality actively plans its future staffing needs and structures to ensure that it is flexible and is able to deliver the curriculum and its strategies.	Corporate Services	2010	2011	FA 113
9	Comprehensive Infrastructure Plan	CIP defines a framework for creating and sustaining integrated human settlement by providing the necessary infrastructure in a	Civil Services	2009	2012	

		sustainable and coordinated manner.				
10	PMS Policy Framework	The framework describes and represents how the municipality's cycle and processes of performance planning, monitoring, measurement, review and reporting will be conducted, organised and managed, including determining the roles of the different role-players	Corporate Services	2004	2012	FA41
11	Integrated Waste Management Plan	The IWMP integrate and optimise waste management in a region by maximising efficiency and minimising financial costs and environmental impacts in order to improve the quality of life.	Community Services	2004	2013	FA278
12	Employment equity policy	The policy states the broad principles of employment equity to which the Umjindi Municipality is committed and to describe in a general how the Municipality seeks to realise these principles.	Corporate services	2009	2014	
13	Recruitment and appointment strategy	The policy contributes and enhances a diverse culture and environment whereby all staff can contribute to the goals of Council and where all staff make up is representative of the demographic environment of the area it services.	Corporate services		2013	
14	Fraud prevention plan	The plan recognises basic fraud prevention strategies which are in place within the Umjindi Municipality and identifies fraud risks that must be addressed and could jeopardise the successful implementation of each component of the plan.	Chief operations officer	2006	2013	FA80
15	Roads and Storm water Master Plan	To improve the management of storm-water run-off in Umjindi	Civil Services	2008	2013	
16	Sanitation Master plan	To address all types of sanitation backlogs within the municipality.	Civil Services	2013		

11.2. INSTITUTIONAL POLICIES

No.	POLICY DOCUMENT	PURPOSE OF THE SECTOR PLANS	RESPONSIBLE DEPARTMENT	RELEVANT **	REVIEW REQUIRED	DATE OF THE REVIEW	COUNCIL RESOLUTION NUMBER
1	Acting Allowance Policy	-To ensure that the efficiency of the Municipality is maintained and that the on-the-job experience is directed towards professional development -To provide guidelines for the handling of acting in various positions.	Corporate	x	X	2013	FA90
2	Asset management policy	-To ensure the effective and efficient control, utilization, safeguarding and management of Umjindi municipality's	CFO	x	X	2013	FA43

		<p>PPE.</p> <p>-To set out the standards of physical management, recording and internal controls to ensure PPE</p> <p>are safeguarded against inappropriate loss or utilization.</p>					
3	Budget Policy	The policy sets out the principles which the Municipality will follow in preparing each MTREF budget. It's there to establish and maintain procedures to ensure adherence to Umjindi Municipality's IDP Review and Budget Process.	CFO	x	X	2013	FA43
4	Cash Management and Investment Management	These policies are established to guide officials on cash flow management. It should be applied in the treatment of all cash and cash equivalents that belong to the Umjindi Municipality. It is not a procedure or internal control manual.	CFO	x	x	2013	FA43
5	Cellphone and Data Card Policy	<p>-To safeguard the assets of Umjindi Local Municipality and to ensure effective utilization of resources</p> <p>-To emphasize a culture of accountability over the Municipality's assets</p>	CFO	x	X	2011	FA43
6	Debt Management policy	<p>The objectives of the policy are to:</p> <p>Record the circumstance under which a municipality may incur debt</p> <ul style="list-style-type: none"> Describe the conditions that must be adhered to by the municipal Manager or his/her delegate when a loan application is submitted to council for approval and Record the key performance indicators to ensure access to the money markets 	CFO	x	X	2013	FA43
7	Credit Control and Debt Collection Policy	The policy is there amongst things to provide a framework within which the municipal Council can exercise its executive and legislative authority with	CFO	x	X	2013	FA43

		regard to credit control and debt collection; ensure that monies due and payable to the Municipality are collected and used to deliver municipal services in the best interests of the community, residents and ratepayer in a financially sustainable manner.					
8	Customer Care Policy	To restore and promote the culture of paying for services rendered and used, through a fair and equitable customer care policy. -To protect the Municipal services users, who are paying for their services and to encourage those not paying to do so in the interest of sustainable services delivery.	Corporate Services	x	X	2013	FA113
9	Donation Policy	To facilitate and manage the requests for cash donations received by Umjindi Municipality through a Donations Committee, in support of promoting activities of the disadvantaged individuals, organizations and groups in the community to which it renders services.	Corporate Service	x	x	2013	FA113
10	Municipal Property Rates Policy	This policy document guides the annual setting (or revision) of property rates. It does not make specific property rates proposals. Details pertaining to the applications of the various property rates are published annually in the Provincial Gazette and the municipality's schedule of tariffs, which must be read in conjunction with this policy.	CFO	x	X	2013	FA45/3/3/11
11	Experiential Training Policy	The main purpose of this policy is to expose students to a meaningful real life work experience which complement their classroom experience and enable them to gain confidence.	Corporate services	x	X	2013	FA113
12	HIV/Aids Workplace Policy	The purpose of this policy is to protect the rights of employees living with HIV/AIDS. Confirm Umjindi Municipality commitments in managing and reducing the impact of HIV/AIDS on our employees and institution. Ensure consistency and alignment of workplace policies, protocols, procedures, practices and work instructions	Community Services	x	X	2008	FA26.06/08

		relating to HIV/AIDS; and communicate expected behaviour to workplace stakeholders.					
13	Indigent Policy	The objective of the Indigent Management Policy is to ensure the provision of basic services to the community in a sustainable manner, within the financial and administrative capacity of the Council	CFO	x	X	2013	FA43
14	Information Security Policy	The aim with the policy is to ensure that the ISO17799 standard, recognised as an international standard, will be used. This standard is very clear with respect to security policies and refers to management for acknowledgement to set clear policy direction, commitment and maintenance to information security. It provides recommendations for information security management and those responsible for initiating, implementing or maintaining the policy.	CFO	x	X	2013	FA82/05/10
15	Internal Bursary Policy	The purpose of the Bursary Policy is to contribute towards Human Resource Development for employees of Council and to broaden their knowledge, skills and competencies in order to perform their required tasks. Financial assistance in the form of a bursary will be awarded to officials in the Institution to give them opportunity to study for a certificate, diploma or degree, either full time or part time with SAQA accredited institutions.	Corporate Services	x	X	2013	FA41
16	Overtime Policy	-To provide guidance in the performance of overtime work by council employees and the remuneration thereof as provided for in the Basic Conditions of Employment Act 1997, (Act no 75 of 1997) -This policy will prescribe the overtime rates to be used to compensate Council employees who performed overtime work.	Corporate Services	x	X	2013	FA113
17	Petty Cash Policy	-To ensure the correct procedures are followed when requesting a petty cash facility	CFO	x	X	2013	FA82/05/10
18	Relocation policy	To make provision for the granting of financial assistance to newly appointed employees on taking up	Corporate Services	x	X	2013	FA85

		full-time permanent employment with Umjindi Municipality in respect of expenses incurred with accommodation as well as furniture and household removal after appointment.					
19	Staff retention Policy	<p>The purpose of the staff retention policy is:</p> <p>-To allow Council to effectively retain their staff by providing information on staff retention and some possible staff retention techniques.</p> <p>-To prevent the loss of competent staff from the Municipality that can have an adverse effect on service delivery.</p> <p>-To attract and retain competent staff.</p>	Corporate Services	x	x	2011	FA83
20	Supply Chain Management Policy	The policy is there to ensure that the process of procurement of goods and services is done in a fair, cost effective, equitable and transparent manner.	CFO	x	X	2011	FA43
21	Tariff Policy	The policy is there to ensure amongst other things that the tariffs of the Municipality comply with the legislation prevailing at the time of implementation; to ensure the municipal services are financially sustainable, affordable and equitable.	CFO	x	X	2011	FA43
22	Travel and Subsistence Policy	<p>The purpose of the policy is to;</p> <p>It is essential that representatives of the Municipality from time to time travel to other cities and town in order to establish and maintain links and relationship with other Municipalities, Government bodies, and other parties, institutions and organizations operating in the sphere of Local Government.</p>	CFO	x	X	2011	FA43
23	Communication strategy	<p>The objectives of the strategy are amongst other things to:</p> <p>-to communicate the achievements and challenges of the</p>	Communication	x	X	2011	

		<p>municipality with regard to service delivery</p> <p>-Improve communication between the management of the municipality and community towards better service delivery</p> <p>-To develop and maintain correct public perceptions and counter negative perception prevailing about service delivery initiatives of the municipality</p>					
24	Risk Management Policy	<p>To ensure that a strategic plan is developed that should address the following:</p> <ul style="list-style-type: none"> • An affective risk management architecture • A reporting system to facilitate risk reporting and • An effective culture of risk assessment 	Municipal Manager	x	x	2013	FA 26

ANNEXURES

1	SPATIAL DEVELOPMENT FRAMEWORK PLAN
2	LOCAL ECONOMIC DEVELOPMENT STRATEGY
3	UMJINDI LOCAL AIDS COUNCIL
4	WATER SERVICE DEVELOPMENT PLAN (WSDP)
5	HOUSING STRATEGY
6	ELECTRICITY PLAN
7	PUBLIC PARTICIPATION POLICY
8	POLICIES RELATED TO FINANCIAL MATTERS
9	COMMUNITY BASED PLANS
10	ORGANISATIONAL SCORECARD
11	COMPREHENSIVE INFRASTRUCTURE PLAN
12	DRAFT DISASTER MANAGEMENT PLAN
13	HUMAN RESOURCES STRATEGY
14	EMPLOYMENT EQUITY POLICY
15	PERFORMANCE MANAGEMENT SYSTEM FRAMEWORK
16	RECRUITMENT, SELECTION AND APPOINTMENT POLICY
17	FRAUD AND CORRUPTION PREVENTION POLICY AND RESPONSE PLANS
18	ROADS AND STORMWATER MASTERPLAN
19	SANITATION MASTER PLAN
20	CUSTOMER CARE
21	TRANSPORT PLAN
22	COMMITTEES OF COUNCIL
23	COMMUNICATION STRATEGY
24	STEERING COMMITTEE REPORT
25	RISK MANAGEMENT POLICY