

MKHONDO LOCAL MUNICIPALITY
2011- 2016 IDP
THIRD REVIEW 2014-2016



Chapter 1 CONTENTS

LIST OF ACRONYMS	6
LIST OF TABLES	8
Chapter 2 Chapter 1	9
I. EXECUTIVE MAYOR’S FOREWORD	9
II) OVERVIEW BY THE MUNICIPAL MANAGER	10
Introduction	12
1.1 Settlement Pattern	13
1.2 MINING, INDUSTRY AND FORESTRY	16
1.3 AGRICULTURE	16
1.4 CONSERVATION AND TOURISM AREAS	16
1.5. TRANSPORT NETWORK	17
2. 1. MKHONDO MUNICIPAL PROFILE	19
2.1.1 VISION, MISSION AND CORE VALUE	19
2.2 SUMMARY OF SERVICE DELIVERY ISSUES	20
2.3 SWOT ANALYSIS	21
2.4 DEMOGRAPHIC AND SOCIO-ECONOMIC PROFILE	24
Table 1: POPULATION PER LOCAL AND DISTRICT MUNICIPALITY, 2001 vs 2011	24
TABLE 3: SALIENT DEMOGRAPHIC FEATURES OF MKHONDO LOCAL MUNICIPALITY, 2007 VS 2011 POPULATION BREAKDOWN BY AGE AND GENDER	26
Table 18: WATER ENVIRONMENTAL STATUS	32
2. 5. Situational analysis of key service delivery issues	33
2.5 1. TECHNICAL SERVICES	33
2.5.2 COMMUNITY SERVICES	34
2.5.3 DISABILITY ISSUES	35
2.5.4 HIV & AIDS ISSUES	36
Chapter 3	37
3.1 Intergovernmental relation	37
3.1.1 DISTRICT SDF DEVELOPMENT DIRECTIVES	37
3.1.2 POLICY AND LEGISLATIVE FRAMEWORK	38
3.1.3 NATIONAL AND PROVINCIAL POLICY GUIDELINES	38
3.1.4 NATIONAL SPATIAL DEVELOPMENT PERSPECTIVE (NSDP)	38
3.1.5 OVERVIEW OF MPUMALANGA PROVINCIAL GROWTH AND DEVELOPMENT STRATEGY (PGDS)	39
1.5 MPUMALANGA RURAL DEVELOPMENT PROGRAMME (MRDP)	41
3.1.6 STATE OF NATION ADDRESS 2014	42

3.1.7 STATE OF THE PROVINCE ADDRESS 2014	43
3.2.8 MEDIUM TERM STRATEGIC FRAMEWORK	43
3. 2 GOVERNMENT PRIORITY OUTCOMES	45
Chapter 4	49
GOOD GOVERNANCE AND PUBLIC PARTICIPATION	49
4.1 IDP PLANNING PROCESS	49
4.1.1 STEPS ON IDP REVIEW PROCESS	49
4.1.2 METHOD IN IDP REVIEW	50
THE IDP PROCESS PLAN 2014/2015	50
4.2 GOOD GOVERNANCE AND PUBLIC PARTICIPATION	51
4. 2.1 IDP STEERING COMMITTEE	52
4. 2.2 IDP REPRESENTATIVE FORUM	52
4.2.3 TRADITIONAL AUTHORITIES	52
4. 2.4 INTER-MUNICIPAL PLANNING	52
4.2.5 Strategic planning resolution	53
RESOLUTIONS ADOPTED BY THE WORKSHOP	53
RECOMMENDATIONS	55
4.3 MUNICIPAL INTERNAL AUDIT	56
4.3.1 INTRODUCTION	56
4.3.2 INTERNAL AUDIT ACTIVITY	56
4.3.3 AUDIT COMMITTEE MEMBERS AND ATTENDANCE	56
4.3.4 AUDIT COMMITTEE'S RESPONSIBILITIES	57
4.3.5 THE EFFECTIVENESS OF INTERNAL CONTROLS	58
4.3.6 AUDIT OPINION AND ADDRESSING ISSUES RAISED BY AUDITOR GENERAL	58
4.4 MEC COMMENT FROM THE PREVIOUS IDP 2013/2014	59
4.5 GOOD GOVERNANCE	62
4.5.1 COUNCIL COMMITTEES	63
4.5 2 SCHEDULE OF THE COMMITTEE MEETINGS	66
4. 6 MKHONDO ADMINISTRATION STRUCTURE	68
4.7 THIRD REVIEW OF 2011-2016 IDP PROCESS	74
4.7.1 COMMUNICATION/PUBLIC PARTICIPATION	74
4.7.2 WARD COMMITTEE	74
4.7.3 PUBLIC PARTICIPATION FOR IDP (JANUARY AND FEBRUARY 2014)	74
4.7 4 COMMUNITY NEEDS PER WARD	77
TABLE 20(a): Community needs relating to municipal competencies	133
4.8 CONCLUSION	135

4.9 5-YEAR IDP PROCESS RELATED CHALLENGES AND ISSUES	138
CHAPTER 5	139
DEVELOPMENTAL PRIORITIES AND SECTOR PLAN	139
5.1 OPERATIONAL STRATEGIES	139
5.1.1 DEVELOPMENT PRIORITIES	139
5.2 SECTOR PLANS	145
SECTOR PLANS	145
5.2.1 SPATIAL DEVELOPMENT FRAMEWORK	151
Threats	151
Strategies	152
5.2.2 LED Strategy	156
5.2.3. HUMAN Capital Strategy	160
Objectives	160
5.2.4 COMPREHENSIVE RURAL DEVELOPMENT PLAN	161
5.2.5. HUMAN SETTLEMENTS AND HOUSING STRATEGY	165
STRATEGIES	166
5.2.6. WATER SERVICES DEVELOPMENT PLAN	167
5.2.7 INTEGRATED TRANSPORT PLAN (DISTRICT)	169
5.2.8. DISASTER MANAGEMENT PLAN	172
5.2.9. SANITATION MANAGEMENT PLAN	175
5.2.10. INTEGRATED HIV AND AIDS STRATEGY	177
5.2.11. PERFORMANCE MANAGEMENT SYSTEM	179
5.2.12. FINANCIAL PLAN	182
Chapter 6	186
ALIGNMENT OF THE IDP WITH DISTRICT, PROVINCIAL AND NATIONAL PRIORITIES	186
INTRODUCTION	186
6.1 MEDIUM TERM STRATEGIC FRAMEWORK	186
6.2 .GERT SIBANDE DISTRICT MUNICIPALITY IDP	187
6.3 CONCLUSION	191
Chapter 7	192
RESOURCES FOR OPERATIONAL BUDGET AND CAPITAL PROJECTS	192
7.1 OPERATIONAL BUDGET 2014/2015	192
2014/15 DRAFT BUDGET - MKHONDO LOCAL MUNICIPALITY	192
EXECUTIVE SUMMARY	192
Table A1 Budget Summary	192

Table A5 Budgeted Capital Expenditure by vote, standard classification and funding	197
CHAPTER 8.....	203
PROJECTS.....	203
8.1 PROJECTS BY GOVERNMENT DEPARTMETS.....	203
8.1.1DARDLA	203
8.1.2 DEPARTMENT OF HEALTH.....	204
8.1.3 PUBIC WORKS	204
8.1.4 DEPARTMENT OF SOCIAL DEVELOPMENT.....	205
8.1.5 WORKING FOR WATER	206
8.1.6 DEPARTMENT OF COMMUNITY, SAFETY, SECURITY & LIASON	207
8.1.6 DEPARTMENT OF CULTURE SPORT AND RECREATION	208
8.2 MKHONDO LOCAL MUNICIPALITY PROJECTS 2014/2015.....	210
8.2.1 OFFICE OF THE MUNICIPAL MANAGER	210
Clarifying roles and responsibilities of stakeholders and role-players.....	211
Performance measurement.....	211
Performance monitoring.....	212
Performance analysis.....	212
Performance review and reporting.....	212
8.2.2 PLANNING AND DEVELOPMENT	213
8.2.3 Corporate services	227
8.2.4 COMMUNITY SERVICES.....	237
8.2.5 FINANCIAL SERVICES	247
8.2 6 TECHNICAL SERVICES	253
8.3 ESKOM PROJECTS TO BE IMPLEMENTED AT MKHONDO LOCAL MUNICIPALITY FOR 2014/15 FINANCIAL YEAR.....	266
8.4 GERT SIBANDE DISTRICT MUNICIPALITY CAPITAL PROJECTS IMPLEMENTED ON BEHALF OF MKHONDO LOCAL MUNICIPALITY FOR 2014/2015 FINANCIAL YEAR	267
8.5 MONDI SCIENCE AND CAREER FET CENTRE.....	268
8.6 MONDI.....	270
8.7 TWK	271
8.8 KANGRA COAL MINE.....	272
8.9 Comprehensive rural development programme for 2014/2015 (CRDP).....	274
8.10 COMMUNITY WORKERS PROGRAMME	293
8.11 UNFUNDED PROJECTS FOR 2014-2015 FINANCIAL YEARS (NO FUNDS TO IMPLEMENT)	301
8.9 JABULANI AGRI-VILLAGE CRDP PROJECTS	306
Chapter 3.....	308

LIST OF ACRONYMS

ABET	Adult Basic Education and Training	IT	Information Technology
AIDS	Acquired Immune Deficiency Syndrome	ITP	Integrated Transport Plan
CBOs	Community Based Organisations	KPA	Key Performance Area
CETA	Construction Education and Training Authority	KPI	Key Performance Indicator
CHBC	Community Home Based Care	LDO	Land Development Objectives
CMIP	Consolidated Municipal Infrastructure Programme	LED	Local Economic Development
COGTA	Department of Co-operative Governance and Traditional Affairs	LM	Local Municipality
CRDP	Comprehensive Rural Development Programme	LRAD	Land Redistribution for Agricultural Development
CPTR	Current Public Transport Records	CWP	Community Workers Programme
DEDET	Department of Economic Development, Environment and Tourism	LUMS	Land Use Management System
DBSA	Development Bank of Southern Africa	MAM	Multi Agency Mechanism
DEAT	Department of Environmental Affairs and Tourism	MEC	Member of Executive Council
DAC	District AIDS Council	MFMA	Municipal Finance Management Act
DRDALA	Department of Rural Development, Agriculture and Land Administration	MHS	Municipal Health Services
DRDLR	Department of Rural Development and Land Reform	MIG	Municipal Infrastructure Grant
DHS	Department of Human Settlements	MPCC	Multi-Purpose Community Centres
COGTA	Department of Co-operative Governance and Traditional Affairs	MSIG	€ Systems Improvement Grant
DTI	Department of Trade and Industry	MRTT	Mpumalanga Regional Training Trust
DM	District Municipality	NEMA	National Environmental Management Act
DMA	District Management Area	NEPAD	New Partnership for Africa's Development
DoE	Department of Energy	NER	National Electricity Regulator
DPW	Department of Public Works	NGO	Non-Governmental Organisation
DWA	Department of Water Affairs	NSDP	National Spatial Development Perspective
ECA	Environmental Conservation Act	NWMS	National Waste Management Strategy
EIA	Environmental Impact Assessment	OLS	Operating Licence Strategy
EIP	Environmental Implementation Plan	PGDS	Provincial Growth and Development Strategy
EHS	Environmental Health Services	PHC	Primary Health Care
EMP	Environmental Management Plan	PMS	Performance Management System
EMS	Environmental Management System	PPP	Public Private Partnership
EPWP	Expanded Public Works Programme	REDS	Regional Electricity Distribution System
FBS	Free Basic Services	RSC	Regional Services Council
FBE	Free Basic Electricity	SABS	South Africa Bureau of Standards
FPA	Fire Protection Association	SACOB	South Africa Chamber of Business
GIS	Geographic Information System	SALGA	South Africa Local Government Association
GSDM	Gert Sibande District Municipality	SANAC	South African National AIDS Council
HDI	Human Development Index	SANCO	South African National Civic Organisation
HOD	Head of Department	SAPF	South African Police Force
IDP	Integrated Development Planning	SETA	Sector Education Training Authority
IGR	Intergovernmental Relations	SDF	Spatial Development Framework
IEM	Integrated Environmental Management	SLA	Service Level Agreement
IMEP	Integrated Municipal Environmental Programme	SOER	State of the Environment Report

IAA	Institute of Audit Activity	CAE	Chief Audit Executive
INEP	Integrated National Electrification Programme	TWK	Transvaalje Wattle Kooperasie
BPU	Business Planning Unit	WSA	Water Services Authorities
IS	Information System	WSDP	Water Services Development Plan

LIST OF TABLES

- Table 1: Population per local and district municipality, 2007 vs. 2011
- Table 2: Population per ward
- Table 3: Salient demographic features of Mkhondo Local Municipality, 2007 vs. 2011
- Table 4: Population per gender
- Table 5: Population per age
- Table 6: Population per race
- Table 7: Population per ratio
- Table 8: Disability percentage
- Table 9: Population percentage
- Table 10: Population percentage between 14-35
- Table 11: Unemployment Rate
- Table 12: Population per youth
- Table 13: Individual Income
- Table 14: Education
- Table 15: Health Status
- Table 16: Number of household
- Table 17: Ownership
- Table 18: Water environmental Status
- Table 19: IDP Community meetings per ward
- Table 20: Community needs relating to municipal competencies.

LIST OF FIGURES

- Figure 1: Mkhondo Local Municipality Map
- Figure 2: Mkhondo Organisational Structure
- Figure 3: Mkhondo SDF Map (2011)

CHAPTER 1

I. EXECUTIVE MAYOR'S FOREWORD

It gives me an outstanding honour to present this crucial document outlining the programmes and development commitments that will be delivered during the term of the current Council. The IDP supersedes all other plans of the Municipality and serves as our collective blueprint for development emanating from our continued engagements with our communities. We have, in this IDP, endeavoured to represent the development priorities contained in the election Manifesto of the ANC as the ruling government. These priorities range from improving education, improving healthcare, creating decent work, fighting crime and corruption and rural development and land reform. Pursuant to these strategic objectives, the Municipality committed to make provision of potable clean drinking water, improvement of sanitation and health services to our communities, development of rural communities, promotion of good governance and public participation to creation of employment and local economic development.



Despite the community protests that engulfed Mkhondo in the past few months, we are using our baseline to draw from the past performance of the previous year. I am proud to reflect on some of the performance highlights we set as objectives and eventually prioritized them as key government areas. Largely through the MIG funded projects, the Municipality managed to make an impact to the communities we serve. We invested in the development of infrastructure by installing VIP toilets, installation of water reticulation at Ethandukukhanya Ext 6 & 8, installation of high mast lights, rehabilitation of Josia Thabede (Church) street, Lillian Ngoyi (Kotze) street, Joe Slovo Rylaan (Kruger) street, Bus & Taxi route at Thandukukhanya, Bust & Taxi route at KwaThandeka and Amsterdam Ext. 2, the construction of the eMkhondo Taxi Rank, to list but a few.

The Comprehensive Rural Development Programme brought about significant change in the rural areas. The Masibuyele Emasimini programme continues to grow. The Jabulani Agrivillage development is extraordinary. Through the human settlement integrated programme, the current community members of the Jabulani Agrivillage, Rustplaas, Emaphepheni, Mangosuthu, etc, have so far been able to receive constructed brick houses. The state of the art schools and clinics have been built around Mkhondo. This therefore necessitates our unwavering commitment to ensuring the consultation and involvement of all stakeholders through the IDP consultative and IDP Stakeholders Forum meetings. The support that every stakeholder demonstrated cannot go unnoticed.

CLR BHEKABANTU MTSHALI

EXECUTIVE MAYOR

II) OVERVIEW BY THE MUNICIPAL MANAGER

It is an honour for me to present the 2014/2015 IDP review which is the third annual review of the 2011/2016 IDP which set the strategic direction of Mkhondo Municipality for five years after the fourth democratic local government elections. There is hope that the reviewed IDP will further strengthen the service delivery process thereby making Mkhondo municipality live up to the expectation of its citizens. This hope is strengthened by the robustness with which public participation meetings were held. Both the elected councillors and the appointed officials are more than ready to implement the priorities contained in the IDP to satisfy the needs of the community. The fact that the municipality has a full complement in the political leadership positions and only a few vacancies in administration is further evidence that the community needs will be served.



The review of this IDP coincided with the country's celebration of 20 years of democracy. Our commitment as a municipality is to carry on the legacy built over the 20 years. We have hope for a better future for we know that by working together with our stakeholders we can and will make strides towards improving service delivery and development facilitation. This IDP is a reflection of a collective work championed by the Municipal Council, engineered by the administration (of all spheres of government) and supported by the communities of Mkhondo. As the Municipal Manager I would like to commend the Mkhondo Municipal Council for their commitment to the people they were elected to serve as this was manifested in the many community participation meetings we held in all the 19 wards of the municipality. Likewise, I would like to thank the officials of the municipality and sector departments that provided the information that made the IDP a credible document which reflects commitments that will be implemented during the 2014/15 financial year.

Our priorities and programmes for 2014/15 will also capitalise on the fact that the entire Mkhondo municipality is a designated Comprehensive Rural Development Programme (CRDP) site. This resulted in ensuring that more sector departments bring more projects to the municipality. This arrangement requires the municipality to ensure that proper institutional arrangements are put in place to manage and monitor the CRDP programme. On the other hand it requires the municipality to assist the community in organising itself into co-operatives so as to take advantage of the project implementations. The 2014/2015 priorities have indeed taken these facts into consideration. It is also heartening to note the existence of improved relations between the municipality and the Gert Sibande District Municipality (GSDM) as best practice dictates that true municipal success lies, among other things, in the robust collaboration between district and local municipalities. We hope there will be effective communication when the implementation of GSDM projects is rolled out. By the same token, we expect sector departments and state-owned enterprises to strengthen their relations with the municipality by attending our meetings of the IDP Representative Forum and liaising with our ward councillors and the municipality when engaging with communities, so that all of us can speak with one voice as development partners.

Mindful of the fact that many of our people are engulfed by a sea of abject poverty, this IDP commits the municipality to heighten its facilitation role of LED programmes such as support to cooperatives and SMMEs as vehicles for job creation. The maintenance of roads and improved water supply will also be enhanced as top priorities of the IDP.

I hope your reading of this IDP will inspire you to avail yourself as a partner of Mkhondo Municipality in service delivery. Most importantly, we trust the Almighty God to provide us with

wisdom, strength as we serve His people. Together we can do more in making local government everybody's business!

ABSALOM NDAWIBANZI MAHLANGU

MUNICIPAL MANAGER

INTRODUCTION

Section 25 (1) of the Local Government: Municipal Systems Act 32 of 2000 stipulates that 'each municipal council must, within a prescribed period after its elected term, adopt a single, inclusive and strategic plan for the development of the municipality'. The Mkhondo Local Municipality has completed its 2011-2016 cycle of Integrated Development Plan (IDP). The second IDP of Mkhondo Municipality was approved by Council in May 2011. Therefore; this IDP represents the second review of the current IDP cycle In terms of section 34 of the municipal system act.

The above section also mentions that an Integrated Development Plan has the following functions:

- (a) Links, integrates and coordinates plans and takes into account proposals for the development of the municipality;
- (b) Aligns the resources and capacity of the municipality with the implementation of the plan;
- (c) Forms the policy framework and general basis on which annual budgets must be based;
- (d) Complies with the provisions of this Chapter (chapter 5 of the above Act); and
- (e) Is compatible with national and provincial development plans and planning requirements binding on the municipality in terms of legislation.

As a process to produce this principal long-term strategic plan, Mkhondo Local Municipality embarked on a detailed public participation process and consultation meetings from the 8th of October 2012 until the end of October 2012, for the 2013-2014 Integrated Development Planning process. The public consultation process will be conducted during year 2013 for the Draft IDP. Officials together with honourable councillors went all out to participate in the meetings across all 19 wards in the municipality.

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

- ❖ Build local economies to create more employment, decent work and sustainable livelihoods;
- ❖ Improve local public services and broaden access to them;
- ❖ Build more united, non-racial, integrated and safer communities;
- ❖ Promote more active community participation in local government; and
- ❖ Ensure more effective, accountable and clean local government that works together with national and provincial government.

In addition to the above goals, there is a need to contribute to the implementation of the Expanded Public Works Programme. This should be done in an attempt to create jobs, which can be accelerated through mobilisation of social partners, such as local industries, state-owned enterprises and government departments.

The purpose of this document is to describe the planning and implementation processes that will be followed by Mkhondo Local Municipality to deliver on its mandate through being a developmental

local municipality. Critical in this document are the five development priorities of the municipality, which are the national Key Performance Areas for local government, namely:

- **Basic Service Delivery (priority number one)**
- **Municipal Institutional Development and Transformation (priority number two)**
- **Local Economic Development (priority number three)**
- **Financial Viability and Management (priority number four)**
- **Good Governance and Public Participation (priority number five)**

These five development priorities give rise to integration of the municipality's plans and implementation efforts.

The document is divided into 5 sections:

- **Chapter 1: Introduction**
- **Chapter 2: Situational Analysis**
- **Chapter 3: Operational Strategies/Sector Plans**
- **Chapter 4: Projects**
- **Chapter 5: Alignment of the IDP with District, Provincial and National Priorities**

1.1 SETTLEMENT PATTERN

The Mkhondo Local Municipality is located in the Gert Sibande District Municipality, and is one of seven local municipalities located in the District as reflected on **Figure 1**. It is bordered by Pixley Ka Seme to the west, eDumbe Municipality to the south, Msukaligwa and Albert Luthuli to the north, and Swaziland to the east. The seat of the Mkhondo Local Municipality is located in EMkhondo town in the central part of the municipal area.

Figure 1: Mkhondo Local Municipality Maps



LOCALITY MAP OF MKHONDO(MP303)

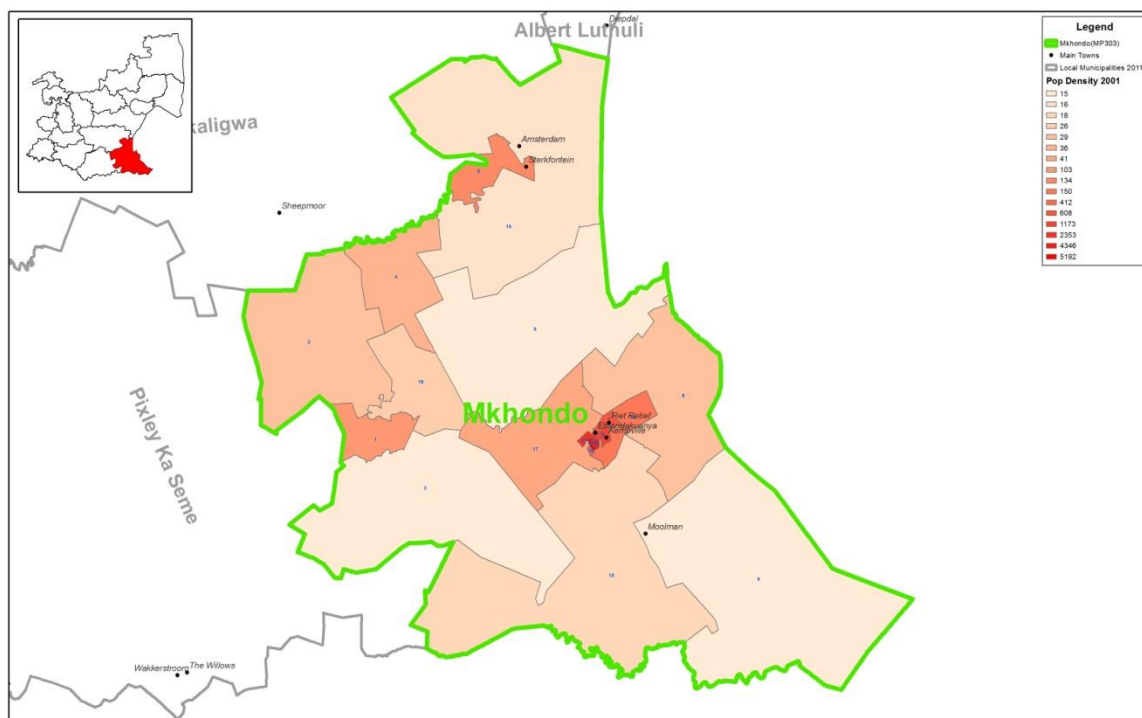
0 255 510

Kilometers

Legend

- Mkhondo(MP303)
- Main Roads
- Main Towns
- Municipal Wards 2011
- Local Municipalities 2011

Cartographer: Mulohezi N.E
 Date: 01 November 2012
 Tel: 013 762 0000/ 078 430 7873
 E-Mail: ndvhuwoni@statistics.gov.za
 GCS: Harlebeesthoek 1994



POPULATION DENSITY OF MKHONDO(MP303) MUNICIPAL WARDS

0 255 510

Kilometers

Legend

- Mkhondo(MP303)
- Main Towns
- Local Municipalities 2011

Pop Density 2001

- 15
- 16
- 18
- 26
- 29
- 36
- 41
- 103
- 134
- 150
- 412
- 608
- 1173
- 2353
- 4346
- 8192

Cartographer: Mulohezi N.E
 Date: 01 November 2012
 Tel: 013 762 0000/ 078 430 7873
 E-Mail: ndvhuwoni@statistics.gov.za
 PCS: Transverse Mercator (CM.30)

The municipality extends over an area of approximately 5000km² and accommodates just 171 982 people residing in 19 wards (census 2011). The area includes the following urban nodes:

- eMkhondo(Town)
- eThandakukhanya
- Amsterdam
- kwaThandeka

and the following rural nodes/settlements:

- Driefontein
- kwaNgema
- Mahamba
- Dirkiesdorp
- Iswepe
- Stafford
- eNtombe
- Comondale

The first order urban area in Mkhondo LM is eMkhondo/eThandakukhanya. eMkhondo is located on the N2 where the R543 (Volksrust-Swaziland) and R33 (Vryheid-Amsterdam) intersect. It is surrounded by forestry plantations and much of its economy originated from this source. Few timber producing companies are located within the municipality, including Mpact, Tafibra and PG Bison and Normandien which are national businesses. It boasts a well-diversified economy, including components from all sectors, from manufacturing to personal services, real estate and tourism. It is also strategically situated in respect of rail and road freight transport as well as tourism hence it taps from several sources of revenue. The town is fully serviced and contains tertiary social services which meet local, municipal as well as regional needs.

eThandakukhanya is situated on the outskirts of eMkhondo and is largely a dormitory town, though in general it has access to engineering and social infrastructure. However, economically it depends on eMkhondo and the surrounding forestry and rural areas.

The second higher order urban area in Mkhondo is Amsterdam/KwaThandeka, which is situated at the intersection of road R65 from Ermelo to Swaziland and road R33 from Carolina to eMkhondo. The town is situated amidst the forestry zone of the district and therefore its origins are in agricultural / forestry support. The urban area is serviced with engineering and primary social infrastructure, though local roads are in a poor condition.

Apart from the above, there are also several rural nodes in the Mkhondo municipal area which fundamentally have an agricultural / forestry support function. Many of these rural settlements are located close to a main arterial and abutting railway station where some manufacturing or processing activity is taking place. There are minimal social, engineering and commercial services and, consequently, only basic needs are met. Rural nodes include, amongst others, Driefontein, kwaNgema, Dirkiesdorp, Iswepe, Rustplaas and eNtombe.

1.2 MINING, INDUSTRY AND FORESTRY

There are several scattered pockets of mining in the Mkhondo local municipality. The main concentration of mining in the municipality is situated in the west of the municipality (south of Heyshope Dam). Coal mining in the west of the municipality causes soil contamination, pollution of local watercourses through acidification, groundwater pollution, and emission of atmospheric pollutants, which should be minimized.

Forestry is the dominant land use in the Mkhondo Local Municipality. It stretches across the entire eastern and central regions and tapers out to the west of eMkhondo. Mondi, Sappi, TWK and SAFCOL are the major companies which lead the forestry industry in the area. Over the years they have turned a lot of their attention to preserving sensitive areas within their forestry plantations. Mondi is very involved in a wetlands project which aims to protect and rehabilitate important wetlands in South Africa. SAFCOL has a small protected area near Amsterdam in the south east.

There are timber plantations which are owned by the municipality. Therefore, the municipality is planning to establish a municipal entity that will maintain the forestry enterprise on its behalf, as the municipality has minimal or no expertise regarding forestry.

1.3 AGRICULTURE

Unlike other municipalities located to the west of Mkhondo in the Gert Sibande District, agriculture is not the predominant land use in the Mkhondo Local Municipality. Forestry is predominant, while unimproved grassland used for stock grazing comprises most of the rest of the land within the municipality. Cultivation of commercial crops is scattered in small areas across the municipality, while a very small concentration of semi-commercial / subsistence agriculture is situated in the vicinity of Heyshope Dam. The predominance of forestry land use and the low cultivation of agricultural land can be partly explained by much lower soil fertility in this municipality when compared to soil fertility in more westerly municipalities.

1.4 CONSERVATION AND TOURISM AREAS

A number of SA Heritage Sites are found in this municipality. These include the following:

- The Athole Nature Reserve
- Entombe Battlefield
- Rooikraal
- Confidence
- Kalkoenvlakte
- Heyshope Dam

The Mpumalanga Parks Board manages the Witbad Nature Reserve, while there are also a number of Private Nature Reserves and Conservancies which include:

- Morgenstond Nature Reserve
- Amsterdam Conservancy (which incorporates the Athole Nature Reserve).

It should also be noted that the Enkangala Grassland Biosphere Reserve starts in the south western corner of the municipality and spreads in a westerly direction. This initiative is vital towards the conservation of the valuable grassland biome in the area.

Tourism is dominated by guesthouse facilities around the town of eMkhondo which cater for weekend and transit travel, while conservancies and private reserve developments are increasing in the Ngwempisi and Assegai River valley and catchments. The N2 linkage through Mkhondo is the major tourism link connecting northern KZN and the Mpumalanga / Limpopo Lowveld areas to one another.

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

1.5. TRANSPORT NETWORK

The N2 is the only national road which traverses the area. It is an important tourist and freight transport route connecting Gauteng with the KwaZulu Natal north coast and Richards Bay. Though a national road, the road needs to be upgraded and maintained, given its important connecting role. Three provincial roads traverse the area. These include:

- R33 from the N17 in the north, through Amsterdam and eMkhondo to Vryheid in the south;
- R65 between Ermelo and Swaziland via Amsterdam.
- R543 between Swaziland and Volksrust via eMkhondo.

All these roads are tarred but in fairly poor condition and therefore need to be upgraded and maintained. The local roads in the area are tarred, gravelled or graded. All need maintenance, especially in the rainy season

A freight railway service exists leading from Ermelo in the north to the north coast in the south via Vryheid. The system does not cater for passenger, only goods transport.

There is a minor airfield in eMkhondo, which would accommodate small aircraft and day flights.

Chapter 2

2. 1. MKHONDO MUNICIPAL PROFILE

2.1.1 VISION, MISSION AND CORE VALUE

The following represent the Vision, Mission and Core Values adopted by Mkhondo Local Municipality.



“A community-driven, tranquil and model municipality of excellence”



“We are committed to deliver quality and sustainable services that will enhance a healthy, economically viable, and better life for all”



The activities of the Mkhondo Local Municipality are underpinned by the following core values:

- Honesty
- Openness
- Punctuality
- Excellence

2.2 SUMMARY OF SERVICE DELIVERY ISSUES

There is a general lack of adequate quality infrastructure in Mkhondo Local Municipality. This has recently led to a series of service delivery protests as the public becomes increasingly frustrated. What follows is a brief summary of service delivery issues.

The biggest source of service delivery issues lie in planning and execution/ administrative functions. Firstly, there is lack of a central, updated database which makes alignment and coordination very difficult. Staff capacity, a lack of funding, as well as a lack of long term financial planning further impedes service delivery and catching up on backlogs. Reduced finances are partly due to ineffective tariff collection procedures and controls. Management and staff are hardly held accountable given the fact that the municipality has had vacancies in all top management positions for almost two years of the 2006-2011 Council's term of office. This state of affairs was exacerbated by the non-existence of a performance management system in the municipality.

Informal/unplanned settlements complicate service delivery planning and do not contribute financially in the form of rates and taxes. To make matters worse the municipality's ability to provide services is also encumbered by land ownership. As the state buys land for the purpose of supporting municipalities, the disposal procedure thereof takes a while. Furthermore, spatial difficulty particularly related to Mkhondo is that quite a number of communities are outlying, spatially distant from one another and of low densities.

Coming to particular services and their sets of most-pressing issues as identified in the workshop held on 16 March 2010, existing road infrastructure and bridges are degraded. As multitudes of heavy trucks traverse the area, they damage the roads such that potholes are a prominent feature of Mkhondo roads. Rural roads and rural access is limited. For safety purposes, there is an urgent need for truck stops and by-passes. Public transportation is another great need in the area, especially due to the large section of the population who have no other means of travel.

The Sanitation Treatment Plant in eMkhondo needs upgrading. VIP toilets are required for many rural communities (although VIP toilets pose a threat to underground water in terms of pollution). Waterborne toilets are needed in the townships and a septic tank is required in Amsterdam to meet the demand of the town and its surrounds. Rural areas lack clean drinking water and in the townships the tap water is apparently not of good quality.

Looking at electricity, rural electrification is a pressing concern, while there is also a backlog in the electrification in townships. Increased and easier access to prepaid outlets as well as electrification for indigents needs attention. Another concern raised was that of neighbourhood lighting and safety. A new transformer is needed to accommodate the communities in the area.

A problem raised regarding disaster management was that emergency services are too centralised. Accordingly, satellite facilities (Amsterdam and Driefontein) are needed for especially health and disaster management services in order to respond more effectively. A related necessity is disaster management equipment.

Waste management is of particular concern in rural areas. Apparently waste management equipment is old and inadequate, so with the landfill site in eMkhondo, while a landfill site in Amsterdam is a high priority.

Cemeteries need to be fenced and additional land has to be identified in order to fulfil the growing need for cemeteries.

2.3 SWOT ANALYSIS

Based on the information collected as part of the Situational Analysis, the following Strengths, Weaknesses, Opportunities and Threats were identified for the Mkhondo Local Municipality.

2.3.1 STRENGTHS

- Strategic location of municipality – central from Maputo, Swaziland, Durban, Nelspruit, Johannesburg and Pretoria (± 300 km radius);
- Rich in certain resources like timber, coal, and water;
- The municipality owns and manages a viable timber plantation business;
- There exists a political will to turn the area around which would moderate potential resistance;
- There are well-established key economic sectors (forestry, mining, agriculture); and
- Municipal land available for development.

2.3.2 WEAKNESSES

- Municipality was placed under provincial intervention in terms of Section 139 (1) (b) of the Constitution, of the RSA;
- The municipality is currently financially unsound in terms of income and expenditure caused by debt accumulated in previous years;
- Limited institutional capacity;
- 60% of municipality is rural which makes service delivery difficult;
- Poverty and unemployment;
- Revenue and debt collection;
- Lack of financial resources for service delivery;
- Lack of infrastructure (e.g. shortage of office space), degraded existing infrastructure (especially roads and sewerage system);
- Emergency services are centralised;
- HIV and AIDS increase pressure on social services; reflect on projects
- Insufficient water supply to communities;
- Storm water management;
- Insufficient supply of sanitation services;
- Lack of in-house capacity to deal with, and enforce land use management;
- Low density, spatially distant communities which makes service delivery costly;

- Lack of central, updated municipal database – gaps lead to duplication and misalignment and damages confidence in the municipality;
- Lack of communication outside the organization (excessively intricate systems complicate IGR); also of stakeholder management; and

2.3.3 OPPORTUNITIES

- N2 National road cuts through the central parts of the municipal area;
- Centrally located for industrial development and tourism;
- Existence of Tourism Centre could enhance tourism potential in the area;
- Markets could be established, with beneficiation of forest products to be a focus area;
- High residential demand;
- Land Reform provides opportunities for access to more land and economic benefits for the people;
- Batho Pele principles could enhance service delivery and development in general;
- Strong business community;
- Recycling of waste could provide business opportunities and enhance environmental sustainability;
- Availability of external funding for development and infrastructure; and
- Key partners have already been identified.

2.3.4 THREATS

- Poverty;
 - Unemployment;
 - Grading of the municipality which leads to a brain drain to other municipalities;
 - Staff recruitment / lack of suitably qualified applicants;
 - Infrastructure collapse;
 - Increasing amount of land invasions and Informal/ unplanned settlements;
 - Insecurity of tenure, illegal evictions and land rights violations, particularly regarding labour tenancy;
 - HIV and AIDS;
 - Water contamination – especially from poor sanitation and mining activities;
 - High levels of dissatisfaction and frustration of customers/current residents;
 - Regular social unrest;
 - Crime and violence;
 - Forest and veld fires/ natural disaster;
 - Air pollution from industries;
 - Poverty and unemployment
-
- Limited support and co-operation from government departments and state-owned enterprises;
 - Unequal access to economic opportunities (especially for youth);
 - Illiteracy and low levels of education;
 - Lack of formalised public transport system; and

- Spatially not connected to economic hubs.

2.4 DEMOGRAPHIC AND SOCIO-ECONOMIC PROFILE

Table 1 below compares the population numbers per municipality and per district in Mpumalanga Province between 2001, 2007 and 2011, while **Table 2** reflects the Mkhondo population distribution per ward.

Table 1: POPULATION PER LOCAL AND DISTRICT MUNICIPALITY, 2001 vs 2011

REGION					CENSUS	
			Census 2001		Census 2011	
Mpumalanga			3 365 554		4,039,939	
GertSibande DM			900 007		1,043,194	
Albert Luthuli Municipality			187 751		186,010	
Msukalikwa Local Municipality			124 812		149,377	
Mkhondo Local Municipality			143 077		171,982	
Seme Local Municipality			80 737		83,235	
Lekwa Local Municipality			103 265		115,662	
Dipaleseng Local Municipality			38 618		42,390	
Govan Mbeki Local Municipality			221 747		294,538	

Sources: STATS SA

According to the census information for 2011 the population shows an increase of 28905.

TABLE 2: POPULATION PER WARD

Ward Number	Villages/Town	1996	2001	2011
Ward 1	Driefontein(Mkhize Village,New Stand)	6,345	4754	10 133
Ward 2	Driefontein(Mabilisa,Masihambisane)	11,824	8088	16 446
Ward 3	Dirkiesdorp/kwaNgema South	7,878	15925	13 006
Ward 4	Iswepe	6,090	10 343	5862
Ward 5	KwaThandeka, Winnie Mandela	6,032	9501	12 188
Ward 6	Rustplaas	6,003	9759	8277
Ward 7	EMkhondo	6,853	12 303	6083
Ward 8	Maphepheni/Ajax	8,690	12262	9096
Ward 9	Moolman/Sulphur Springs	8,431	14 475	14 030
Ward 10	Thandakukhanya (Kempville, Retiefville & S'godiphola)	4,189	4754	6752
Ward 11	Thandakukhanya(Eziphunzini,Marabastad,Magadeni,Sb etha)	4,362	2849	12 321
Ward 12	Thandakukhanya(Long homes,Mafred ,Sbetha, Richardsbay)	5,660	4699	6384
Ward 13	Thandakukhanya(Sbetha,Eziphunzini,Part Mangosuthu,Zone 5,Part of Phosa village)	4,468	4634	7451
Ward 14	Harmony Park(Mangosuthu)	3,009	10 997	9395
Ward 15	eNtombe	10,411	17 544	8454
Ward 16	Mangosuthu/Phola Park			5 700
Ward 17	Ezinkonjaneni/Phoswa Village			6884
Ward 18	Driefontein(Esibovini,Masihambisane east)			3404
Ward 19	Amsterdam, Thokozani			10120
Total (Mkhondo Local Municipality)		106 248	142 884	171 982
DC30: Gert Sibande District Municipality			900 010	1 043 194

Sources: STATS SA

- From Table 1 it is evident that the Gert Sibande District recorded an increase in population (+152 496 people) between 2001 and 2011.
- Within the Gert Sibande District the Mkhondo Local Municipality showed the largest increase in population during this period 2007 - 2011(+65 530 people).
- Based on these figures the Mkhondo Municipality has an estimated population of 171 982 people.
- It is estimated that about 54% of this population reside in the rural parts of the Mkhondo municipality, and about 46% in the urban parts.
- This corresponds strongly with Table 2 which indicates that the rural wards (wards 4, 9 and 13) have significantly larger populations than the urban wards in Mkhondo Municipality.

Table 3 depicts some of the most salient demographic and socio-economic features of the population of the Mkhondo Municipality. These can be summarized as follows:

TABLE 3: SALIENT DEMOGRAPHIC FEATURES OF MKHONDO LOCAL MUNICIPALITY, 2007 VS 2011 POPULATION BREAKDOWN BY AGE AND GENDER.

age	2011			2001			
	Males	Females	Total	Age	Males	Females	Total
0 – 4	10949	10737		0 – 4	6.4	6.2	
5 – 9	10423	10657		5 – 9	6.1	6.2	
10 – 14	10113	10043		10 - 14	5.9	5.8	
15 – 19	9980	9946		15 - 19	5.8	5.8	
20 – 24	8452	9006		20 - 24	4.9	5.2	
25 – 29	7192	7371		25 - 29	4.2	4.3	
30 – 34	5145	5406		30 - 34	3.0	3.1	
35 – 39	4562	5079		35 - 39	2.7	3.0	
40 – 44	3822	4350		40 - 44	2.2	2.5	
45 – 49	3093	4180		45 - 49	1.8	2.4	
50 – 54	2449	3343		50 - 54	1.4	1.9	
55 – 59	2060	2768		55 - 59	1.2	1.6	
60 – 64	1512	2064		60 - 64	0.9	1.2	
65 – 69	905	1552		65 - 69	0.5	0.9	
70 – 74	741	1368		70 - 74	0.4	0.8	
75 – 79	362	743		75 - 79	0.2	0.4	
80 – 84	273	665		80 - 84	0.2	0.4	
85+	232	439		85+	0.1	0.3	
Total	82265	89717	171982				

Sources: STATS SA

All age group of the population show an increase between the age group of 15 to 35 especially the youth group is growing.

2.4.1 POPULATION COMPOSITION

All the table below reflects the population of Mkhondo Local Municipality has grown with 29098 during the period of 2001 to 2011, the statistic show the growth or an increase on black African population.

Table 4: Table 4:

GENDER	1996	2001	2011
FEMALE	51 167	75 163	89 719
MALE	47 800	67 912	82 263
TOTAL	98 967	143 075	171 982

Sources: STATS SA

The stats show that there's an increase of 14556 for Female & 14151.

Table 5

AGE	1996	2001	2011
0-14	36 931	56 532	62 923
15-64	58 609	80 861	101 779
65+	3 930	5 684	7 280
TOTAL	99 470	143 077	171 982

Sources: STATS SA

The stats show that between the ages of 15-64 the population has extremely increased from the previous years.

Table 6

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

Sources: STATS SA

The black African populations are increase by 25799 from 2001 to 2011.

Table 7

SEX RATIOS	1996	2001	2011
MALE	48 673	67 913	82 263
FEMALE	51 714	75 164	89 719
	94	90	92

Sources: STATS SA

The stats show that theres an increase of 21806 for Female & for male 14350.

Table 8

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

Sources: STATS SA

Table 9

% POPULATION	1996	2001	2011
0-14	37%	40%	37%
15-64	59%	57%	59%
65+	4%	3%	4%

Sources: STATS SA

Table 10

% POPULATION 14-35	1996	2001	2011
% MALE AND FEMALE	41%	39%	39.97%

Sources: STATS SA

Table 11

UNEMPLOYMENT RATE	1996	2001	2011
Employed	21 550	24 216	30510
Unemployed	10 524	20 476	17 123
General %	32.8%	45.8%	35.9%
WOMEN	1996	2001	2011
Employed	7 718	9 553	12 631
Unemployed	6 008	12 224	9 935
%	43,77%	56,13%	44,03%

Sources: STATS SA

Table 12

YOUTH	1996	2001	2011
Employed	11 585	4920	15 696
Unemployed	7802	8 611	12 313
%	40,24%	63,64%	43,96%

Sources: STATS SA

When we compare the stats show that there was increase of employed youth from 2001 to 2011 by 10776 that show the growth in employment and increases of unemployed in 2011 by 3702

Table 13

INDIVIDUAL MONTHLY INCOME	1996	2001	2011
Female			
Male			

Sources: STATS SA

Table 14

EDUCATION BACKGROUND	1996	2001	2011
No Schooling	18 000	22 806	15 914
Some Primary	9 214	14 934	14 577
Complete Primary	3 360	4 304	4 543
Some Secondary	12 272	15 260	25 585
Grade 12	5 594	8 674	22 600
Higher than Grade 12	1 759	2 411	4 575

Sources: STATS SA

Table 15

HEALTH STATUS	CURRENT FIGURES
TOP TEN CAUSE OF DEATH	
TUBERCULOSIS(A15-A19)	384
HIV(B20-B24)	368
HIV RATE	45
INTESTINAL INFECTIOUS DISEASES	226
INFLUENZA & PNEUMONIA	165
OTHER EXTERNAL CAUSES OF ACCIDENTAL INJURY	155

CEREBROVASCULAR DISEASE	83
OTHER FORMS OF HEART DISEASES	75
INFLAMMATORY DISEASES OF THE CENTRAL NERVOUS SYSTEM	64
DIABETES MELLITUS	57
RESPIRATORY AND CARDIOVASCULAR DISORDER SPECIFIC TO THE PERINATED PERIOD	38

Sources: STATS SA

Table 16

NUMBER OF HOUSEHOLD	1996	2001	2011
	18 741	28 941	37 433
AVERAGE HOUSEHOLD SIZE	1996	2001	2011
	5.4	5.1	4.6

Sources: STATS SA

Table 17

% OWNERSHIP	2011	%
OWNED	19 514	52.13
RENTED	6 804	18.18
OCCUPIED RENT FREE	9 201	24.58
OTHER	1 914	5.11

Sources: STAT SA

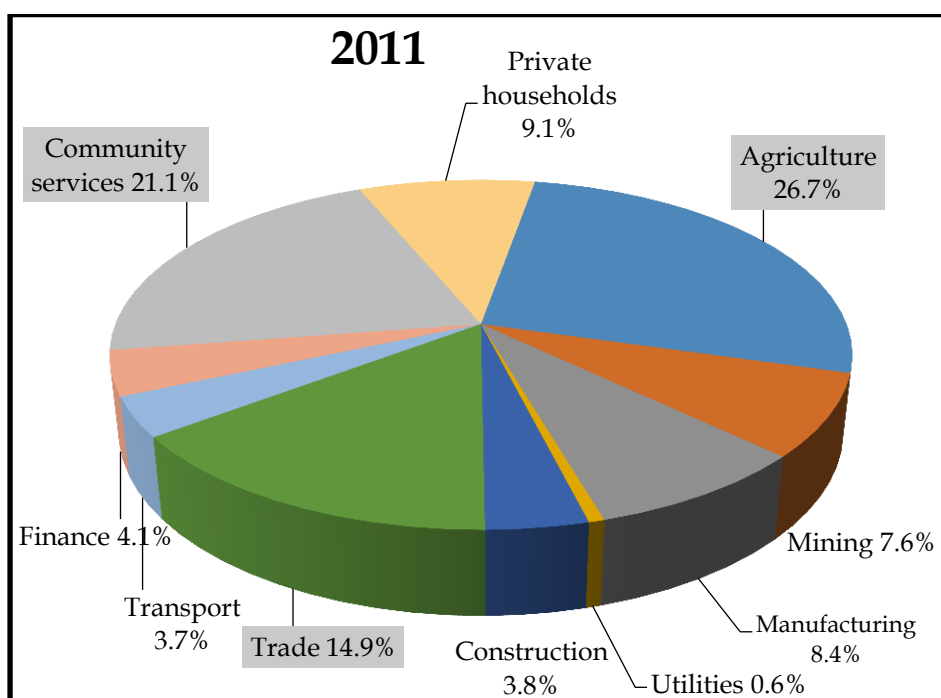
TABLE 18: WATER ENVIRONMENTAL STATUS

DESCRIPTION	2010	2011	2012
BLUE DROP STATUS	28.6	5.0	11.3
GREEN DROP STATUS		91.7%	88.2%

Source department of Finance

- The 171 982 people residing in the Mkhondo Municipality represent about 37 433 households at an average household size of 4, 6.
- An estimated 59% of the population is in the age bracket 15-65, while there was an increase in the number of children of school-going age during this period.
- The percentage male residents in the municipality decreased slightly, while the number of residents with tertiary qualifications (diplomas and degrees) increased significantly which is positive. The percentage of the population with no schooling background also reduced drastically.
- Unemployment figures are relatively low at 36%, but it did show a 9.9% reduction from 2001.
- The number of households with access to piped water inside the dwelling/yard also increased drastically from 20 169 in 2007 to 21 927 in 2011 which represents about 67% of all households in the area.
- In terms of Gross Geographical Product the two most important employment sectors are agriculture at 26.7% and community services at 21.1%.
- These sectors are followed by trade at 14, 9% and manufacturing at 8.9%.
- It evidences that the economy is not very diversified still being highly reliant on the agricultural sector.
- The above reinforces the fact that forestry is and will remain an important asset in the region.
- There is little down-stream economic activity and much of the raw timber is exported from the region, which is negative as value-adding opportunities and increased income for the region are lost.
- Reliance on the community services sector is also high, and thus indicative of the social needs provision in the region.
- The urban / rural occupational split seemingly coincides with the general income profile of the municipal area, where as much as 96% of households earn less than R3500.00 per month. These household qualify for government's housing subsidy schemes.
- Although the area has a large economically active population (56%), a total of 43% of the economically active population is unemployed. This indicates that the economy is unable to accommodate these people, which will either lead to the out migration of youngsters and/or an increase in domestic poverty.

2.4. 2 SOCIO ECONOMIC DIAGRAM



Sources: Department of finance

2. 5. SITUATIONAL ANALYSIS OF KEY SERVICE DELIVERY ISSUES

2.5 1. TECHNICAL SERVICES

2.5.1.1. WATER PROVISION

Seventy Three percent of households within the Mkhondo municipal area have direct access to clean reticulated water either in-house or on site. The remaining 27% of the population obtains water from streams, rivers or boreholes. The municipality took an initiative to reticulate water to all its villages through internal funding and utilisation of the plumbers trained through MRTT, PHEZUKOMKHONDO and internal Plumbers; however it is still a challenge for the municipality to provide access to clean water for all its residents due to financial constraints. As the municipality is in a process of addressing the water provision backlog, sanitation services backlog in order to avoid serious environmental and health risks. Currently the municipality abstracting 30%, which is more than the licensed amount and we are currently installing bulk water meters to quantify the approximate water consumption before final application is made to Department of Water Affairs.

2.5.1.2. SANITATION SERVICES

Sanitation services differ substantially throughout the area. Most of the newer urban areas have access to full sanitation reticulation (51%) e.g. eMkhondo, eThandakukhanya and Amsterdam ext 2 and 3, while the older urban areas still rely on septic tanks. A large percentage of the population (43%) (Urban and rural) in the municipal area still rely on pit latrines, or chemical toilets, while 6% have no access to sanitation in their households. The latter figures indicate possible environmental pollution problems and increased health risks. It is clear that sanitation services need to be upgraded in 13 wards excluding ward 7 and ward 12. The municipality is the progress of upgrading the Piet Retief WWTW to improve on the quality of the effluent and Green Drop status as a legislative requirement.

2.5.2.3. ELECTRICITY SERVICES

Slightly over 75% of households in urban areas obtain electricity from the MLM; the remainder of 25% of the urban areas rely on candles for lighting and paraffin, gas and other sources for energy. ESKOM supplies electricity to the rural areas. The municipal areas with the largest concentrations of service backlogs are recorded around eMkhondo/ Amsterdam/kwaThandeka, and Driefontein/kwaNgema.

The main sub station's capacity is 20MVA and currently we use 18MVA and 22 MVA in winter development is affected as we cannot connect new sites including business; household and development. We are looking to upgrade our main substation to 40 MVA and have requested funding through Department of Energy/ way rural electrification in rural areas is not fast as we would like at least 1000 connection per year. Challenges affecting us include the CPA Policy, Land Owners, Private Lands Municipal Allocation an informal settlement.

2.5.1.4 ROADS AND MAINTANANCE

The state of our roads is in an unacceptable conditions (potholes, crocodile skin) need to be graded etc. The Municipality, District municipality and provincial department have engaged to address the state of roads. Rural roads will be regravelled continuously as planned.

2.5.2 COMMUNITY SERVICES

2.5.2.1 WASTE MANAGEMENT

The department of community services ensures that waste services is being rendered to the community of Mkhondo, ensuring that waste is collected on household once per week in a section, the CBD is cleaned daily during the day and at night, refuse mass containers are placed and collected

from business and strategic places within the municipal area and also ensuring that the landfill site is being operated according to the minimum requirement standards.

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

2.5. 2. 2 SOCIAL/COMMUNITY SERVICES

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

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

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

There are also four police stations and three post offices in the Mkhondo municipal area.

Waste services is being rendered to the community of eMkhondo municipality, all the urban wards have an access to the service however there are areas that are not receiving the service. The municipality is planning to increase the number of household that will receive the waste management service in the wards that are currently not getting the service.

2.5.3 DISABILITY ISSUES

The census that was conducted by the Stats SA in 2011 revealed that Mkhondo is constituted by more than 1 755 persons with disability. This figure poses direct challenges to the Municipality and government, in particular. Currently, there is lack of human resource in the Transversal Office with only one warm body assigned to deal with the aspects ranging from disability issues to youth development, gender, women, elderly people and children. The Municipality has not yet completed the process of filling in these positions. The office remains the first point of contact within the Municipality by providing disability advisory services to the target group and entities dealing directly with disability issues. However, the location of the office is not user-friendly as most of persons with physical disability are unable to access it when they are being serviced. In an attempt to assist some of the needy persons with disability, the Municipality recently identified five beneficiaries for wheelchairs who were later referred to the PRH Occupational Therapy Department for assessment,

but they could not get help because at some stage the Municipality had to postpone the implementation of certain programmes due to insufficient funds.

Notwithstanding the above, it is acknowledged that the Municipality moved a step further to advertise both the vacant positions of the Target Group Manager and Clerk in the process of addressing the challenge on/before 30 June 2014. Programmes that aim at improving socio-economic conditions of people with disabilities are implemented in partnership with other external stakeholders. Working with other stakeholders, The Municipality has in the past few years been proactive in ensuring that the persons with disabilities are employed either permanently or on contract-basis. The Municipality normally provides necessary resources to persons with disabilities when they intend to participate in different programmes at District and Provincial levels.

The Municipality will continue to pay special attention to convenient programmes that can improve conditions in the workplace, access to assistive devices and Municipal buildings where the Municipal services are being provided. The Municipality intends to increase the number of persons with disability accessing low-cost housing. The Disability Stakeholders Forum will serve as a platform to enhance intergovernmental relations in order to forge partnership of rolling out programmes and projects of mutual interest. The ultimate objective of responding to issues of disability is to align them to the vision of the Municipality of being a “community-driven, tranquil and model of excellence”.

2.5.4 HIV & AIDS ISSUES

The health indicators’ report ranked Mkhondo second highest worst Municipality in the Mpumalanga Province with the HIV prevalence rate 56.1% of tested pregnant women in 2011. At this stage, Mkhondo has one public hospital serving a population of about 171,982. There are nine Clinics and four Community health centres. One clinic that was servicing the community of Ethandukukhanya got burnt down in 2009/10 financial year. This resulted in the majority of the people who were accessing antiretroviral treatment defecting. Hence, the research of the Department of Health and Social Development shows that Mkhondo experienced an increasing trend in terms of HIV prevalence. The Clinic in town became overcrowded as well.

Despite the aforementioned few challenges, it is worth noticing that the TB cases decreased between 2010 and 2012. The Municipality took these problems seriously and it has since launched the Local AIDS Council and appointed the HIV & AIDS Coordinator. Other positive interventions include the recent handover of scientifically well-equipped ambulances that service pregnant women. The Municipality also witnessed the launch of the Prevention of Mother-to-Child Transmission programme by Minister, Dr Motsoaledi. Mondi with the help of international donors also introduced the Tholulwazi-Thilimpilo health programme to service the deep rural areas. Some of the programmes like the VMMC are being rolled out to reduce chances of acquiring HIV infections by 60 percent when a male is circumcised.

CHAPTER 3

3.1 INTERGOVERNMENTAL RELATION

3.1.1 DISTRICT SDF DEVELOPMENT DIRECTIVES

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

- The four urban and eight rural nodes which also represent the highest population concentrations in the municipal area and which should be the priority areas to provide infrastructure and facilities not only to serve the local needs, but also that of the surrounding rural communities;
- eMkhondo is proposed to be developed to functionally become the Forestry Hub in the GSDM area;
- Forestry is dominant in the square shaped area between the four nodes in the northern parts of the municipal area;
- Extensive agriculture occurs to the south and far-northern parts;
- The entire Mkhondo area forms part of the Priority Tourism Precinct of the GSDM;
- Routes N2/N17 and R33 should be utilised as catalysts to promote local economic development;
- The central and southern parts of the municipal area are earmarked as Service Upgrading Priority Areas;
- The priority locations for MPCC's (Thusong Centres), apart from eThandakukhanya are at KwaThandeka, Driefontein and Sulphur Springs.

3.1.2 POLICY AND LEGISLATIVE FRAMEWORK

As indicated in section 23 of the municipal systems act 32 of 2000, it is legislative mandate that the municipality must develop and adopt its IDP and it must be reviewed annually in order to meet all the demand and changing circumstances of the organisation and community. The Municipal Systems Act 32 of 2000 states that each municipality must compile, implement and monitor and evaluate the performance review annually.

3.1.3 NATIONAL AND PROVINCIAL POLICY GUIDELINES

In addition to existing legislation, a range of national, provincial and local development policies and plans exist to further guide and direct development in South Africa. Three of these, namely the National Spatial Development Perspective (NSDP), the Mpumalanga Provincial Growth and Development Strategy (MPGDS) and the Mpumalanga Rural Development Programme (MRDP) are of particular importance in developing an Integrated Development Plan for the Mkhondo Local Municipality.

This section of the IDP briefly highlights some salient aspects of each of the aforementioned plans/policies.

3.1.4 NATIONAL SPATIAL DEVELOPMENT PERSPECTIVE (NSDP)

The National Spatial Development Perspective was initiated in 1999 with the aim of not only providing a strategic assessment of the spatial distribution and socio-economic characteristics of the South African population, but gaining a shared understanding of the distribution of economic activities and potential across the South African landscape. Based on research conducted and key trends and issues identified, the NSDP currently delineates a number of guidelines for infrastructure investment in South Africa.

The rationale behind the guidelines is rooted in a government approach of investing in people rather than investing in physical infrastructure to improve the quality of life of people living in low productivity areas. The logic of this approach is that investing in people is a more efficient use of government resources as it potentially results in increased opportunity and choice to relocate to high growth areas. Investing in places can leave people trapped in low growth areas without any guarantee that this will attract new investment into the area.

In essence, the NSDP argues that government's social objectives will be best achieved through infrastructure investment in economically sustainable areas with proven development potential. Therefore, areas displaying little or no potential for growth should only be provided with the constitutionally mandated minimum levels of services and the focus of government spending should rather be on the people, i.e. the social development spending. Social development spending may involve developing labour market intelligence, human resource development and health and social transfers. Crucially, this kind of "development spending" is specifically aimed at enabling the South African youth located in areas in which they have no hope of finding employment, to gradually gravitate to areas with high economic potential.

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

- **Principle One:** Economic growth is the prerequisite for the achievement of other policy objectives such as poverty eradication and equitable development.
- **Principle Two:** Government infrastructure investment—beyond basic service delivery—will be in areas of high development potential or economic growth.
 - Focusing future settlement and economic development opportunities into activity corridors and nodes adjacent to, or linked to main growth centres.
 - Rather increase the footprint of existing urban areas through incremental development and densification than to initiate new Greenfield developments far removed from all existing infrastructure and economic activity.
- **Principle Three:** Efforts to address inequalities should focus on people and not places.
- **Principle Four:** Areas with high levels of poverty and high development potential should receive investment beyond basic services to exploit this potential.
- **Principle Five:** Areas with high levels of poverty and low development potential should receive investment to provide basic services as well as social transfers, HRD and labour market information.

3.1.5 OVERVIEW OF MPUMALANGA PROVINCIAL GROWTH AND DEVELOPMENT STRATEGY (PGDS)

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

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

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

- **Economic Development** (i.e. investment, job creation, business and tourism development and SMME development);
- **Infrastructure Development** (i.e. urban/rural infrastructure, housing and land reform);
- **Human Resource Development** (i.e. adequate education opportunities for all);

- **Social Infrastructure** (i.e. access to full social infrastructure);
- **Environmental Development** (i.e. protection of the environment and sustainable development); and
- **Good Governance** (i.e. effective and efficient public sector management and service delivery).

In line with strengthening the intergovernmental planning system and to ensure that there is sustainable growth and development in the province, the PGDS has adopted the following as guiding posts:

- **Internationally**, the United Nation’s Millennium Development Goals (MDGs) as reflected in the table below; and
- **Nationally**, the Accelerated and Shared Growth Initiative for South Africa (ASGISA) and the National Spatial Development Perspective (NSDP) of South Africa.

THE UN MILLENNIUM DEVELOPMENT GOALS

NO.	GOAL	NO.	TARGETS
1	Eradicate extreme poverty and hunger.	1	Halve, by 2015, the proportion of people whose income is less than \$1 a day.
		2	Halve, by 2015, the proportion of people who suffer from hunger.
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.
3	Promote gender equality and empower women.	4	Eliminate gender disparity in primary and secondary education, preferably by 2005, and in all levels of education no later than 2015.
4	Improve child health.	5	Reduce by two-thirds, by 2015, the under-five mortality rate.
5	Improve maternal health.	6	Reduce by two-thirds, by 2015, maternal mortality ratio.
6	Combat HIV/AIDS, malaria, and other diseases.	7	Have halted by 2015 and begun to reverse the spread of HIV/AIDS.
		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.
		11	Have achieved by 2020 a significant improvement in the lives of the least 100 million slum dwellers.
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.

Furthermore, in terms of the Provincial Growth and Development Strategy, the following infrastructure projects and “Programmes of Action” as applicable to the Province in general:

- Upgrading of the Further Education and Training colleges;
- Improving the availability and reliability of infrastructure services such as provincial and local roads, bulk water infrastructure and water supply networks, energy distribution, housing, schools and clinics, business centres, and sports and recreation facilities;
- The development and implementation of multi-purpose government service centres, including police stations, courts and correctional facilities;
- Maximum exploitation of agricultural potential and opportunities;
- Promotion of the arts and culture industry;
- Tourism growth promotion and the preservation and development of heritage sites;
- Export promotion;
- SMME development;
- Extended Public Works Programme (EPWP);
- Local Economic Development (LED);
- Urban and Rural Development Programme; and
- Environmental Management.

1.5 MPUMALANGA RURAL DEVELOPMENT PROGRAMME (MRDP)

The Mpumalanga Rural Development Programme (MRDP) was established in 2001, co-ordinated by the office of the Premier and technically supported by the German Technical Cooperation (GTZ) and the German Development Service (DED). The main objective of the Programme is to contribute towards an “improvement of the social and economic situation of the rural poor”. The programme focuses on the creation of income and employment in rural areas.

The key concepts of the programme include:

- **Self-reliance/empowerment:** strengthen the self-help capabilities of the communities and emphasise development planning;

- **Economic growth:** encourage local economic development, employment and income generation through the promotion of small and micro-sized rural enterprises and the participation of the private sector;
- **Sustainability:** improve viable and sustainable natural resource utilisation;
- **Outreach:** upgrade and broaden the facilitation of government services to the impoverished;
- **Capacity building:** strengthen, advise and train service providers;
- **Innovation:** develop innovative concepts for public service delivery;
- **Mainstream:** get innovations on track;
- **Coping with HIV and AIDS:** plan, design and implement relevant strategies in order to cope with HIV and AIDS; and
- **Stakeholder participation:** ensuring participation by all concerned.

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

3.1.6 STATE OF NATION ADDRESS 2014

The Honourable President of the Republic of South Africa, Jacob Gedleyihlekisa Zuma in his state of nation address 2014, recognised the chapter 9 institutions which support and protect the constitution and its democracy. He further acknowledged the triple challenge the country is facing, poverty, inequality and unemployment. The president has also outlined the five priorities, Education, Crime, Rural Development and creating decent work. He mentioned the vision 2030 (National Development Plan) as a blue-print which is aimed at reducing inequality by 2030.

The president mentioned the success stories of the century like the 3.2 Economic growth since 1994-2012 and the GDP which has grown to 3.5 trillion. He also spoke about the introduction of the Employment Tax Incentives Act which is aimed at curbing the youth unemployment. The following has been identified as the key job drives: tourism, agriculture, green economy, infrastructure development and manufacturing.

In 2012 the president unveiled the Presidential Infrastructure Coordination commission which launched major massive projects across the country, to mention just the few: Rea Vaya in Gauteng, 700 km fuel pipeline from Durban to Johannesburg, 1500 km roads construction and re-lanes. The railway construction has started in Mpumalanga, MEDUPI, KUSILE and INGULA power stations are under construction. The Square Kilometer Array will be done this current year 2014.

The president further reminded South Africans that no matter how much has been done, but there is still a lot that still lie ahead. He substantiated by saying since 1994, 5000 farms has been transferred which amount to 4.2 million hectares. 80 thousand land claim which amount to 3.4 million hectares settled where 1.8 million people are benefiting. In 2003 the country had 300 thousands grade R where's in 2011 we had 700 thousand. As the country promised free education, the president also mentioned that 8 million learners are registered in no fee schools program while 9 million are in a feeding scheme program. The pass rate has increase from 61% in 2009 to 78%.

3.1.7 STATE OF THE PROVINCE ADDRESS 2014

The honourable Premier of Mpumalanga, Mr. DD Mabuza referred the 20 years of democracy as a sign of 'True nation building'. He attributed the success of the country to the chapter 9 institutions. He therefore referred to the 5 years of his reign as five years of success during his office as the premier. He reiterated what the state president said, "indeed South Africa has a good story to tell". Firstly he acknowledged that the province has failed to meet its 5% economic growth and we have contributed 2.4% in the GDP during 2009-2012.

Job creation has increased mostly driven by community service sector. 12.8 billion Has been spent in the infrastructure building program. Currently the province account to 70% unemployed youth. In trying to address such issue, emphasis has been made in improving quality teaching in Maths, Science and Technology.

He further appreciated the partnership the province enjoys with the likes of: ESKOM, SASOL, MONDI, Bhp Billiton & etc.

We all know that the province has declared some of the municipalities or wards within the municipalities CRDP zone, 78278 jobs have been created and 10906 houses has been built. Through the MEGA the province has been able to implement the Bulk water project in the last 5yrs.

HERE ARE SOME OF THE SUCCESS STORIES

- Response to the Freedom Charter, 1646 schools are no fee schools.
- 876600 learners are on a nutrition program
- An increase from 75275 -135741 learners are registered in grade R
- 3 Boarding schools have been built
- An increase from 47.9% to 77.6% matric pass rate
- Expanding primary healthcare facility to remote areas
- Invest 12.5 billion on infrastructure for health care facilities
- Launched the Provincial AIDS Council
- 23% crime reduction
- 29488 housing units constructed

In conclusion the premier thanked the leading movement and the president Jacob Zuma about the opportunity and support he afforded him, the Members of the Executive Council and the Legislature.

3.2.8 MEDIUM TERM STRATEGIC FRAMEWORK

The electoral mandate conceives of establishment of long term national capacity plan that is going to coordinate and integrate government effort as well as monitoring and evaluating the implementation. As the organisation will be looking at the strategic priorities which is economic growth,

- creating decent and sustainable livelihoods,
- economic and social infrastructure, rural development, food security and land reform,
- Access to quality education,
- improved health care,
- the fight against crime and corruption,
- Solid and sustainable communities and sustainable resources management and use.

The main focus in this current period is to minimise the impact of the economic downturn on the country's productive capacity as well as unemployment and poverty reduction and to identify other new opportunities to grow our economy. The mission is to set the country on the higher and solid growth path by the end of the mandate in 2014.

3. 2 GOVERNMENT PRIORITY OUTCOMES

In January 2010, Cabinet adopted 12 Outcomes within which to frame public-service delivery priorities. Cabinet Ministers accordingly signed Performance Agreements linked to these Outcomes. More detailed Delivery Agreements have since been developed to extend targets and responsibilities to National and Provincial Departments, Agencies and Municipalities.

All Municipalities are expected to consider the 12 Outcomes when reviewing their IDPs and developing their annual Budgets. Below are the 12 Outcomes and the related outputs, together with indicative areas where Mpumalanga Province and Municipalities have a role to play in either contributing directly to the realisation of the Outcomes or facilitate the work of National and Provincial Departments in realising them:

OUTCOME 1: IMPROVE THE QUALITY OF BASIC EDUCATION

Outputs:

1. Improve quality of teaching and learning.
2. Regular assessment to track progress.
3. Improve early childhood development.
4. A credible outcomes-focused accountability system.

OUTCOME 2: IMPROVE HEALTH AND LIFE EXPECTANCY

Outputs:

1. Improve quality of teaching and learning.
2. Regular assessment to track progress.
3. Improve early childhood development.
4. A credible outcomes-focused accountability system.

OUTCOME 3: ALL PEOPLE IN SOUTH AFRICA PROTECTED AND FEEL SAFE

Outputs

1. Reduce overall level of crime.
2. An effective and integrated criminal justice system.
3. Improve perceptions of crime among the population.
4. Improve investor perceptions and trust.
5. Effective and integrated border management.
6. Integrity of identity of citizens and residents secured.

OUTCOME 4: DECENT EMPLOYMENT THROUGH INCLUSIVE ECONOMIC GROWTH

Outputs:

1. Faster and sustainable inclusive growth
2. More labour-absorbing growth.
3. Strategy to reduce youth unemployment.
4. Increase competitiveness to raise net exports and grow trade.
5. Improve support to small business and cooperatives.
6. Implement Expanded Public Works Programme.

OUTCOME 5: A SKILLED AND CAPABLE WORKFORCE TO SUPPORT INCLUSIVE GROWTH

Outputs:

1. A credible skills planning institutional mechanism.
2. Increase access to intermediate and high level learning programmes.
3. Increase access to occupation specific programmes (especially artisan skills training).
4. Research, development and innovation in human capital.

OUTCOME 6: AN EFFICIENT, COMPETITIVE AND RESPONSIVE ECONOMIC INFRASTRUCTURE NETWORK

Outputs:

1. Improve competition and regulation.
2. Reliable generation, distribution and transmission of energy.
3. Maintain and expand road and rail network, and efficiency, capacity and competitiveness of sea ports.
4. Maintain bulk water infrastructure and ensure water supply.
5. Information and communication technology.
6. Benchmarks for each sector.

OUTCOME 7: VIBRANT, EQUITABLE AND SUSTAINABLE RURAL COMMUNITIES AND FOOD SECURITY

Outputs:

1. Sustainable agrarian reform and improved access to markets for small farmers.
2. Improve access to affordable and diverse food.
3. Improve rural services and access to information to support livelihoods.
4. Improve rural employment opportunities.
5. Enable institutional environment for sustainable and inclusive growth.

OUTCOME 8: SUSTAINABLE HUMAN SETTLEMENTS AND IMPROVED QUALITY OF HOUSEHOLD LIFE

Outputs:

1. Accelerate housing delivery.
2. Improve property market.
3. More efficient land utilisation and release of state-owned land.
4. Investment in infrastructure.

OUTCOME 9: A RESPONSE AND, ACCOUNTABLE, EFFECTIVE AND EFFICIENT LOCAL GOVERNMENT SYSTEM

Outputs:

1. Differentiate approach to municipal financing, planning and support.
2. Community work programme.
3. Support for human settlements.
4. Refine ward committee model to deepen democracy.
5. Improve municipal financial administrative capability.
6. Single coordination window.

OUTCOME 10: PROTECTION AND ENHANCEMENT OF ENVIRONMENTAL ASSETS AND NATURAL RESOURCES

Outputs:

1. Enhance quality and quantity of water resources.
2. Reduce greenhouse gas emissions, mitigate climate change impacts, and improve air quality.
3. Sustainable environment management.
4. Protect biodiversity.

OUTCOME 11: A BETTER SOUTH AFRICA, A BETTER AND SAFER AFRICA AND WORLD

Outputs:

1. Enhance the African agenda and sustainable development.
2. Enhance regional integration.
3. Reform global governance institutions.
4. Enhance trade and investment between South Africa and partners.

OUTCOME 12: A DEVELOPMENT-ORIENTATED PUBLIC SERVICE AND INCLUSIVE CITIZENSHIP

Outputs:

1. Improve government performance.
2. Government-wide performance monitoring and evaluation.
3. Conduct comprehensive expenditure review.
4. Information campaign on constitutional rights and responsibilities.
5. Celebrate cultural diversity.

CHAPTER 4

GOOD GOVERNANCE AND PUBLIC PARTICIPATION

4.1 IDP PLANNING PROCESS

The process described into steps below represents the continuous phase of planning; implementation and review. The public participation begins while in the process of compiling the IDP then implementation begins after the municipal council adopted the IDP.

4.1.1 STEPS ON IDP REVIEW PROCESS

- Preparing for review
- Institutional preparedness
- Required IDP process and product improvement
- New information or Knowledge
- Inter-governmental Planning and budgeting information.
- New or updated baseline information.
- Changes to policy or legislation
- More in depth information on priority issues
- Results of feasibility studies and environmental impacts assessment.
- Changing conditions and unexpected events.
- Inputs from stakeholders and constituency

MONITOR

- Pathway, gather and collect relevant information e.g. Public participation is where we collect and identify all the communities priority needs.

EVALUATE

- Assess the impact and implications of relevance information.
- Review of IDP
- Council Adoption
- IDP Implementation
- Performance Management
- Organisational Performance Management
- Implementation Management Information
- Individual Performance Management

The Process Plan has been adopted by the Municipal Council which entails all activities which will take place during the reviewing period of IDP and the Public Participation Programme.

4.1.2 METHOD IN IDP REVIEW

We review our IDP according to the Process Plan. We have followed the A.S.P.I.A methods

THE IDP PROCESS PLAN 2014/2015

ITEM NO.	STAGES IN IDP PROCESS	PROCESS	RESPONSIBILITY	TIME FRAME
1.	PREPARATION	<ul style="list-style-type: none"> ▪ Advertisement of Draft IDP process plan 	SM: IDP/LED/Tourism	01 – 31 September 2013
		<ul style="list-style-type: none"> ▪ Adoption of the IDP process plan 	Executive Mayor	01 October 2013
		<ul style="list-style-type: none"> ▪ Advertisement of the Approved IDP process plan 	SM: IDP/LED/Tourism	01 – 14 October 2013
2.	ANALYSIS	<ul style="list-style-type: none"> ▪ Establish consultation forums (IDP Steering Committee & IDP Rep Forum) 	Municipal Manager Executive Mayor	01 October 2013 30 November 2013
		<ul style="list-style-type: none"> ▪ Briefing on the public participation schedule (first occasion) ▪ Public participation meetings (Communities; Key stakeholders & Traditional Authorities) 	Speaker of Council	01 – 30 November 2013
3.	STRATEGY	<ul style="list-style-type: none"> ▪ Review IDP, set development priorities and development objectives ▪ Agree on Vision & Mission 	IDP Steering Committee	01 November 31 December 2013
4.	PROJECTS & INTEGRATION	<ul style="list-style-type: none"> ▪ Designs of project proposals, setting of project objectives, targets and indicators. 	All Managers	01 December 2013
		<ul style="list-style-type: none"> ▪ Integration of sector plans into the IDP to 	All Departments	1 January – 28

		address community basic service needs e.g. water, roads, electricity etc		February 2014
		<ul style="list-style-type: none"> ▪ Alignment of IDP with National and Provincial Plans 	IDP Rep Forum	1 January – 30 March 2014
4	APPROVAL OF DRAFT	<ul style="list-style-type: none"> ▪ Table the draft IDP to Council for adoption 	Executive mayor	31 January – 30 March 2014
		<ul style="list-style-type: none"> ▪ Advertise the draft IDP for Comments 	IDP/LED/Tourism Unit	10 February – 30 April 2014
		<ul style="list-style-type: none"> ▪ Briefing on the public participation schedule ▪ 2ND Public participation meetings (Communities; Key stakeholders & Traditional Authorities) 	Speaker of Council	10 February – 03 March 2014
5	APPROVAL OF FINAL	<ul style="list-style-type: none"> ▪ Consolidate feedback from consultation meetings. 	IDP/LED/Tourism Unit	04 – 10 March 2014
		<ul style="list-style-type: none"> ▪ Present the consolidated IDP to the IDP Steering Committee 	IDP/LED/Tourism Unit	10 – 30 March 2014
		<ul style="list-style-type: none"> ▪ Submit consolidated IDP to Mayoral Committee 	IDP/LED/Tourism Unit	01 - 30 April 2014
		<ul style="list-style-type: none"> ▪ Table final IDP to Council for approval with a Council resolution. 	Executive Mayor	01 May – 30 June 2014
		<ul style="list-style-type: none"> ▪ Advertise the approved IDP 	IDP/LED/Tourism Unit	02 May – 30 June 2014
		<ul style="list-style-type: none"> ▪ Submit final IDP to the MEC of Local Government within 10 days after approval 	Municipal Manager	02 May – 10 July 2014
		<ul style="list-style-type: none"> ▪ Follow-up on MEC's comments for next IDP review 	IDP Steering Committee	01 August – 30 November 2014

4.2 GOOD GOVERNANCE AND PUBLIC PARTICIPATION

Figure 2 depicts the organizational structure of the Mkhondo Municipality. The political component of the municipality comprises Council, which is represented by 5 full-time and 32 part-time councillors' total to 37 councillors.

The Executive Mayor heads the Mayoral Committee comprising four members, while the Speaker chairs the Council meetings.

The administrative component of the municipality consists of four Departments, headed by the Municipal Manager and comprises 458 positions of which including section 57 Managers (HODs) that are filled. **The vacancy rates of Mkhondo local Municipality is 30.4%.**

4. 2.1 IDP STEERING COMMITTEE

The IDP Steering committee comprise of the Municipal Manager, General Managers, IDP Manager and senior officials from Provincial and national departments.

4. 2.2 IDP REPRESENTATIVE FORUM

The IDP Representative forum compose of the Executive mayor as a chairperson , Councillors, Municipal Manager, All Directors, Senior officials of the Municipality, Government Departmental, Ward Committees, Community Participation Structures and all Stakeholders.

4.2.3 TRADITIONAL AUTHORITIES

Mkhondo Local Municipality has recognised the chieftancy of The Mthethwa, Mahlobo and Yende that we have knowledge. The Mthethwa Chiefancy does form part and sits in the Municipal Council meeting in order to take decision in the Municipality.

4. 2.4 INTER-MUNICIPAL PLANNING

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

4.2.5 STRATEGIC PLANNING RESOLUTION

Municipal strategic planning is at the heart of municipal resource allocation, it is thus always also a political process. Its success depends on the support it receives from the key stakeholders. It requires the support of all politicians including support of the political opposition. It is therefore believed that the Mkhondo Strategic plan will receive the necessary support from all political leaders. Participants of the Mkhondo Municipality strategic plan consisted of councillors including the executive mayor. Senior management staff was led by the municipal manager. The main focus of the strategic plan was to align the departmental plans with the IDP. In order to arrive at the common vision, the workshop started by having each head of a department reporting on the developments and plans of their departments in terms of:

1. Strategic Objectives
2. SWOT Analysis
3. Legislative and Policy Environment
4. Compliance and Challenges
5. SDBIP
6. Organogram

This was followed by questions and comments from participants. The programme concluded by analysing the vision and mission of Mkhondo Municipality. Based on the vision, participants were then divided into five commissions to analyse each strategic goal as it appears in the IDP. They were requested to make the strategic goals SMART. Policies and by laws, are not included in this report. These did not receive enough attention at the strategic planning workshop.

RESOLUTIONS ADOPTED BY THE WORKSHOP

TECHNICAL SERVICE

1. On constructors who are doing poor quality work- It was resolved that service level agreements will have to be signed with all contractors with penalties for poor quality work.
2. A concern about lack of cost recovery on water revenue especially in Driefontein was raised. It was resolved that a strategy should be found on educating community on the importance of saving water and meters be installed so that communities can start paying for water.
3. Some meters for both water and electricity are not accessible due to a number of reason ranging from high walls to A concern was raised about poor collection of Installation of computerised meter reading
4. Leaking pipes in the streets. The problem of leaking pipes will be resolved because an artisan has been appointed to deal with this problem.
5. It was observed that community is wasting water. It was resolved that community will need to be informed about the importance of saving water.
6. Municipality is making use of outside contractors for the supply of tools who at many times supply incorrect tools resulting in delays. It was resolved that the store room should be stored with the right tools. Experienced and knowledgeable staff should assist with the ordering of the correct tools.

COMMUNITY SERVICE

1. Municipality believes that the forestry section should be well managed in order for it to continue supplying extra revenue to the municipality. It was resolved that qualified personnel should be appointed and quality management systems should be put in place.
2. There are a number of vacant sites that are neglected by their owners. It was resolved that these should be cleaned by the municipality and the costs thereof be recovered from the stands owners.
3. A concern was raised about the high turnover of traffic officers due to the grading of municipality. It was resolved that municipality would have to find strategies for keeping them within the municipality.
4. The number of disaster management personnel (drivers), are only three (3) and it becomes a problem if one of them is not at work for various reasons. It was agreed that these should be increased to at least five.
5. Trucks passing through the town are a problem as the drivers make fire at wrong places. It was resolved that by laws for the prevention of fire should be in place.

CORPORATE SERVICES

1. While training is essential, it was observed that this should be based on authentic skill's audit and job descriptions. It was resolved that job descriptions for all personnel should be in place as a matter of urgency.

FINANCE

1. In order to monitor progress on matters raised by the Auditor General, Minutes and deliberations of the Audit Committee should form part of the counsellor's agenda
2. Short-term financial matters raised by the Auditor General (AG) will be addressed between June and July 2013 and strategic matters such as the performance management system (PMS) should be completed within the course of 2013/2014 financial year
3. The value of biological assets will have to be assessed. An evaluator has been appointed to conduct the audit and the report will be circulated.
4. The website is not constantly updated. An IT company has been appointed to develop a comprehensive website and will maintain it.
5. Record keeping system is very poor. Training and systems will have to be put in place to improve the quality of record keeping
6. The number of people who are classified as indigents is only 350. This was attributed to the lack of publicising of indigent renewal date. It was resolved that this has to be publicised and community has to know what is required of them in order to qualify and be kept in this list.
7. Design a new logo for the municipality so as to ensure that the logo has meaning to the municipality. In this regard school children can be requested through a competition to assist.
8. It was observed that many companies owing the municipality are defaulting. It was resolved that interest for late payments should be charged.
9. Communities are not paying for services. Public will need to be motivated to pay for services, this can be done through radio adverts and other means such as enforcement.

GENERAL

1. All municipal cell phones must be always kept opened for emergency.
2. It was observed that local motor mechanics who in majority belong to Afri-Forum- are over charging municipality. It was reported that a meeting with the Afri- Forum will be held in order to resolve this matter.
3. Some councillors have no houses of their own and have been evicted by their land lords for fear that their stay may result in the premises of the land lord being vandalised or burned down because of their presence. It was resolved that the municipality has a responsibility of finding of identifying sites for purchase by these public officials.
4. Councillors and some municipal officials are vulnerable in terms of being attacked by disgruntled members of community and in the process might lose life or property, it was resolved that an insurance would have to be taken by the municipality and officials will be expected to contribute towards this.
5. Office space for housing of officials is fast becoming limited. It was resolved that flats opposite Home Affairs should be developed for this purpose.

RECOMMENDATIONS

- **Forestry:** Management of the forestry division not just to be viewed as an entity for municipal revenue generation, but to be managed as a business with proper business management structure that can result not just in the increase in its profit generation but can contribute towards job creation. It is therefore recommended that it be moved to LED and it be managed as a separate entity with its own management structure.
- **The Vision:** The vision should be lived by all (Politicians; management and staff). It should be well marketed within the community. One way of publicising it is to have it written on the letter heads of the municipality.
- **Promotion of Investment-** The municipality has potential for attracting investment into the town. It therefore urgently needs an investment strategy and By-laws that are friendly to investors
- **Integrated Development Plan (IDP)**

On page 22 and 23 of the IDP, the 2007 population statistics shows the population of Mkhondo as decreasing, whereas the 2011 shows that the population of Mkhondo increased from 142 884 to 171 982 in 201. This represents an increase of 29 098 people between 2001 and 2011. This works out to about 2% increase per annum. It is therefore recommended that page 22 and 23 be revised to reflect the increase rather than a decrease.

4.3 MUNICIPAL INTERNAL AUDIT

4.3.1 INTRODUCTION

The ISPPIA defines Internal Auditing as “an independent, objective assurance and consulting activity designed to add value and improve an organisation’s operations. It helps an organisation accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control and governance processes”

Both the PFMA and MFMA make provision for the establishment of Internal Audit Activity to assist the Accounting Officer and the Audit Committee in effective discharge of their responsibilities.

4.3.2 INTERNAL AUDIT ACTIVITY

IAA is an important component of internal control, risk management and corporate governance and provides the necessary assurance and advisory services to the organisation. IAA is one of the most significant management tools and can provide value- added services to the municipality. When objectively and adequately resourced, an IAA should in a position to provide management with much of assurance it requires regarding the effectiveness of systems of internal control, risk management and governance processes.

The unit comprising of 5 funded resources and only 3 appointed currently. They are two senior internal auditors and a CAE. The CAE report functionally to the AC, and administratively to the Accounting Officer of the municipality. It has sufficient authority to promote independence and to ensure broad coverage, adequate consideration of engagement communication and appropriate action on engagement recommendations.

4.3.3 AUDIT COMMITTEE MEMBERS AND ATTENDANCE

In terms of the Municipal Finance Management Act (MFMA) and the Mkhondo Local Municipality’s Audit Committee Charter, must consist of a minimum of 3 members who must be external independent members. None of the members may be Councillors.

The Audit Committee consists of the members listed hereunder and meets at least 4 times per annum as per its approved Charter. The Audit Committee members were appointed on the 21 February 2011 and have been given extension of 3 months until appointment of new committee members. During the period under review 6 meetings were covered.

NAME OF MEMBER	Designation/ Office bearer
Mr Sam Mthembu	Chairperson
Mr Norman Weber	Member
Dr LT Nevondwe	Member

4.3.4 AUDIT COMMITTEE'S RESPONSIBILITIES

The Audit Committee's responsibilities are outlined in Section 166(2)(b) of the Municipal Finance Management Act (No 56 of 2003). The Audit Committee has adopted appropriate formal Terms of Reference as its Audit Committee Charter to regulate its affairs in compliance with the Charter and to Discharge all its responsibilities contains therein for 2012/13.

A summary of the Audit Committee's responsibilities in terms of the MFMA and its Charter is that it is responsible for, among other things, the following:

- Advise the municipal council, the political office bearers, the accounting officer and the management staff of the municipality on matters relating to
 - a) Internal financial control and internal audits;
 - b) Risk management;
 - c) Accounting policies;
 - d) The adequacy, reliability and accuracy of reporting and information;
 - e) Performance management;
 - f) Effective governance
 - g) Compliance with this Act, the annual Division of Revenue Act and any other applicable legislation;
 - h) Performance evaluation; and
 - i) Any other issues referred to it by the municipality
- Review the Annual Financial Statements of the municipality;
- Respond to the council on any issues raised by the Auditor General in the audit report;
- Carry out such investigations into the financial affairs of the municipality as requested by council.

The Audit Committee has been appointed recently and has approved the following policies:

- a) Audit Committee Charter;
- b) Internal Audit Charter;
- c) Fraud Prevention Strategy , inclusive plan, policy, control strategies and procedures for investigations;
- d) Risk management Policy and Framework;

- e) Risk Assessment report; and
- f) Rolling 3 years Strategic Internal Audit Plan for the period ending 30 June 2017 and 1 year operational plan for the period ending 30 June 2014.

The internal Audit Plan implemented in financial year 2013/14 during the year under review is in progress.

The performance of the Internal Audit Function was assessed in the financial year 30 June 2013 and has achieved its mandate.

4.3.5 THE EFFECTIVENESS OF INTERNAL CONTROLS

The system of controls is designed to provide cost-effective assurance that assets are safeguarded and that liabilities and working capital are efficiently managed. In line with the MFMA and the King 3 Report on Corporate Governance requirements, Internal Audit provides the Audit Committee and management with assurance that internal controls are appropriate and effective. This is achieved by means of the risk management process, as well as the identification of corrective actions and suggested enhancements to the controls and processes

From the Audit Committee meetings with management the none implementation of audit findings by management, it was noted with great concerns that significant or material non – compliance with the prescribed policies and procedures has been reported and none implementation of audit findings by management.

Accordingly, we can report that the system of internal control for the period under review was not effective due to lake of implementation of mitigating factors by management.

4.3.6 AUDIT OPINION AND ADDRESSING ISSUES RAISED BY AUDITOR GENERAL

The municipality has received a disclaimer opinion for the 2013/14 financial Year. An audit action plan to address the issues raised has been developed and is being implemented and closely monitored.

4.4 MEC COMMENT FROM THE PREVIOUS IDP 2013/2014

During assessment of the 2013/2014 IDP review. There are matters that had been highlighted by the MEC that must be given attention in order to comply with the requirement of the IDP. The following matters were raised as concerns from MEC:

- Failure to fully comply with the Council approved process plan in the review of the IDP which is attributed to the vacant IDP Manager post which must be filled urgently
- The IDP does not reflect key priorities of the current term of council, the IDP only state the generic local government key performance areas as priorities which are not clearly indicative of the focus of council for the 5 year term.
- IDP reflects processes of consultation with communities and it falls short of outlining that actual outcome of this participatory process.
- The IDP does not reflect devotion to the entire applicable procedures and standards of analysis, strategies, Projects, Integration and Approval.

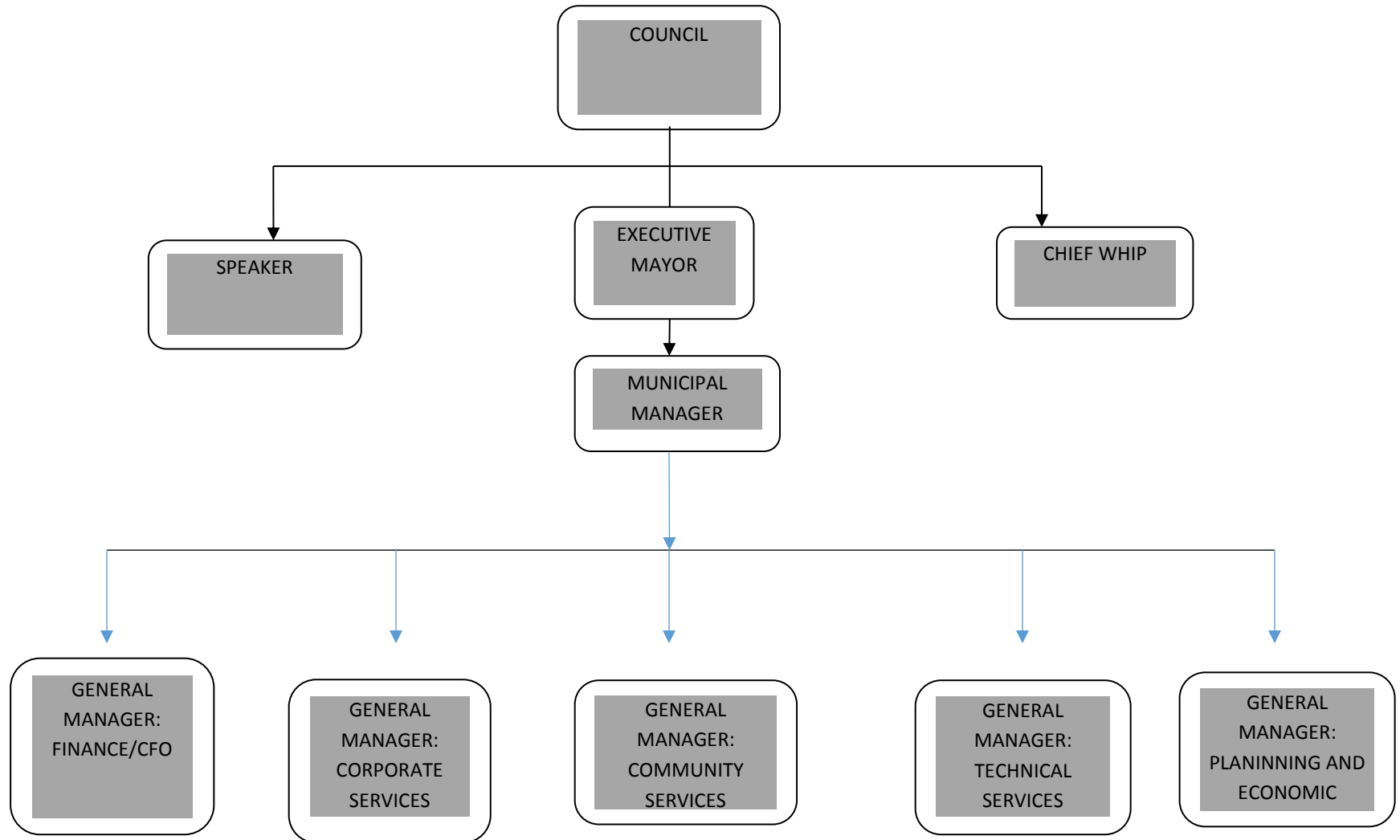
KPA	KEY OBSERVATION
Spatial Rationale	<p>Situational analysis: The SDF chapter integrated in the IDP demonstrates that the municipality understands of its space in terms of future development needs. The IDP does not indicate if the planned projects align to the spatial directives of the SDF.</p> <p>Strategies & sector plans: The SDF is in place and IDP indicates that it will be reviewed in 2013-14. LUMS is currently under development.</p> <p>Projects and Programmes: Township establishment, compilation of land use scheme and LSDF and revision of SDF are some of the plans for 2013-14 implementation. Economic development in Driefontein, promotion of eco-tourism in Amsterdam, urban development framework for eMkhondo, conservation of river floodplain wetland areas and conservation of ridges are SDF proposed projects identified in the IDP, however no funding has not been made available for the implementation of these projects.</p>
Service Delivery	<p>Situational analysis: The IDP does not provide thorough problem statements or gaps in terms of challenges facing the municipality on basic service delivery, especially in rural areas. An analysis of the actual or existing level of has not been adequately captured in the IDP to indicate the understanding by the municipality on factors affecting its sustainable development. There is however community priorities raised per ward and the use of Census 2011 statistics, raised per service delivery issue are indicated in the IDP.</p> <p>Strategies and sector plans: Draft WSDP is in place and due for update and approval in 2013-14; draft Water Safety Plan is waiting council approval; Wastewater Risk Abatement Plan; Blue and Green Drop Improvement Plans are in place. ITP and IWMP are shared with the District and Housing Charter is in place.</p> <p>Projects and Programmes: Projects and programmes to address basic service delivery</p>

KPA	KEY OBSERVATION
	and human settlements are integrated in the IDP with specific sources of funding.
LED	<p>Situational analysis: The IDP does not contain an elaborate analysis of the socio-economic situation of the municipality in terms of unemployment, inequality, labour force, poverty, economic sectors, skills, etc. The outstanding LED strategy to be developed by the municipality must be integrated in the IDP with a clear description of the socio- economic analysis of the municipality.</p> <p>Strategies & sector plans: LED strategy is not in place and will be developed in 2013-14. The strategies indicated to enhance LED on page 125 does not indicate how practically the municipality will achieve its socio-economic development objectives.</p> <p>Projects and Programmes: CRDP and CWP are currently implemented in the municipality. No high impact LED projects and programmes are implemented in 2013-14. The municipality did not include SLP and CSI projects contributed by the private sector in addressing poverty and unemployment in the municipality.</p>
Financial viability	<p>Situational analysis: Status quo analysis in terms of the financial management and viability of the municipality is not covered in the IDP. Key challenges facing the municipality in terms of revenue collection, billing, asset management, valuation roll, Section 71 reports, supply chain, indigent register, and water and electricity losses are not indicated in the IDP.</p> <p>Strategies & sector plans: Financial plan not in place although various budget policies are in place such as SCM and Indigent. There is no indication in the IDP of any revenue enhancement plans to cater for either for debt recovery, investment, data cleansing, billing, etc. The revenue raising strategy on page 147 does not indicate how the municipality has implemented the measures aimed at improving the income streams of the municipality.</p> <p>Projects and Programmes: The municipality is a full CRDP site and all projects has been integrated in the programme such as MIG, GSDM, ESKOM, MONDI, MEGA, SEDA and sector departmental projects.</p>
Good governance and public participation	<p>Situational analysis: The current situation on good governance issues are reflected on the IDP committees listed specify the powers and functions</p> <p>Strategies & sector plans: Communication strategy; PMS not in place only a framework exists, HIV/AIDS strategy is not place,</p> <p>The municipality does not have public participation strategy and the Communication strategy is still a draft which needs to be reviewed in the next IDP review. Internal Audit and Audit Committee and Oversight committee are functional.</p> <p>Projects and Programmes: The planned projects are unfunded</p>
Municipal	Situational analysis: The municipality has an approved administrative structure to

KPA	KEY OBSERVATION
Transformation and Institutional Development	<p>respond to its development mandate. It is indicated in the IDP that about 24% of the positions are not filled and most of them are in management level. Out of 35 filled positions only 6 are female that is an indication that the municipality does not consider the issue of inequality, yet the municipality has an employment equity plan.</p> <p>Strategies & sector plans: HR Strategy is not in place; draft EE plan awaits council approval; WSP is in place;</p> <p>- Employment equity plan, Skills development plan, Performance Management Plan are in place. The municipality does not have HR strategy.</p> <p>Projects and Programmes: There are programmes in place to ensure that municipal officials are empowered to render services that are within their powers and functions.</p>
Disaster Management	<p>Situational analysis: The municipality only included the summary of Disaster Management Plan in the IDP document and indicated that more details are contained in the main plan.</p> <p>Strategies & sector plans: The Disaster Management Plan is in place and will be reviewed in 2013-13</p> <p>.</p> <p>Projects and Programmes: There is no budget reflecting for 2013/14 financial year of disaster programmes and projects on the IDP.</p>

4.5 GOOD GOVERNANACE

FIGURE 2: MKHONDO ORGANISATIONAL STRUCTURE



4.5.1 COUNCIL COMMITTEES

All the section 79 committee are functional and in place which are finance committee, MPAC committee, rules and ethic committee, community services committee, Technical service committee and corporate service committee.

There table dates are as follows:

FINANCE SERVICES COMMITTEE

NAME OF MEMBER	DESIGNATION
Clr. D Ntuli	Chairperson
Clr. K D Masondo	Member
Clr RJA Wilson (<i>resigned in January 2014 and his place is still vacant</i>)	Member
Clr Z J Mnisi	Member
Clr H A Mncube	Member

CORPORATE SERVICES COMMITTEE

NAME OF MEMBER	DESIGNATION
Clr T E Khumalo	Chairperson
Clr T S Nkosi	Member
Clr M E Phakathi	Member
Clr TGF Nhleko	Member
Clr T E Motha	Member

TECHNICAL SERVICES COMMITTEE

NAME OF MEMBER	DESIGNATION
Cllr S P Kunene	Acting Chairperson
Cllr A T Thwala	Member
Cllr N L Nhlengethwa	Member
Cllr L Bosch	Member

COMMUNITY SERVICES COMMITTEE

NAME OF MEMBER	DESIGNATION
Cllr M O Nkosi	Chairperson
Cllr S N Kambule	Member
Cllr B J Vilakazi	Member
Cllr S J Methula	Member

MUNICIPAL PUBLIC ACCOUNT COMMITTEE

NAME OF MEMBER	DESIGNATION
Cllr D M Thwala	Chairperson
Cllr C G Mtshali	Member
Cllr S R Sangweni	Member
Cllr J M Phakathi	Member
Cllr M L Yende	Member

Clr RJA Wilson (<i>resigned in January 2014 and not replaced yet</i>)	Member
Clr LVA Mkhwanazi	Member

RULES AND ETHICS COMMITTEE

NAME OF MEMBER	DESIGNATION
Clr Z E Mthimkhulu	Chairperson
Clr M L Yende	Member
Clr C G Mtshali	Member
Clr V W Masuku	Member
Clr B T Mabuza	Member

AD-HOC COMMITTEE ON LGNC

NAME OF MEMBER	DESIGNATION
Clr P C Langa	Chairperson
Clr S S Mathebula	Member
Clr N S Kambule	Member
Clr M E Phakathi	Member
Clr T S Nkosi	Member
Clr H A Mncube	Member

4.5 2 SCHEDULE OF THE COMMITTEE MEETINGS

	JAN	FEB	MARCH	APRIL	MAY	JUNE	JULY	AUG	SEPT	OCT	NOV	DEC
Mon									1			1
Tues				1			1		2			2
Wed	1			2			2		3	1		3
Thurs	2			3	1		3		4	2		4 Mayoral
Frid	3			4	2		4	1	5	3		5
Sat	4	1	1	5	3		5	2	6	4	1	6
Sun	5	2	2	6	4	1	6	3	7	5	2	7
Mon	6	3	3	7	5	2	7	4	8	6	3	8
Tues	7	4	4	8	6	3	8	5	9	7	4	9 MPAC
Wed	8	5 MPAC	5	9 Corporate	7 Corporate	4	9 Corporate	6 Technical	10	8 Corporate	5 Audit	10
Thurs	9	6 Corporate	6 Corporate	10 Technical	8 Technical	5 Technical	10 Technical	7 Corporate	11	9 Technical	6	11
Frid	10	7 Technical	7 Technical	11	9	6 Corporate	11	8	12	10	7 Corporate	12 Council
Sat	11	8	8	12	10	7	12	9	13	11	8	13
Sun	12	9	9	13	11	8	13	10	14	12	9	14
Mon	13	10	10	14	12	9	14	11	15	13	10	15
Tues	14	11	11	15	13	10 MPAC	15	12	16	14	11 Technical	16
Wed	15	12	12	16 Mayoral	14 Mayoral	11	16 Mayoral	13 Mayoral	17 Mayoral	15 Mayoral	12 Mayoral	17
Thurs	16	13 Mayoral	13 Mayoral	17	15	12	17	14	18	16	13	18

Frid	17		14		14		18		16		13	Mayoral	18		15		19		17		14		19
Sat	18		15		15		19		17		14		19		16		20		18		15		20
Sun	19		16		16		20		18		15		20		17		21		19		16		21
Mon	20		17		17		21		19		16		21		18		22		20		17		22
Tues	21	Mayoral	18		18	Audit	22		20	Audit	17		22	Community	19	Audit	23		21		18		23
Wed	22		19		19		23		21	Community	18	Community	23	Finance	20	Community	24		22	Community	19	Community	24
Thurs	23		20		20		24	MPAC	22	Finance	19	Finance	24		21	Finance	25	Council	23	Finance	20	Finance	25
Frid	24	Council	21		21		25		23		20		25	Council	22		26	Finance	24		21		26
Sat	25		22		22		26		24		21		26		23	Council	27		25		22		27
Sun	26		23		23		27		25		22		27		24		28		26		23		28
Mon	27		24		24		28		26		23		28		25		29		27		24		29
Tues	28		25	Community	25	Community	29	Community	27		24		29		26		30	MPAC	28		25		30
Wed	29		26	Finance	26	Finance	30	Finance	28		25		30		27				29		26		31
Thurs	30		27	Council	27	Council			29	Council	26		31		28				30		27		26
Frid	31		28		28				30		27				29				31		28		27
Sat					29				31		28				30						29		28
Sun					30						29				31						30		29
Mon					31						30												30
Tues																							31

4. 6 MKHONDO ADMINISTRATION STRUCTURE

The following is a brief summary of the roles and responsibilities of each of these Offices:

4.6.1 OFFICE OF THE EXECUTIVE MAYOR

- Administration
 - Typing
 - Answer telephone
 - Bookings for the Executive Mayor
 - Write minutes of meetings held by the Executive Mayor
 - File confidential documents
- Communications
 - Design of communication structure
 - Define communications objectives
 - Monitor and manage all communications
 - Organize crisis communication
- Target Group
 - Empowerment of Youth, women and people with disabilities.
 - Educate the groups about cooperatives
 - Coordinate youth meetings in all wards
 - Assist the groups when applying for bursaries
 - Coordinate sports event for the groups
 - Educate the groups on detrimental activities such as drugs and alcohol

4.6.2 OFFICE OF THE SPEAKER

- Administration
 - Typing
 - Answer telephone
 - Write minutes held by the Speaker
 - Arrange appointments for the Speaker
 - Bookings for the Speaker
 - Write minutes of meetings held by the Speaker
 - Filing of confidential documents
- Public Participation
 - Encourage public participation
 - Ensure involvement of ward committees & community development workers
 - Coordinate ward meetings
 - Write reports about status quo of wards

- Arranges transport for public participation
- Community Liaison
 - Ensure that activities of the wards are well known by public
 - Establishment of a relationship amongst all stakeholders
 - Planning of future events
 - Ensure confidentiality of events to take place
 - Crisis management, security, education and information sharing

4.6.3 OFFICE OF THE MUNICIPAL MANAGER

- Administration
 - Typing
 - Write minutes of meetings held by the Municipal Manager
 - Arrange appointments for the Municipal Manager
 - Bookings for the Municipal Manager
 - Filing of confidential documents
- Internal Audit
 - Prepare audit plan for the municipality
 - Schedule and assign work to meet completion dates
 - Estimating resource needs
 - Review and approval of audit programs and time budget
 - Implementation of policies
 - Establishment of procedures covering the scope of audits
 - Review and evaluate work papers of completed projects to be certain that adequate documentation has been gathered and provide an adequate basis for report and confers, advises, initiates, and coordinates with other departments about policies and procedures, coordinate coverage with external auditors
- Audit Committee
 - Responsible for financial management
 - Internal controls and management risks and compliance with laws, regulations and ethics
 - Assists the management board in carrying out its duties as they relate to:
 - Financial management and other reporting practices
 - Internal controls and management of risks
 - Compliance with laws, regulation and ethics
- Legal
 - Legal advice and seeking of legal opinions
 - Evictions
 - Advertisements
 - Management of properties – sale of stands, registration and transfers, legal certificates, lease of flats, houses and hostels

- Contracts management – Lease, sale of properties, staff contracts, by-laws and policies)

Performance Management

- Review the Municipal performance every quarter
- Prepare performance report
- Forestry
 - Re-establishment of plantation
 - Harvesting
 - Sivil culter
 - Managing of contractors

4.6.4 CORPORATE SERVICES

- Administration
 - Facilitation of meetings (Council, Mayoral Committee, Management, Bid Committee, Portfolio Committee)
 - Records management
 - General office correspondence
 - Hiring of halls
- Human Resources
 - Human resources – Organogram, recruitments, benefits management, leave management, job descriptions, equity issues, etc.
 - Human resource development – Skills development
 - Disciplinary matters
 - Labour relations – Disciplinary, CCMA cases, industrial actions

4.6.5 FINANCIAL SERVICES

- Compilation of Municipal Budgets
- General Accounting
- Financial Management
- Supply Chain Management
- Fleet Management
- Asset Control Management
- Financial reporting
- Information and Communication Technology
 - IT: Managing of the Municipality's information system, upgrading of software, hardware & operating systems.

4.6.6 TECHNICAL SERVICES

- Infrastructure development, projects, provision of bulk services, project management, and maintenance of infrastructure.
- PMU (Project Management Unit) – The management of capital projects and MIG (Municipal Infrastructure Grant) funded projects.
- Bulk Services – The supply of bulk water, sanitation and roads.
- Quality and control measures for potable drinking water and ensure the quality of effluent released into streams.
- Housing – Informal settlement control, beneficiary identification, contractor support and monitoring and transfers.
- Maintenance – To maintain all infrastructure assets, buildings and facilities belonging to Mkhondo Local Municipality.
- Initiating land development, building control, and providing advice on land reform programme.

4.6.7 PLANNING AND ECONOMIC DEVELOPMENT

- LED (Local Economic Development)
 - Support micro enterprises
 - Support small business development
 - Provide skill training
 - Encourage domestic or foreign investment by providing infrastructure, roads, reducing crime, providing municipal services such as transport, education of regulations which support LED and also ensure good relationship between public and private sector.
- IDP (Integrated Development Plan)
 - Identify the key issues affecting communities/sector/country, determine the priorities among these issues
 - Establishment of IDP forums at all ward of the municipality
 - Ensure invitation of stakeholders
 - Promote access to information by all municipal citizens of the municipality
 - Ensure public participation and public education
- Tourism
 - Encourage adherence to national, provincial tourism policy
 - Database of town hotels, B&Bs, Lodges in the municipal jurisdiction
 - Ensure reduction of crime
 - Ensure that infrastructure development takes place in town
 - Ensure economic growth in town and adventure, sport and conference
- Town Planning
 - Town Planning – Land use management

- Upgrading of informal settlements,
- Administration and approval of new developments.

4.6.8 COMMUNITY SERVICES

- Parks – Establishment and maintenance of greens in residential areas and conservation of riverine/wetlands.
- Render municipal health services as defined in the Health Act:
 - Safe drinking water
 - Food safety
 - Communicable diseases surveillance
 - Waste management
 - Establishment and management of forestry
 - Libraries
 - Libraries – render library services to the community
- Fire and Disaster Management
 - To attend to all emergency situations where lives and property are in danger
 - Conduct inspections at various shops to monitor compliance with fire regulations
 - Conduct inspections in new buildings
 - Monitor compliance in gas installations
 - Renewal of flammable equipment certificates
 - Implementing of municipal by-laws
 - Attend to complaints (animal related)
- License Office
 - Booking and issuing of learners and drivers licenses
 - Issuing and renewal of driver’s license cards
 - Registration of motor vehicles
 - Processing applications and issuing of PDPs
 - Capturing of Section 56 and 341 and warrants of arrest
 - Issuing of permits
 - Renewal of vehicles permits
 - Application and issuing of Instructor’s certificates
 - Collection of fees from hawkers
 - Business licenses
 - Discontinuing of vehicles
 - Weighbridge
- Traffic Management

- Issuing of traffic fines
- Special duties – vehicle checks, working with SAPF at road blocks
- Attend accident scenes
- Mayoral duties
- Escort duties – abnormal vehicles, funerals and VIPs
- Testing Station
- Examinations of drivers and learners licenses by Examiners
- Eye tests and finger prints for driver's license renewals
- Examining of heavy and light vehicles for roadworthiness
- Promote road safety
- Capturing of section 56 and 341 warranty of arrest
- Speed checking
- Point duties by traffic officers
- Traffic officers visibility

As far as the institutional capacity of the Mkhondo Municipality is concerned, it should be noted that the following plans regulating organizational efficiency are in place: Skills Development Plan, Employment Equity Plan, Gender Equity Plan and Employment Assistance Programme. An Integrated Environmental Management Framework/Plan is in the process of being developed, while the following plans are yet to be drafted: Air Quality Management Plan and Municipal Health Plan.

4.7 THIRD REVIEW OF 2011-2016 IDP PROCESS

In reviewing the 5-year IDP, a process plan was developed and adopted by Council. In striving to develop an IDP that is responsive to the needs of the community, community consultations were undertaken in line with Section 16 of the Local Government: Municipal Systems Act 32 of 2000.

4.7.1 COMMUNICATION/PUBLIC PARTICIPATION

After the adoption of the Process Plan, a schedule of ward community meetings was drafted as reflected in **Table 4** below, and communities were informed about these meetings. Mkhondo Municipality has a draft on community public participation strategy in place.

4.7.2 WARD COMMITTEE

Ward committee is fully functioning and the meeting are sitting at the recorded dates.

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

- Ward Committees
- Mayoral Izimbizo
- Consultation with civic organisations
- IDP Representative forum
- IDP Consultative meetings
- Report on community High demand issues.

4.7.3 PUBLIC PARTICIPATION FOR IDP (JANUARY AND FEBERUARY 2014)

Apart from a few logistical issues, participation to the process was significant, with 100% of the ward meetings having been completed successfully. **Detailed Community Needs** were captured for each of the wards within the municipal area, and **Table 5** below

IDP COMMUNITY MEETINGS PER WARD

DATE	WARD	AREA / VENUE	TIME
------	------	--------------	------

30 January 2014	1	TCL, Phamaphamani	10h00
01 February 2014	2	Sakhisizwe Primary School	13h00
31 January 2014	3	Emazozweni	10h00
09 February 2014	4	Panbult	15h00
17 November 2013	5	Kwa-Thandeka	14h00
09 February 2014	6	Youth Centre	14h00
18 February 2014		Town Hall	18h00
19 February 2014	7	Group 10	18h00
26 January 2014	8	eMaphepheni	14h00
26 February 2014	9	Delfkom	10h00
30 January 2014	10	Kempville Hall	16:30
29 January 2014	11	eZiphunzini Hall	16:30
28 January 2014	12	Madlelo School	16:30
10 February 2014	13	SthuliHleza	16:30
29 January 2014	14	Harmony Park	16:30
09 February 2014	16	Mangosuthu	08:00
26 January 2014	17	Phoswa Hall	14:00
30 January 2014	18	Advice Centre	10:00
30 January 2014	19	Mlambo School	10:00

4.7 4 COMMUNITY NEEDS PER WARD

November 2013- February 2014

WARD 1

#	Description	Specific Area	Responsible Department	Short Term	Long Term	Comment
1.	Water	New stand Lindelani Nkosinathi	Mkhondo Municipality / GSDM	Jojo Tank water per Household	Pipe tap drinkable water and meter connected to a tap per household.	We do not have access to clean water. We prefer that piped water be made available as they are near the dam. Those that have boreholes complain that the water comes out soiled especially after rains.
2.	Toilets		Mkhondo Municipality / GSDM			VIP toilets have been provided in some areas but more people still need access to toilets
3.	Housing		Mkhondo Municipality / GSDM			The majority of people in Driefontein live on stands that belong to landlords and these landlords do not allow them. Houses often crack due to blasting at the nearby mine.
4.	Shopping complex		Investors			Currently people have to travel to eMkhondo for shopping and the centre would further provide opportunities for employment of locals.
5.	Community Hall	Central point	Mkhondo Municipality / GSDM			For community events, and social development
6.	Street lights (Apollo floodlights)	All Wards	Mkhondo Municipality / GSDM			Crime prevention
7.	Police station	Central point	DCSSL			To allow for criminal activities to be reported and addressed immediately
8.	Bridges		DPWRT			Where learners cross the river or the main roads to go to school
9.	Dumping site or Waste removal	RDP/Mkhize village	Mkhondo Municipality /			Waste is being dumped everywhere which poses a health hazard

#	Description	Specific Area	Responsible Department	Short Term	Long Term	Comment
			GSDM			
10.	Cemeteries & Fencing	All Ward	Mkhondo Municipality / GSDM			Current cemeteries are rapidly getting full and fencing is necessary to restore dignity & privacy to avoid vandalism on tombstones.
11.	Roads	All ward	Mkhondo Municipality / GSDM			Gravel roads need to be levelled and/or graded to improve accessibility to remote areas
12.	Recreation & Sport facilities (Stadium)	Central point	DCSR			Youth do not have access to recreation and sports facilities to occupy their spare times.
13.	Agricultural gardens		DARDLA			The community requests assistance with tractors to assist them to prepare the soil for ploughing and planting for food security.
14.	Job opportunities/skills development centre		Business sectors			The unemployment rate in Driefontein is very high. There's also a skills shortage and therefore the youth cannot secure jobs with the mine situated locally.
15.	Kangra Coal mine/community contributions					The community feels that they are not benefiting from the coal mine as they are supposed to.
16.	Sanitation		Mkhondo Municipality / GSDM			Need sanitation

WARD 2

#	Description	Specific Area	Responsible Sphere	Comment
1	Water	Masihambisane, Nkosinathi, Taaibossspruit, Geelhoutboom, Bernadi(Driehoek), Leiden, Donkerhoek, Kwambilitshisi, Bampoen Kraal, Prospect Farm 1&2.	Mkhondo Municipality / GSDM and DWA	There is a high priority in water around all this places.
2	Electricity	Masihambisane, Taaibos, Geelhoutboom, Kwabernadi(Driehoek), Nkosinathi, St Helena, Kwambilitshisi.	Eskom and Local Government.	
3	Housing	Masihambisane, Lindelani, Mabilisa, Qedela, Nkosinathi, Taaibos, Geelhoutboom, Kwatommy, Leiden, Donkerhoek, Prospect Farm, Bampoen, Kwambilitshisi	DHS & Mkhondo Municipality / GSDM	The majority of people in Driefontein live on stand that belongs to landlords and Houses often crack due to blasting at the nearby mine.
4	Toilets	Masihambisane, Lindelani, Mabilisa, Qedela, Nkosinathi, Taaiboos 1&2, Geelhoutboom, Kwa Tommy, Leiden, Prospect Farm, Bampoen and Kwambilitshisi.	Mkhondo Municipality / GSDM	VIP toilets have been provided in some areas, but more people still needs access to toilets.
5	Grading of Roads	Masihambisane, Lindelani, Mabilisa, Qedela, Nkosinathi, Taaiboos 1&2, Uhlelo, Geelhoutboom, Donkerhoek, Prospect Farm, Bampoen.	Mkhondo Municipality / GSDM	Roads ungraded
6	Foot bridge	Masihambisane, Lindelani, Nkosinathi, Donkerhoek.	DPWRT	Need for foot bridge

#	Description	Specific Area	Responsible Sphere	Comment
7	Cemeteries and fencing		Mkhondo Municipality / GSDM	Current cemeteries are rapidly getting full and fencing is necessary to restore dignity and privacy to avoid vandalism on tombstones.
8	Job opportunities/Skills development Centre		Business sectors	The unemployment rate in Driefontein is very high, There's also a skills shortage and therefore the youth cannot secure jobs with the mine situated locally.
9	Land and High mast Light		Mkhondo Municipality / GSDM	Some people of the ward need Land and high mast light.
10.	Community Hall	Masihambisane.	Mkhondo Municipality / GSDM	There is a need for community hall
11.	Creche	Masihambisane,	DSD	Need for crèche
12.	Police station		DCSSL	Need police station
13.	Kangra Coal mine/community contributions			The community feels that they are not benefiting from the coal mine as they are supposed to.
14.	Tarring of roads		DPWRT	Roads untarred
15.	Agricultural gardens			The community requests assistance with tractors to assist them to prepare the soil for ploughing and planting for food security.
16.	Sports Facility	Masihambisane, Lindelani, Nkosinathi,	DCSR	Need sports facility for youth development
17.	Youth Centre		DCSR	To assist with skills development for the youth.
18.	Grazing land			There is a need for grazing land cattle.

WARD 3

#	Description	Specific Area	Responsible Sphere	Comment
1	Water	Etheni Entithane, Etshondo esimakade, Nkululeko 1 Mabola	Mkhondo Municipality / GSDM and DWA	Those that are receiving water trucks complain that the truck is selective in giving water and does not come often. The truck does not reach Etsheni. The community wants piped water and taps in their yards as they are near a dam. Boreholes break often and even produce soiled water especially after rains.
2	Houses	Etsheni Ntshondo, Ntithane Nkululeko 1 & 2 Ematafuleni	DHS and Mkhondo Municipality / GSDM	The mud houses are dilapidated and falling apart. Others still live in plastic shacks. Sand is not available to enable people to build houses on their own.
3	Electricity	Entithane, Etshondo esimakade, Nkululeko 1 & 2, Ematafuleni	DME and Mkhondo Municipality / GSDM	Residents on farms, which are mainly private owned still face a challenge as they do not have access the basic needs such as electricity.
4	Toilets	Emabola Etsheni Dirkiesdorp	Mkhondo Municipality / GSDM	There are toilets which were being constructed but the project was never completed. The holes which were dug are very shallow and will be full very quickly. No one is supervising the workers.
5	Roads	KwaNgema South Dirkiesdorp and farms KwaNgema South	Mkhondo Municipality / GSDM and DPWRT	Gravel roads need to be levelled and/or graded regularly. Roads are not useable after heavy rains.
6	Bridges	Dirkiesdorp and farms	DPWRT	We have overflowing rivers and no bridges
7	Pedestrian bridge	Dirkiesdorp and KwaNgema South	DPWRT	School children cross national roads and other big and busy roads.
8	Traffic Humps	Dirkiesdorp and KwaNgema South	Mkhondo Municipality / GSDM	Children are often knocked down by speeding cars when crossing the roads to school. For the drivers to quickly notice that community around and animals

#	Description	Specific Area	Responsible Sphere	Comment
9	Street lights and/or Apollo lights	Dirkiesdorp	Mkhondo Municipality / GSDM	Lights will assist with reducing the levels of crime in the area.
10	Community clinic	Dirkiesdorp	DOH	The town is growing into a township and therefore needs its own health facility.
11	Sports Facility	Dirkiesdorp	DCSR	Big need for the community recreational facilities: Sports fields
1.	Community Halls	Dirkiesdorp and KwaNgema South	Mkhondo Municipality / GSDM	There is a need for community halls in the three areas
2.	Crèches	Dirkiesdorp and KwaNgema South	DSD	Crèches are needed in the 2 areas because of the growing demand.
3.	Educational Facilities	Dirkiesdorp and KwaNgema South	DOE	There is population increase and an increasing demand for educational facilities.
4.	Sewer system	Dirkiesdorp/Emabola	Mkhondo Municipality / GSDM	There is a high need for sewer system in the area
5.	Land	Entire area	Mkhondo Municipality / GSDM	There is a high demand in the area for land.
6.	Completion of water pipe		Mkhondo Municipality / GSDM	Need the in completed water pipe project to resume
7.	Sewer network		Mkhondo Municipality / GSDM	Need sewerage services
8.	RDP houses		Mkhondo Municipality / GSDM and DHS	Need housing
9.	Clinic		DOH	Need clinic beside kwaNgema, Dirkiesdorp is old structure.

#	Description	Specific Area	Responsible Sphere	Comment
10.	Community Hall		Mkhondo Municipality / GSDM	Need hall
11.	Highmast lights		Mkhondo Municipality / GSDM	Need lights
12.	Street lights		Mkhondo Municipality / GSDM	Need street lights
13.	Roads		Mkhondo Municipality / GSDM and DPWRT	Need roads
14.	Creche		DSD	Need crèche
15.	Youth centre		DSD	Need youth centre and beside Kwangema as they are renting.
16.	Taxi rank		Mkhondo Municipality / GSDM	Need taxi rank
17.	Stadium		Mkhondo Municipality / GSDM	Need stadium
18.	Boreholes		Mkhondo Municipality / GSDM	Need boreholes
19.	One secondary and primary school		DOE	Need schools
20.	Fencing of cemeteries		Mkhondo Municipality /	Need for cemetery fencing

#	Description	Specific Area	Responsible Sphere	Comment
			GSDM	

WARD 4

#	Description	Specific Area	Responsible Sphere	Short Term	Long Term	Comment
1	Water	Khalambazo, NewNkomponi, KwaManqe, Boesman, Watersmit, eMaphonghla, eMsiyane 1&2 Tryson, eMahoxo, eWema, KwaDumdumu, Kwa Dave, Kwa "Dave", Kwa Ello, KwaMdub'zane, eVuka, Zoar, Shonalanga, Spanplek, Dutch (Msinyane School), Kwamafufumbe, Kwamakhanga, Kwa'Vo'.	Mkhondo Municipality / GSDM	6kl Jojo Tank water per household and a tap connected.	Pipe Tap drinkable water and meter connected to a tap per household	<p>kwaManqe - No potable water at all in this area. People drink together with animals.</p> <p>Where there are already boreholes</p> <ul style="list-style-type: none"> - more are needed - they need maintenance as they break - others are no longer working <p>The community have indicated that they would like to have piped water connected from the dam into their households as opposed to boreholes.</p>
2.	Sanitation (Toilets)	eMahoxo, KwaMdub'zane, Boesman, eJabulani, Ngwempisi (Pine), Emaphonghla, eZoa	Mkhondo Municipality / GSDM	Flush toilets connected to one big septic tank.	Flush toilets connected to sewer plant.	No toilets in these areas. Toilets were dug in kwaNongena but are incomplete and 21 more in this village are needed. The

#	Description	Specific Area	Responsible Sphere	Short Term	Long Term	Comment
		r,Watersmit, KwaNongena, Kwa 'Dave', eMlazi, Kwa 'Ello', Empumalanga,eKhal ambazo,KwaMakhanga				community of ward 4 expressed their desire for waterborne toilets and not VIP's. Their concern is that the VIP toilets are smelly.
3.	Electricity	Kwa Dave, eMsinyane 1&2, Ngwempisi, Kwa Tryson, eMahoxo, Dutch KwaDumdumu, eMlazi, KwaVuka, Kwa 'Vo', eMpumalanga,eKhal ambazo, KwaMakhanga, eJabulani,eMaphong ohla,eDriepan, Kwamdub'zane, eWatersmit,Boesman.	Mkhondo Municipality / GSDM	Electrification of every household in these areas	Underground wiring	No Electricity for households and streetlights or Apollo lights. Lights are also requested at the Sports Club as games are played until late sometimes
4.	Housing and Grading of roads	eMsinyane, eWema, Kwa Dave, KwaKhetha and Driepan.	DHS and Mkhondo Municipality / GSDM	Re-gravelling of roads	Feasibility study to be undertaken to quantify the backlog and Tarring of roads.	The mud houses are falling and those that are staying on the Mondi property are concerned about the houses that they say are dilapidated and could fall on them at any

#	Description	Specific Area	Responsible Sphere	Short Term	Long Term	Comment
						time. Roads are in a bad state making access to houses and cemeteries difficult.
5.	School	Msinyane, Panbult High school Primary school Special School for the differently enabled in Iswepe.	DOE		Building of school	In Watersmit parents had started building a school. The building is about one shoulder height, but now they are not able to continue and request support and assistance with completing the building. In Panbult, they request assistance with the building of an office block for their high school
6.	Police station	Iswepe	DCSSL			Crime rate is high and EMkhondo police station is far.
7.	Library	Msinyane High School	DCSR	Upgraded Library to be open to local community	Building of new Library	No library at all to cater for the needs of school children.
8.	Taxi rank	Iswepe	District	Renovate the current taxi rank	Build a new Taxi Rank	No taxi rank at all
9.	Sports facilities	Iswepe	DCSR	Renovate the old Sport Facilities.		No sports facilities
10	Dumping site	Iswepe	Mkhondo Municipality / GSDM		Searching for new site for dumping	Need dumping site
11	Abet Centre	Iswepe	DOE	An abet programme to be implemented.	Abet centre to be implemented the whole wards area.	Need abet programme to be implemented.

#	Description	Specific Area	Responsible Sphere	Short Term	Long Term	Comment
12	Cemetery (esp at RDP settlement)	Iswepe	Mkhondo Municipality / GSDM	Consider one offered by Mondi	Fencing of the public cemetery.	Fencing of cemetery
13	Shopping Complex	Iswepe	Investors and Business sector		Build a one stop service centre	Need police station
14	Residential Sites	All Areas				Allocation of current sites
15	Old age home	Iswepe	DSD	To establish a home for the aged people.		A facility of this nature is needed for a standardized care of old aged people.
16	Youth centre		DCSR		To build the youth centre for our youth to research and other resources.	Need youth centre
17	Highmast lights	In all electrified areas	Mkhondo Municipality / GSDM			Need Highmast lights

WARD 5

#	Description	Specific Area	Responsible Sphere	Comment
1.	Sewer pipes	Entire Town Kwa-Thandeka	Local Government	There are sewer problems even in town where people have to dig their own sewer collectors and dispose of waste themselves. The implementation of internal sewer reticulation at KwaThandeka is currently underway and is on the verge of completion.
2.	Water-borne sanitation (toilets)		Mkhondo Municipality / GSDM	First houses on PHP are not connected with sewer pipes for toilets, of which they are still in need
3	Houses			
4	Pedestrian bridge	From Thandeka to Winnie Mandela Park & Frans to KaThandeka	DPWRT	People have to cross the river to access the other townships and it poses a hazard. The issue has been identified but still pending due to funds availability.
5.	Furniture (chairs for all 3 halls)	KwaThandeka, Frans	Mkhondo Municipality / GSDM	The halls are empty and need chairs and tables as they are rented out to the community for various events. The Amsterdam hall is old, no toilets and is an embarrassment to rent out to the community in its state. The Amsterdam hall needs renovations.
6.	Sports field renovation	KwaThandeka location	DCSR	The stadium has no lights and the gates do not close. The sport field is not yet revamped due to insufficient funds.
7.	Skid fixing		Agricultural Owners	Cattle are not controllable, they get to town. Ward 19

#	Description	Specific Area	Responsible Sphere	Comment
8.	Additional Residential Sites	Entire Ward	Mkhondo Municipality / GSDM	Growth of the population increases the demand for residential sites.
9.	Job opportunities	Entire ward	Business Sector	There is a high rate of unemployment among the youth. Therefore, skills development and job opportunities are needed for the youth.
10.	Township establishment	KwaThandeka, Winnie Mandela, and the Church sites	Investors and Business Sectors	Township establishment is needed, as it will better the lives for all people.
11.	Closure of a hole	KwaThandeka	Mkhondo Municipality / GSDM	There is a big hole on the ground, which is dangerous for both people and animals
12.	Fencing of schools	KwaThandeka, Winnie Mandela, and Sarasofa	DOE	The following schools need to be fenced to prevent theft and animals from entering the premises: Buhlebuyeza Primary school, Ithole Primary school, and Semlly Primary school.
13.	Creche (early childhood development centre)	KwaThandeka and Winnie Mandela Park Ext 4	DSD	The people of the areas are in need of crèches.
14.	Fire Station	Amsterdam	Mkhondo Municipality / GSDM	Amsterdam area needs fire prevention measures (a fire station).
15.	Renovation of	Amsterdam	DOE	Nganana school needs to be renovated, as it was broken into.

#	Description	Specific Area	Responsible Sphere	Comment
	old Nganana school			
16.	More street lights	KwaThandeka and Ext. 1, 2, 3 and 4	Mkhondo Municipality / GSDM	There is a need for more street lights to be erected. Street light poles were erected but the project is not connected to the main system.
17.	Car wash	Amsterdam	Business sector.	There is a need for a car wash in Amsterdam
18	Collection of waste		Mkhondo Municipality / GSDM	Need waste collection, and the waste removal needs to cover the whole ward
19.	Prevention of illegal dumping (littering)		Mkhondo Municipality / GSDM	There is a need for devising of a plan or designation of more areas for dumping, as there is littering across the ward.
20.	Water		Mkhondo Municipality / GSDM	Need water
21	Upgrading of landfill site Honey sucking		Mkhondo Municipality / GSDM	Need upgrading
22	Storm water drainage		Mkhondo Municipality /	Need for storm water drainage

#	Description	Specific Area	Responsible Sphere	Comment
			GSDM	
23	Roads maintenance		Mkhondo Municipality / GSDM	Need roads to be maintained and, also there is a need for others to be graded
24.	Sarasofa houses and borehole		Mkhondo Municipality / GSDM	There is a need for 5 houses and one borehole in Sarasofa
25	New municipal office		Mkhondo Municipality	

WARD 6

#	Description	Specific Area	Responsible Sphere	Comment
1	Electricity	Sgudada, Mapondweni, Bulutshane, Old Belfast, New Belfast, Derby, ntintinyane and marondweni, Madalasi, Ndlozane, Dalia, Ematshotshombeni, widrand, Ezintulini, Kamavumbuka, Enambe, Rustplaas 2, Kromrivier, Kwadlathovu, Riverside, Emetshisweni, emakhwabane, Kwamanqele, Ezakheni, Haarlem, Derby Mission, Emakhasya, Cascade, Blue Koppies and Uhlelo.	Eskom and Local Government.	Household connections and to reduce crime rates 350 RDP houses that need to be electrified at Rustaplaas one. 100 houses to be electrified at eZakheni 150 houses that need to be electrified at Rustplaas two. 160 houses that need to be electrified at Idalia and Wildrand. 150 houses that need to be electrified at Sgudada, Mapondweni and Bulutshani. 200 houses that need to be electrified at Kwadlathovu and Riverside. 100 houses to be electrified at Haarlem 150 houses to be electrified at Derby and Madalasi. 50 houses to be electrified at Ezintandaneni.

#	Description	Specific Area	Responsible Sphere	Comment
2	Water	Rustplaas 2, Kromrivier, Kwadlothovu, Riverside, Emetshisweni, Emakhabane, Kwamanqele. And Uhlelo.	Mkhondo Municipality / GSDM	The majority of people in this ward receive water through trucks but the community has reported that the truck delivers selectively. Where there are boreholes, these break often and water comes out soiled after rains. The other challenge highlighted about boreholes in this ward is that the water dries up and people have to get back to the rivers for water and drink together with animals.
3	Housing	Sgudada, Mapondweni, Bulutshane, Old Belfast, New Belfast, Derby, ntintinyane and marondweni, Madalasi, Ndlozane, Dalia, Ematshotshombeni, widrand, Ezintulini, Kamavumbuka, Enambe, Rustplaas 2, Ezakheni, Haarlem, Derby Mission and Uhlelo.	DHS and Local Government.	Promises for housing have been made but not yet received. Majority are still living in mud houses which erode after heavy rains. EMarondweni houses leak very bad during rains.
4	Bulk sewer line at Rusplaas 1		Mkhondo Municipality / GSDM	Need for bulk line, RDP Houses cannot be connected.
5	Toilets	Sgudada,	Mkhondo	Additional toilets needed for those that have not received them yet because currently

#	Description	Specific Area	Responsible Sphere	Comment
		Mapondweni,Bu lutshane,Old Belfast, New Belfast,Derby ntintinyane and marondweni,M adalasi, Ndlozane,Dalia, Ematshotshombeni,widrand, Ezintulini, Kamavumbuka, Enambe,Rustplaas 2, Kromrivier, Kwadlothovu,Riverside, Emetshisweni, emakhwabane, Kwamanqele, Ezakheni, Haarlem,Derby Mission and Uhlelo.	Municipality / GSDM	they share toilets.
5	Clinics	Rustplaas 1 Ezakheni	DOH	Mobile clinic no longer coming through as scheduled. People die as a result of not getting medical assistance on time. 2 central villages to service the surrounding areas
6	Community Hall	Rustplaas one	Mkhondo Municipality and Districts.	To hold meetings and for the community to rent for events.3 central villages to service the surrounding areas

#	Description	Specific Area	Responsible Sphere	Comment
7	Satellite police station	Rustplaas Ezakheni	DCSSL	To prevent crime and enable the community to report criminal activities immediately. 3 central villages to service the surrounding areas
8	MTN Networking	Derby Mission, Sgudada, Mapondweni, Bulutshane, Old Belfast, New Belfast, Derby (Ntintinyane and marondweni) Madalasi, Ndlozane, Haarlem.	Investors and Business sectors.	Communication is difficult.
10	Job Opportunities	Entire ward	Investors and Business sectors	Unemployment rate among the community is very high.
11	Township establishments	Ezakheni Rustplaas Athole farm	Business sectors	Township establishments are needed in order for services to be installed.
12	Roads and sports ground grading	Rustplaas one	Mkhondo Municipality / GSDM	Roads need to be graded as well as the sports fields.
13	Elderly Centre	Rustplaas	DSD	For old people to do their daily work in a safe area
14	Day Care Centre	Rustplaas	DSD	The area needs a larger day care centre than the small one available at present and it must be fully equipped with all facilities according to grades.

#	Description	Specific Area	Responsible Sphere	Comment
15	Youth Centre	Entire Ward	DSD	To keep the youth active and away from alcohol and drug abuse, and also for the youth to develop themselves.
16	Collection of waste	Whole ward	Mkhondo Municipality / GSDM	No waste collection
17	Grading of the roads	Sgudada, Mapondweni, Bulutshane, Old Belfast, New Belfast, Derby, Ntintinyane and marondweni, Madalasi, Ndlozane, Dalia, Ematshotshombeni, widrand, Ezintulini, Kamavumbuka, Enambe, Ezakheni, Haarlem, Derby Mission and Uhlelo.	Mkhondo Municipality / GSDM	No roads graded
18	network reticulation (water taps)	Sgudada, Mapondweni, Bulutshane, Old Belfast, New Belfast, Derby (Ntintinyane), Marondweni,	Mkhondo Municipality / GSDM	More network for water

#	Description	Specific Area	Responsible Sphere	Comment
		Madalasi, Ndlozana, Emadanyini, Emakhaya, Dalia, Ematshotshombeni, Winrand, Ezintulini, Kamavumbuka, Enambe.		
21	High mast lights		Mkhondo Municipality / GSDM	No lights
22	Truck deliveries for water		Mkhondo Municipality / GSDM	Need for water
24	Vending machines for purchase of electricity			Need machines to buy electricity

WARD 7

#	Description	Specific Area	Responsible Sphere	Comment
1.	Storm water drainage	Town include Harmony Park	Mkhondo Municipality / GSDM	Water runs into houses.
2.	Stands	Entire ward	Mkhondo Municipality / GSDM and DHS	Additional serviced stands are needed for people to be able to build their own houses.
3.	Street Lighting	Group 10	Mkhondo Municipality / GSDM	Street lighting needed on the exit road to MahambaBorderpost.Highmast lights needed on Plantation side of Group 10
4.	Roads	Entire ward	DPWRT and Local Government	Roads in the CBD are incomplete, some roads need to be recoiled in the ward and Some streets are still gravel affecting the urban ward – cars cannot gain access to houses after rain. Gravel roads within Harmony Park need to be tarred.
5.	Extension & Upgrade of the clinic		DOH	The clinic is very small and cannot cater for the number of people who visit. In eThanda to be rebuilt.
6.	Cemetery & fencing of current cemeteries	Central point	Mkhondo Municipality / GSDM	The graveyards are full and more space is needed. Current cemeteries are being vandalized and need to be fenced around.
7.	Hall	Group 10	Mkhondo Municipality / GSDM	The community wants the hall.
8.	Community Parks	Draad street and Group 10	Mkhondo Municipality / GSDM	Parks need to be upgraded and equipped with more swings, and bicycle pads. There is also a need for new parks. 'NO DRINKING' signs to be erected on all park spaces. Drinking very big problem on the parks.
9.	Truck Stop (depot)		DPWRT	A Truck Stop facility is desperately needed as the trucks stay in the CBD and cause traffic jams. Long term truck stop needed. short term-Traffic officers to enforce the Law.

#	Description	Specific Area	Responsible Sphere	Comment
10	Public Swimming pool	Central point	DCSR	Addition of more recreational facilities for everyone to access.
11	Job Opportunities/skills development		Business sectors	There is a high rate of unemployment therefore youth need skills development and job opportunities.
12	Electricity main Substation	Central Point	Mkhondo Municipality / GSDM and Eskom	There needs to be an additional electrical station as the current one cannot function on its own, the electrical load on the existing one is too much, it will end up collapsing.
13	Cable Network (for communication)	Central point	Mkhondo Municipality / GSDM	The existing network cable is old and needs upgrading.
14	Municipal Dump		Mkhondo Municipality / GSDM	The existing municipal dump needs attention so that it can function properly.
15	Road signs and Street naming	Entire town	Mkhondo Municipality / GSDM	There is a shortage of road signs and street naming needs to be taken into consideration so that there can be easy identification of streets. For pedestrians the signal on Robot is needed to indicate when to cross and when not.
16	Railings, sidewalks and Bridges	CBD	PWRT	The existing bridges are in a bad state, there are neither railings nor sidewalks. This makes it more difficult for pedestrians to walk across.
17	Street resealing	<i>Pretorius Street from Theo Mocke to Hospital Street</i> <i>Muller Street from Theo Mocke to Smit Street</i> <i>Retief Street from Josia Thabethe to Von Brandis Street</i> <i>Moses Mabhida from Josia Thabethe to Oos Street</i>	Mkhondo Municipality / GSDM	These streets are in town and need urgent attention.

#	Description	Specific Area	Responsible Sphere	Comment
		<p>Draad Street from Dejager to Lillian Ngoyi Street</p> <p>VondBrandis Street from Tosen to Draad Street</p> <p>Draad Street from Mark to Jacques Street</p> <p>Measroch street from Lillian Ngoyi to Muller Street</p> <p>Hansen Street: from Lillian Ngoyi to Muller Street</p> <p>Residency Street from Lillian Ngoyi to Muller Street</p> <p>Noordend Street from Lillian Ngoyi to Muller Street</p> <p>Du Toit Street from Josia Thabethe to Muller Street</p> <p>Oos Street from Olivier to Clarence Street</p> <p>Clarence Street from Oos to Engelbrecht Street</p> <p>Clarence street from Republiek to Pretorius Street</p> <p>De Wet Street from Josia Thabethe to Pretorius Street</p> <p>Josia Thabethe Street from Theo Mocke to Hospital</p> <p>Grobler Street from Westend to Jacques Street</p> <p>Jacques Street: from Joe</p>		

#	Description	Specific Area	Responsible Sphere	Comment
		<p>Slovo Rylaan to Draad street</p> <p>Botha Street from Westend to Jacques Street</p> <p>Moses Mabhida Street to West End Street.</p> <p>Outskirts of Group 10-3 roads</p> <p>Bottom part of Lillian Ngoyi street.</p>		
18	Electricity	Hydroelectricity	Eskom and Local Government	More electricity needed
19	High School	New high school	DOE	Need new high school
20	Taxi Rank		Mkhondo Municipality / GSDM	There is a need for bigger space for taxi rank; the current one is getting congested.
21	Church Street Hawkers	Municipal Building	Mkhondo Municipality / GSDM	Shelters to be build in the main road in front of Municipality building
22	Stands		Mkhondo Municipality / GSDM and DHS	Industrial stands needed for new business which will lead to job creation e.g. branches of UNISA and Damelin.

WARD 8

#	Description	Specific Area	Responsible Sphere	Comment
1.	Land and Land transfer	Ajax,Gadlanga,Kleinvrystat,Matheni Atalia,Mission, Portgietershoek, Odaka, New Home, Madola, Zand Bank, Kangoweni, Matsheni.	DARDLA	The availability of land is limited which makes development difficult.Land ownership is for nomadien and is busy chasing people whom he find in the houses so we need land at Ajax as first Priority and new home.
2.	Water , water pump and Electric pump	Maphepheni, Bothashope, Zand Bank, MMadola,Matsheni, Dr Pols, New Home,Mission, khokha, atalia, portgietershoek, matheni, mooihoek, groenfontein	Mkhondo Municipality / GSDM and DWA	Some of the areas have been provided with boreholes but they are not enough. More boreholes are needed. Boreholes however break often and need to be constantly maintained as they give soiled water especially after rains.
3.	Clinic	Atalia and Maphepheni	DOH	Visiting mobile clinic is sporadic and people have to travel to EMkhondo for health care. They also travel to Rustplaas and they are in danger of being raped.
4.	Road Maintanance	Atalia,Bothashope,Ajax,Maphepheni,Matsheni,Houdkop Road and D645 Tar road	Mkhondo Municipality / GSDM	Gravel access roads needs constant levelling and grading. It is not convenient to move especially after rains. The tarred road needs resealing.
5.	More classes Laboratory Admin Blocks School & Edu Care centre and Grade R	Kemp siding and Kleinvrystat and Madola. Kempsiding,Ajax,Maphepheni,Matheni,Madola Malayini, Dr Pols Farm,Kleinvrystat,New Home and Houdkop 5 clases per school, 8 classes kemp siding, educare centres in each village. 1 st prefereace maphepheni, Dr Pols, malayinini, bothashope,	DOE	Schools are overcrowded. Kitchen at Kempsiding.Laboratory is much important for practicals and experiments at Kempsiding.Library at Kempsiding, Admin Block at Madola,Kleinvrystat and kemp siding. Additional primary & high school needed.Additional classes,two high schools and edu care centres including school sports facilities must be equipped according to standards.
6.	Network	Ngoweni,Atalia,Mooihoek (3)		It is difficult to get cell phones to work at all.
7.	Sports	Bothashope,Atalia,Maphepheni,Ajax and Dr Pols	DCSR	Youth have no sports facilities at all to keep

#	Description	Specific Area	Responsible Sphere	Comment
	facilities			themselves busy and away from crime and substance abuse.
8.	Satellite police station	Atalia, Groenfontein and Houdkop. (2)		Crime rate is high and it takes more than 2 hours for police to get to the ward.
9.	Township Establishment	Dr Pols,Newhome, Atalia and Malayinini.maphepheni	Business Sectors,Churches and Investors.	Township establishment will better lives of all ward 8 residents.
10.	Construction of a bridge	Zandbank, Bothashope, Madola, kacilo,Maphepheni and Malayinini. (6)	DPWRT	Need bridge and culvert pipe
11.	Community hall	Maphepheni, Kleinvrystat, Atalia,Ajax,Malayinini.	Mkhondo Municipality / GSDM	Need hall and fencing.
12.	LED(Local Economic Development)	Malayinini,Maphepheni,Ajax,Atalia,Dr Pols,Mooihoek,Groenfontein	Mkhondo Municipality / GSDM and Investors.	Many Villages needs more projects to be established
13.	Taxi Rank/Shelter. Tarring of road and paving	Maphepheni	Mkhondo Municipality / GSDM	
14.	Farming ,Fencing and Tractors	Maphepheni/ Bogaat and kwa Cilo, ZandBank, Madola, DR Pols, Bothashope	Mkhondo Municipality / GSDM	
15.	Storm Water Drainage	Maphepheni	Mkhondo Municipality / GSDM	Storm water drainage at Maphepheni.
16.	Waste Removal	Maphepheni,Ajax,Malayinini and New Home	Mkhondo Municipality	To prevent the spreading of diseases.

#	Description	Specific Area	Responsible Sphere	Comment
17.	Youth Centre	Ajax	DSD	

WARD 9

#	Description	Specific Area	Responsible Sphere	Comment
1.	Water	Mahamba, DelfkomEmbonjeni, eBhedu, Berbies, Bergplaas, kaMahlobo, Wagendrift, Ezimbonjeni, Lutwayi Langfontein, Emgubaneni, kaHeaman (farm), kaMabulala, eMkhunyane, kaJacob, Mantonga, Kwarati, Mpumelelo, Siqalokusha, Ncaneni	Mkhondo Municipality / GSDM	Additional boreholes are needed so that people do not need to walk long distances to get water. Current boreholes bear often and give soiled water after rains. Borehole water also dries up often and therefore water tanks will be needed to have water all the time.
2.	Toilets	Empumelelo, Delfkom, eBhedu, Comondale, khalambazo, Bergplaas, Sprinkoppies, eXhoseni, eMagesini, Whole ward	Mkhondo Municipality / GSDM	Some areas have got VIP toilets but additional toilets are required.
3.	Electricity	Delfkom, Berbies, Comondale, kaMahlobo, eMagesini, eMgubaneni, kamabulala, Whole ward	Eskom and Mkhondo municipality	Household connections and Apollo lights
4.	Clinic	Moolman, Delfkom, kaMahlobo (3 central villages)	DOH	Access to health services is a challenge as people have to travel far to access medical help. The mobile clinic visits sporadically and passes on the main road and people that are deep in the village cannot come through.
5.	Agricultural gardens	KwaMahlobo, Delfkom and wholeward (4 Villages)	DARDLA	KwaMahlobo, there is an area where tests on the soil were done and confirmed to be suitable for agricultural purposes. The community requests that assistance be given with tractors that will turn the soil to get it ready for planting & with an irrigation system.
6.	Land	3 Village	DARDLA and Mkhondo Municipality / GSDM	CPA
7.	Grading	32 villages	Mkhondo	Access to communities is difficult.

#	Description	Specific Area	Responsible Sphere	Comment
	gravel roads		Municipality	
8.	Community hall	Whole ward at Sulphursprings, (6)	Mkhondo Municipality / GSDM	If there is a big meeting / event no venues to accommodate people
9.	Additional classrooms and Crèche	To the existing schools and whole ward3 per school(DOE	Overflow of children /students. Parents had started building a primary school in Delfkom and could not finish it. They request assistance with completing the school.
10.	Housing (PHP or RDP)	300 few villages and whole ward	DHS	All the villages are made out of mud houses
11.	Network for Cellphone			Need good network
12.	School		DOE	No enough schools
13.	Sports and recreational facilities		DCSR	Need facilities
14.	Pedestrian bridge		DPWRT	Dangerous roads
15.	Farming(Fencing and assist with tractors)			Need for fencing
16.	Early childhood development		DSD	No facilities
17.	Land restitution			Need land back

#	Description	Specific Area	Responsible Sphere	Comment
18.	Two bridges: from Mpumelelo and Ezimbonjeni	Enkokhweni	DPWRT	Need small bridges

WARD 10

#	Description	Specific Area	Responsible Sphere	Comment
1.	Stands	Osloop, Retiefville, Kempville	Mkhondo Municipality / GSDM	People are still staying with their parents in overcrowded houses and need areas where they can build houses for themselves.
2.				
3.	Housing	Retiefville, Kempville, Magadeni	Mkhondo Municipality / GSDM and DHS	Houses in Magadeni are dilapidated and are a hazard to the occupants. Retiefville residents want additional houses so that they can move from their parents' homes as they are overcrowded. People are living in overcrowded houses.
4.	Street Lights & Apollo lights	Magadeni Retief Ville, Retiefville stadium Kemp Ville school, and Champa Road	Mkhondo Municipality / GSDM	Chamber road & Tear road in Retiefville need street lights. Flood lights are needed that will shine towards the school as a lot of crime is happening in that area. Apollo lights needed in Osloop as there is a lot of crime that happens in the dark alleys.
5.	Clinic	Kempville	DOH	The current clinic is overcrowded and needs expansion and renovations.
6.	Stadiums Shelter and renovations flood lights	Retief Ville Kemp Ville Emasenkeni	Mkhondo Municipality / GSDM	People are uncomfortable during sunny and rainy days

#	Description	Specific Area	Responsible Sphere	Comment
7.	Pedestrian Bridge	1. Between Magadeni & Thokozani (eThandukukhanya) 2. Osloop to eThandukukhanya	PWRT	People need to cross the river from Magadeni to Thokozani and vice versa and often drowning happens. Children from Osloop cross the railway line to go to school in eThandukukhanya.
8.	Pedestrian Crossing ramp	On the road from eThandukukhanya where taxis are boarded	PWRT	People from Retiefville board taxis on the main road from eThandukukhanya but cannot easily cross the trench to get to the main road. A ramp needs to be constructed over the trench for easy access to the road.
9.	Access to houses from street	Sgodiphola	Mkhondo Municipality / GSDM	The tarred road projects closed people's access gates because the road is now high and therefore people cannot get into their gates with cars and on foot.
10.	Building of ramps outside old age home	Magadeni		Area is also used as a voting station and must be disabled friendly.
11.	Pre-school	Osloop	DSD	Proper foundation should be laid for learners. Promotion of ECD.
12.	Multi-purpose centre	Retief Ville	Mkhondo Municipality / GSDM	Youth, women and older persons need to get a place where they can operate, Need for services
13.	Establishment of community vegetable garden	All six areas	Garden Owners DARDLA	Most people are not working. This will be part of poverty alleviation. 800 people
14.	Vacant sites		Mkhondo Municipality / GSDM and DHS	No sites
15.	RDP houses (PHP)	Retiefville and Osloop	DHS	Need for housing
16.	Toilets		Mkhondo Municipality / GSDM	No toilets

#	Description	Specific Area	Responsible Sphere	Comment
17	Water and electricity		Mkhondo Municipality / GSDM	Need for water and electricity
18	New shelters at stadiums	Kempville and Magadeni	Mkhondo Municipality / GSDM	Open stadiums
19	New floodlights at stadiums	Kempville and Magadeni	Mkhondo Municipality / GSDM	No lights
20	Tarring of roads	DPWRT and Local Government	Mkhondo Municipality / GSDM	Untarred roads

WARD 11

#	Description	Specific Area	Responsible Sphere	Comment
1.	Housing		DHS and Mkhondo Municipality / GSDM	Promises of houses were made and people registered but the houses went to another area. People are overcrowded in houses and need to get their own places.
2.	Water	Eziphunzini	Mkhondo Municipality / GSDM and DWA	People live in RDP houses but have no access to water. They have to rely on Jojo tanks.
3.	Sites & stands		Mkhondo Municipality / GSDM	People are overcrowded in parents' houses and some do not qualify for RDP housing therefore stands should be made available for people to be able to build on their own.

#	Description	Specific Area	Responsible Sphere	Comment
4.	Crèche	Eziphunzini	DSD	Kids travel long distances to crèche and parents don't have money for transport.
5.	Clinic		DSD	The residents have to visit the clinic in town which is always full.
6.	Street lights	Eziphunzini	Mkhondo Municipality / GSDM	The crime rate is more at night
7.	Church sites	Eziphunzini	Mkhondo Municipality / GSDM	People work long distances to get to church
8.	Dumping site		Mkhondo Municipality / GSDM	The waste tractors don't collect in our area.
9.	Electricity		Mkhondo Municipality / GSDM and Eskom	Not enough electricity
10	Toilets		Mkhondo Municipality / GSDM	No toilets
11	Standardized pricing of the hall	Entire town	Mkhondo Municipality / GSDM	Prices differ
12	Sports facilities and maintenance		Mkhondo Municipality / GSDM nd DCSR	No sport facilities, and not in good condition
13	FET College		DOE	No college
14	Foot bridges	Marabastad	DPWRT	No bridges
15	Storm water drainage	Magadeni Marabastad	Mkhondo Municipality /	There is a need for storm water drainage to the following township.

#	Description	Specific Area	Responsible Sphere	Comment
			GSDM and DHS	
16	Crèche	Eziphunzini	DSD	Need for crèche
17	Vacant sites		Mkhondo Municipality / GSDM	No sites for people
18	Sewer		Mkhondo Municipality / GSDM	No sewers
19	Tarring of roads		Mkhondo Municipality / GSDM	Untarred roads need to be level every now and then after the heavy rain.

WARD 12

#	Description	Specific Area	Responsible Sphere	Comment
1.	Road surfacing And regrading storm water drainage.	RichardsBay, Thanda 1 & 2,Sbetha, Mafred, Longhomes,Mseja,KaNcube and eMoyeni eMaphayinini	Mkhondo Municipality / GSDM	Road is in a bad condition
2.	Residential sites / RDP's,Churchsites and business	1200 Sites, Long homes, Mafred, Richardsbay, Thanda 1 &2, Sbetha, Mseja, KaNcube	Mkhondo Municipality / GSDM.	Lack of sites for ward 12 residents

#	Description	Specific Area	Responsible Sphere	Comment
	sites	and eMaphayinini.		
3.	Busines side			
4.	Tarring of roads to business areas	Richards bay business area and Emoyeni	Mkhondo Municipality / GSDM	For easy access during rainy season
5.	Street humps	Long homes tar road and Thanda business road.	Mkhondo Municipality / GSDM	Speeding cars and buses kill community members
6.	Pedestrian bridge	Mafred to Phola Park. Emaphayinini to Phola.	DPWRT	To be used by school learners and disabled in accessing school and disable community centre
7.	Clinic	Thandukukhanya 1	DOH	There is no clinic in the area to access basic health facilities.
8.	Library	Thandukukhanya 1	DCSR	There is no Library to access basic information.
9.	Fencing of Community garden	Mafred Homes	Mkhondo Municipality / GSDM	The garden needs to be fenced to prevent theft of vegetables
10	Sewarage	Mafred Homes and Longhomes	Mkhondo Municipality / GSDM	The sewage system is spilling on the road, therefore if it can be attended to, it can be mitigated.
11	Sport Facilities	Long Homes,Sbetha,Thanda 1 & 2,Mafred,Mseja,KaNcube and Emaphayinini	Mkhondo Municipality / GSDM	This street will make easy access to houses.
12	Filling up of the hole	Emaphayinini	Mkhondo Municipality / GSDM	The hole is a big risk for the kids.
13	New Streets	Emaphayinini	Mkhondo	Not enough roads

#	Description	Specific Area	Responsible Sphere	Comment
			Municipality / GSDM	
14	Mini complex including Thusong service centre	Long Homes, Richardsbay Thanda 1& 2, Sbetha	Business Investors	No shopping centre
15	Community Gardens	Thandukukhanya 2	Business owners	Community needs to start the gardens in order to earn their own income.
16	Vending machines for purchase of electricity		Mkhondo Municipality / GSDM	People take long distances to buy electricity

WARD 13

#	Description	Specific Area	Responsible Sphere	Comment
1.	Water	Phoswa Village	Mkhondo Municipality / GSDM and DWA	There is no water in the area; currently the community uses jojo tanks.
2.	Upgrade sanitation system from VIP toilets to water borne sewer	Ext 5 Eziphunzini Village and Sbetha Village		
3.	Electricity	Mangosuthu, Ext 5 (Eziphunzini)	Eskom and Local Municipality	Too much crime
4.	Opening of passage	Eziphunzini	Mkhondo	
5.	RDP Houses	Mangosuthu	Mkhondo Municipality / GSDM and DHS	400 RDP houses are needed.
6.	Grading roads	Mangosuthu, Sbetha, Phoswa and Eziphunzini	Mkhondo Municipality / GSDM	Gravel roads need grading every now and then.
7.	Sport Ground	Ext 5, Eziphunzini & Sbetha Villages	DCSR	No sport activities.
8.	Clinic	Entire ward	DOH	One existing clinic and big population.
9.	Waste management and municipal accounts	Entire ward		Requie additional refuse bins to curb illegal dumping of refuse and other sorts of debris.

#	Description	Specific Area	Responsible Sphere	Comment
10.	Crèche	Phoswa	DSD	There is no crèche available
11.	Misunderstanding of boundries	Ward 11& 13		Confusion clarified
12.	Places for car wash	Sbetha, Phoswa, Ext 5, Mangosuthu	Business Investors	The identification of sites would be communicated to the community

WARD 14

#	Description	Specific Area	Responsible Sphere	Comment
1.	Water	Mangosuthu,	Mkhondo Municipality / GSDMand DWA	People are drinking water from the dam together with animals
2.	Sewer	Mangosuthu	Mkhondo Municipality / GSDM	Unfinished RDP No survey No survey
3.	Apollo Electricity Crime reduction	Mangosuthu(9)	Mkhondo Municipality / GSDM	Crime hot spot during the night due to no lights (darkness)
4.	Police satellite Offices	Between Phola park and Mangosuthu (Skeyfin)	DCSSL	SAPF take a long time to reach scene when called.
5.	Skill & Development Centre	Harmony Park	DSD	To Develop Co-ops
6.	Piece of land (old age home)	Harmony Park	Mkhondo Municipality / GSDM)	Where old age and orphan will be accommodated.
7.	Concrete drive way	Phola park	Mkhondo Municipality / GSDM	Difficult to enter the yard with a car
8.	Sport facilities	Harmony Park Mangosuthu	DCSR	To keep youth busy & being away from drugs.
9.	Business site Church site	Harmony Park	Mkhondo Municipality /	Are there but not given to the public.

#	Description	Specific Area	Responsible Sphere	Comment
			GSDM)	
10.	Township Establishment	Mangosuthu	Mkhondo Municipality / GSDM	Part of the area has not been surveyed and that makes service delivery difficult.it is needed to accelerate services.
11.	Sewer pipes and Toilet	Phola Park	Mkhondo Municipality / GSDM	Need for water borne sanitation
12.	RDP houses	Harmony Park Mangosuthu	DHS	Need for housing
13.	Waste collection	Harmony Park Mangosuthu	Mkhondo Municipality / GSDM	Not enough waste collection
14.	Illegal occupation of the land	Harmony Park	Mkhondo Municipality / GSDM	No control on land occupation
15.	Youth centre	Mangosuthu and Phola Park.	DSD	No youth centre
16.	Stormwater drainage	Harmony Park	Mkhondo Municipality / GSDM	Water lies around after rains
17.	Crèche and primary schools	Harmony Park	DOE and DSD	Need for them
18.	Bridge at Mangosuthu	Mangosuthu	DPWRT	There is a dangerous road
19.	Trading shelters (for hawkers)	Harmony Park Mangosuthu	Mkhondo Municipality / GSDM	Need for shelter

#	Description	Specific Area	Responsible Sphere	Comment
20.	Sewer network for RDP houses	Mangosuthu	Mkhondo Municipality / GSDMand DHS	No network
21.	New cemeteries	Mangosuthu	Mkhondo Municipality / GSDM	Cemeteries not enough
22.	Multipurpose Centre	Harmony Park	Mkhondo Municipality / GSDM	There is a need for multipurpose centre such as youth centre.

WARD 15

#	Description	Specific Area	Responsible Sphere	Comment
1.	Boreholes (Water)		Mkhondo Municipality / GSDM	Existing boreholes are too far from others. People are drinking unhealthy water. Water trucks are needed to deliver water.
2.	Toilets		Mkhondo Municipality / GSDM	No toilets and people have to use the bushes
3.	Electricity		ESKOM and LM	Electricity connections needed in the entire ward
4.	Roads (grading)		Mkhondo Municipality / GSDM	Roads need constant levelling and grading as they get very bad after rains and scholar transport cannot take the children to school at these times. People don't have access to various areas.
5.	Community Hall	Ntombe Comondale	Mkhondo Municipality / GSDM	Community hall are needed.
6.	Primary School	Tshede	DOE	Primary school is needed.
7.	Bridge	Libaba,Bakenkop,Majikampondo,Comondale	DPWRT	Children are struggling to go to school, especially in summer when it is raining.
8.	Network			
9.	Housing		DHS and Local Government	People staying in mud houses. Most people staying on privately owned land, RDP houses are needed.
10.	Clinic	Ekuphileni Bears,Comondale	DOH	Clinic only at eNtombe and is far from other villages.
11.	Mobile Clinic	Jikagogo,Libaba,Kwasibhodla,Bankenkop,Kwasibhodla, Mgqikane	DOH	Place that mobile clinic must attend.
12.	Crèche	eNtombe,Ekuphileni,Comondale,Nederland,Libaba, Bears.	DSD	No crèche in the whole area

#	Description	Specific Area	Responsible Sphere	Comment
13	Police Station	Ntombe,Ekuphileni,Bears,Commondale	DCSSL	
14	Grading Sports Field	ENtombe	DCSR	Youth have no grounds for sports entertainment
15	Stadium	Central Location	DCSR	
16	Highmast lights	Ntombe,Ekuphileni	Mkhondo Municipality / GSDM	No lights
17	Pipes	Engodini	DWA and LG	Insufficient infrastructure pipes
18	Youth Centre	Ntombe,Ekuphileni,Commondale,Nederland,Libaba,Bears	DSD	Youth centre will improve youth skills and they will have access to information.

WARD 16

#	Description	Specific Area	Responsible Sphere	Comment
1.	Sewer system (pipes)	Phola Park New Stands	Mkhondo Municipality / GSDM	There is no sewer pipes, which are needed
2.	Houses	Mangosuthu	Mkhondo Municipality / GSDM	There is a high need for new RDP Houses
3.	Water Drainage	Mangosuthu	Mkhondo Municipality / GSDM	A lot of water overflows everywhere, especially during rainy season. This is a result of absence of drainage system in Mangosuthu.
4.	Stands and Sites	Old Phola Park/Ntombazana	Mkhondo Municipality / GSDM	There is a high need for stands in order to build houses and currently there are sites and stands ,but no stands numbers
5.	Potholes	Phola Park New Stands	Mkhondo Municipality / GSDM	There are potholes on the roads, which need to be fixed
6.	Water	Old Phola Park/Ntombazana	Mkhondo Municipality / GSDM	There is inconsistent supply of water, for few days it is there, and the next few days it is not there.
7.	Street lights	Whole ward	Mkhondo Municipality / GSDM	The damaged globes are not replaced in time, therefore there is a need for streetlights that are working
8.	Secondary school	Eskeifing	DOE	There is a high need for secondary school to be built there
9.	Clinic	Old Phola Park/Ntombazana	DOH	There is a need for a clinic. Already there is a site allocated for building of this clinic.

WARD 17

#	Description	Specific Area	Responsible Sphere	Comment
1	Sewer pipes	Phosa Park	Mkhondo Municipality / GSDM	Sewer pipes for waterborne toilets with 568 households.
2	Waterborne Toilets	Welvadind	Mkhondo Municipality / GSDM	Waterborne toilets at Wervadind with 488 households.
3.	Electrification need	Welvardine, Ezinkomeni	ESKOM and Local Government	Installation at Welvardine with 488 households, 168 households at Smith location and 164 households at Silindokuhle.
		Kwafiti		Kwafiti CPA with 28 houses
		Zamokuhle		Zamokuhle CPA with 31 houses
		Madabukela		Madabukela farm with 26 houses
		Annyspruit		Annyspruit with 39 houses
		Zinkonjaneni		Zinkonjaneni with 56 houses
		Kwalushaba		Kwalushaba with 8 houses
4.	Refuse Removal	Zinkonjaneni and Welvadind	Mkhondo Municipality / GSDM	There is need for refuse removal at Ezinkonjaneni and Welvadiend.
5.	Youth Centre	Ezinkonjaneni	DSD	We need a youth centre to keep the youth from

#	Description	Specific Area	Responsible Sphere	Comment
				committing crime.
6.	Clinic	Zinkonjaneni	DSD	We need a clinic at Zinkonjaneni
7.	Secondary School	Zinkonjaneni	DOE	There is a need for secondary school.
8.	Early Childhood Development	Welvardiend,Ezinkonjaneni,Zinkomeni Phola Park	DSD/DOE	The early childhood development centres are needed.
9.	Water Reticulation	Phosa,Hlalangenkani,Zinkomeni,Silindokuhle, Madanca, Madabukela,Kwamgodi, Mooihoek, Kwa Qadolo,Kwa Thogo, Ndalimi and Kwafiti.	DWA and LG	There is a need for water.
10.	VIP toilets	Madanca, Mooihoek,Silindokuhle,Zinkomeni,Kleinfontein , KwaMjuqu, Kwakhumalo.	Mkhondo Municipality / GSDM	68 households at Madanca,26 households at Mooihoek, 364 household at silindokuhle,45 households at Zinkomeni and Kleinfontein,25 households at kwaMjuqu and 24 household KwaKhumalo.
11.	Bridges	Kleinfontein	DPWRT	Foot bridge needed.
12.	Fencing of cemeteries	Phoswa,Ezinkonjaneni	Mkhondo Municipality /	Vulnerable cemeteries

#	Description	Specific Area	Responsible Sphere	Comment
	Clinic FET college Parks and sports facilities		GSDM	
13	Cemetery	Ezinkonjaneni	Mkhondo Municipality/GSDM	
14	Dumping Site			
15	Tarred Road			
16	Street light			
17	Community Hall			

WARD 18

#	Description	Specific Area	Responsible Sphere	Comment
1.	Roads	Driefontein	Mkhondo Municipality / GSDM	Gravel road need to be fixed through re-gravelling, and if possible through tarring
2.	Toilets	Ematsheni, Esidakaneni, Emazembeni Masihambisane, Ecabangani, Fastis, Esimbomvini Hyshope Dam.	Mkhondo Municipality / GSDM	VIP toilets are needed by community
3.	Houses	Ematsheni, Esidakaneni, Emazembeni Masihambisane, Ecabangani, Fastis, Esimbomvini Hyshope Dam	Mkhondo Municipality / GSDM	Houses are needed by many people
4.	Hall	Driefontein	Mkhondo Municipality / GSDM	There is a need for a hall as there is no hall in Driefontein
5.	Library	Driefontein	DCSR	There is a need for a library for the community
6.	High Mast Lights	Ematsheni, Esidakaneni, Emazembeni Masihambisane, Ecabangani, Fastis, Esimbomvini Hyshope Dam	Mkhondo Municipality / GSDM	There is no high mast lights

#	Description	Specific Area	Responsible Sphere	Comment
7.	Electricity	Heyshope	Mkhondo Municipality / GSDM	There is no electricity for the houses
8.	Tourism Centre	Heyshope	Mkhondo Municipality / GSDM	There is a need for Tourism Centre as there is a demand for it
9.	Two bridges	Driefontein	DPWRT	Bridges are needed for Mabiliza road and Masihambisane road
10.	Two crèches	Driefontein Heyshope	DOE	There is a need for crèches in Driefontein and Heyshope
11.	Sportfield	Driefontein	DCSR	There is a need for a soccer field
12.	Clinic	Driefontein	DOH	There is a need for a clinic
13.	Water	Driefontein	Mkhondo Municipality / GSDM	There is a need for water to reach the houses
14	Shopping Complex	Driefontein	Investors and Businesses	There is a need for shopping complex to save money and trips for local people.
15	Job Opportunities	Driefontein	Business sectors	
16	Fencing of	Driefontein	Mkhondo Municipality /	The cemeteries need to be fenced.

#	Description	Specific Area	Responsible Sphere	Comment
	cementries		GSDM	
17	Grazing of Land	Driefontein and heyshope dam	Agricultural Owner and DARDLA	
18	Sewer Pipes & sewer plants	Driefontein and heyshope dam	Mkhondo Municipality / GSDM	
19	Renovation of Heyshope Primary	Heyshope	DOE	Renovation of primary school.
20	Storm Water	Driefontein	Mkhondo Municipality / GSDM	
21	Fire Station	Ecabangani		
22	Satelite Police Station	Ewacembeni		
23	Boreholes	Heyshope		
24	Old age home		DSD	
25	Orphange home		DSD	
26	High mast light		Mkhondo/GSDM	
27	4 bridges		DPWRT/GSDM	

#	Description	Specific Area	Responsible Sphere	Comment
28	2 foot bridges		DPWRT/GSDM	

WARD 19

#	Description	Specific Area	Responsible Sphere	Comment
1	Water	Thokozani Stafford	Mkhondo Municipality / GSDM	The majority of people in this ward receive water through delivery trucks, but they report that the deliveries do not deliver to all people. Wherever there are boreholes, they break often and water comes out soiled during the rainy season. Sometimes the water gets finished from underground, and people need to go and get water from rivers – together with animals.
2	network reticulation (water taps)	Thokozani, Stafford	Mkhondo Municipality / GSDM	More network for water
3	Clinics	Thokozani, Stafford, Athole Farm	DOH	Mobile clinic no longer coming through as scheduled. People die as a result of not getting medical assistance on time.
4.	Sewer pipes	Amsterdam Town	Mkhondo Municipality / GSDM	There are sewer problems even in Amsterdam town where people have to dig their own sewer collectors and dispose of waste themselves
5.	Bridges	Amsterdam, Stafford	DPWRT	No bridges
6.	Houses	Veldschool,Thokozani Stafford,Watersmith Redklif,Maswazini,David Forbes,Sihanahana and Westoe.	Mkhondo Municipality / GSDM and DHS	There is not enough houses and people are living in other people's houses. Those living in mud houses complain that their houses are already falling apart and get eroded by rains. Majority of people are still living in mud houses which erode after heavy rains, and also leak badly during rains. Promises for housing have been made but not yet received. Houses are needed by majority of people
7.	VIP Toilets	Thokozani(Mahlabathini Section), Maswazini,	Mkhondo Municipality /	Additional toilets are needed for those that have not received them yet, because currently people share toilets

#	Description	Specific Area	Responsible Sphere	Comment
		Watersmith,Redcliff,Sihanahana.	GSDM	
8.	Electricity	David Forbes, Redklif, Thokozani Mahlabathini Section), Nerston, Wolvenkop, Sihanahana.	Mkhondo Municipality / GSDM and ESKOM	There is a need for households connections, which will also reduce crime rate
9.	Ambulance	Amsterdam Clinic	DOH	There is need for ambulance in Amsterdam.
10	Storm water	Amsterdam Town	Mkhondo Municipality / GSDM	There is a need for storm water drainage
11	Roads tarring	Amsterdam Street	Mkhondo Municipality / GSDM	Roads need to be tarred
12.	Youth Centre	Thokozani Village	DSD	To keep the youth active and away from alcohol and drug abuse, and also for the youth to develop themselves.
13	Roads and sports ground grading	Amsterdam Town	Mkhondo Municipality / GSDM	Roads need to be graded as well as the sports fields.
14	Day Care Centre	Thokozani	DSD	The area needs a larger day care centre than the small one available at present and it must be fully equipped with all facilities according to grades.
15	High mast lights	Maswazini,Thokozani Watersmith	Mkhondo Municipality / GSDM	No lights

#	Description	Specific Area	Responsible Sphere	Comment
16	Schools	Umlambo School	DOE	Fully equipped with all facilities according to grades.
17	Collection of waste	Amsterdam Town	Mkhondo Municipality / GSDM	There is a need for waste collection
18	Renovation of old Nganana school	Amsterdam	DOE	Nganana school needs to be renovated, as it was broken into.
19	Satellite police station	Thokozani Village	DCSSL	To prevent crime and enable the community to report criminal activities immediately
20	Elderly Centre	Thokozani,Staffords	DSD	For old people to do their daily work in a safe area



needs reflected per ward in Table 5, **Tables(a) and (b)** below depict the spatial distribution of the various developmental needs (per ward) as determined during the consultation process.

TABLE 20(A): COMMUNITY NEEDS RELATING TO MUNICIPAL COMPETENCIES

IDENTIFIED NEEDS		WARDS																			
		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	
1	WATER	X	X	X	X	X	X		X	X						X	X	X	X	X	
2	SANITATION	X	X	X	X	X	X		X	X						X	X	X	X	X	
3	ELECTRICITY (Household Connections)	X	X	X	X	X	X		X	X					X	X		X	X	X	
4	ELECTRICITY (Streetlights/Apollo)	X	X	X	X	X	X	X	X	X	X	X	X		X	X	X			X	
5	CEMETERIES	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X					
6	ROADS (Levelling & Grading)	X	X	X	X	X			X	X	X					X		X	X	X	
7	ROADS (Tarring)							X			X	X		X	X			X	X	X	
8	STADIUMS	X	X	X	X	X	X													X	X
9	HALLS	X	X	X			X		X	X	X	X						X	X	X	
10	HALLS (FURNISHING & FENCING)				X	X										X		X		X	
11	STANDS/SITES					X	X				X	X					X		X		
12	SPEED HUMPS					X	X	X		X	X	X	X	X	X						



Table 6(b) Community needs relating to provincial competencies

		WARDS																		
Identified Needs		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19
1.	Housing	X	X	x	x	X	X		x	x	x	x		x	X	x	X	X	X	X
2.	Clinics	X	X	x	x	X	X	x	x	x	x	x	x			x	X		X	X
3.	Satellite Police Station	X	X	x	x	X	X		x	x	x				X	x				X
4.	Agricultural Gardens	X	X	x	x	X	X		x	x		x				x				
5.	Old Age Homes										x									X
6.	Orphanage							x												

4.8 CONCLUSION

The Mkhondo Local Municipality’s IDP public participation meetings were held. This process would not have been successful without dedication shown by the Honourable Executive Mayor, the Honourable Speaker, the Honourable ward Councillors, Ward Committee and Municipal Manager and the officials.

In short, the backlogs on water, sanitation, electricity and housing are still severe, mostly in the rural wards of the Mkhondo area and need serious attention. The municipality therefore needs to prioritize these needs and ensure that the number of residents without basic needs is reduced, especially in the rural areas.

The following section gives a description of the most significant service delivery challenges experienced in Mkhondo. These were common issues that were raised and still remain a challenge.

DEVELOPMENT CHALLENGE/NEED	DETAIL
Water	A large percentage of the rural areas still do not have access to potable drinking water. In some wards, the community depends on water from the river for all household purposes. It was also explained that the same water is often shared with livestock such as cattle and pigs, which exposes the consumers to serious illnesses such as diarrhoea. There were wards where borehole infrastructures are available, but these are often not functioning or the water is soiled especially after rains.
Housing	In almost all wards, issues relating to housing were on access to decent shelter. Some of the community members complained of empty promises on information regarding housing delivery from the municipal officials. Other issues on housing were related to limited and/or no access to land and/or serviced stands where individuals may build their own houses. It was also indicated that there are areas where the most suitable land to erect houses is privately owned and/or grows forestry.
Sanitation	This is a major challenge in all wards, especially rural wards. Most community members indicated that they just do not have any toilets and that they 'help themselves' in the bushes. There were cases where issues of maintenance were cited as challenges in the sense that some VIP toilets were not being maintained, which causes a range of health hazards.
Electricity	Electricity is a great challenge for most of the wards, except for urban wards. A large number in rural areas are yet to be connected to electricity.
Cemeteries	The communities pointed out a need for more space to erect cemeteries, both in the urban and rural areas.

Clinic	In the majority of the rural wards there is a direct need for clinics because the mobile clinic that is supposed to visit, is either sporadic or has ceased to visit at all. Some people do not have access at all because the areas are inaccessible due to bad roads or no roads at all. Many people therefore die because they cannot receive immediate assistance when they are ill.
Roads	The communities pointed out the need for roads to be graded and/or levelled often to improve accessibility to certain areas and for the scholar transport to be able to reach the schools easily. Heavy rains result to bad access to roads, but the municipality has taken that into cognisance.

4.9 5-YEAR IDP PROCESS RELATED CHALLENGES AND ISSUES

In addition to the aforementioned technical developmental issues and challenges, the following were identified as the main IDP process-related challenges and issues that need to be addressed during ensuing IDP review processes in the Mkhondo municipal area:

3.22.1. Information on economic aspects, land use and transport is not available, but is urgently required for development planning that meets the needs of communities in a sustainable manner.

3.22.2. The municipality is not getting all the funds that are due to it (rates). This needs to be investigated as a matter of urgency to enable it to do more for communities. The municipality needs to engage with the provincial and national spheres of government, state-owned enterprises, the private sector as well as local and international donors (such as the World Bank or international investors) in order to seek funding for projects. This emphasises the need to establish joint ventures and Public Private Partnerships (PPP's) and also the need to effectively communicate and market the IDP (or the local authority area).

CHAPTER 5

DEVELOPMENTAL PRIORITIES AND SECTOR PLAN

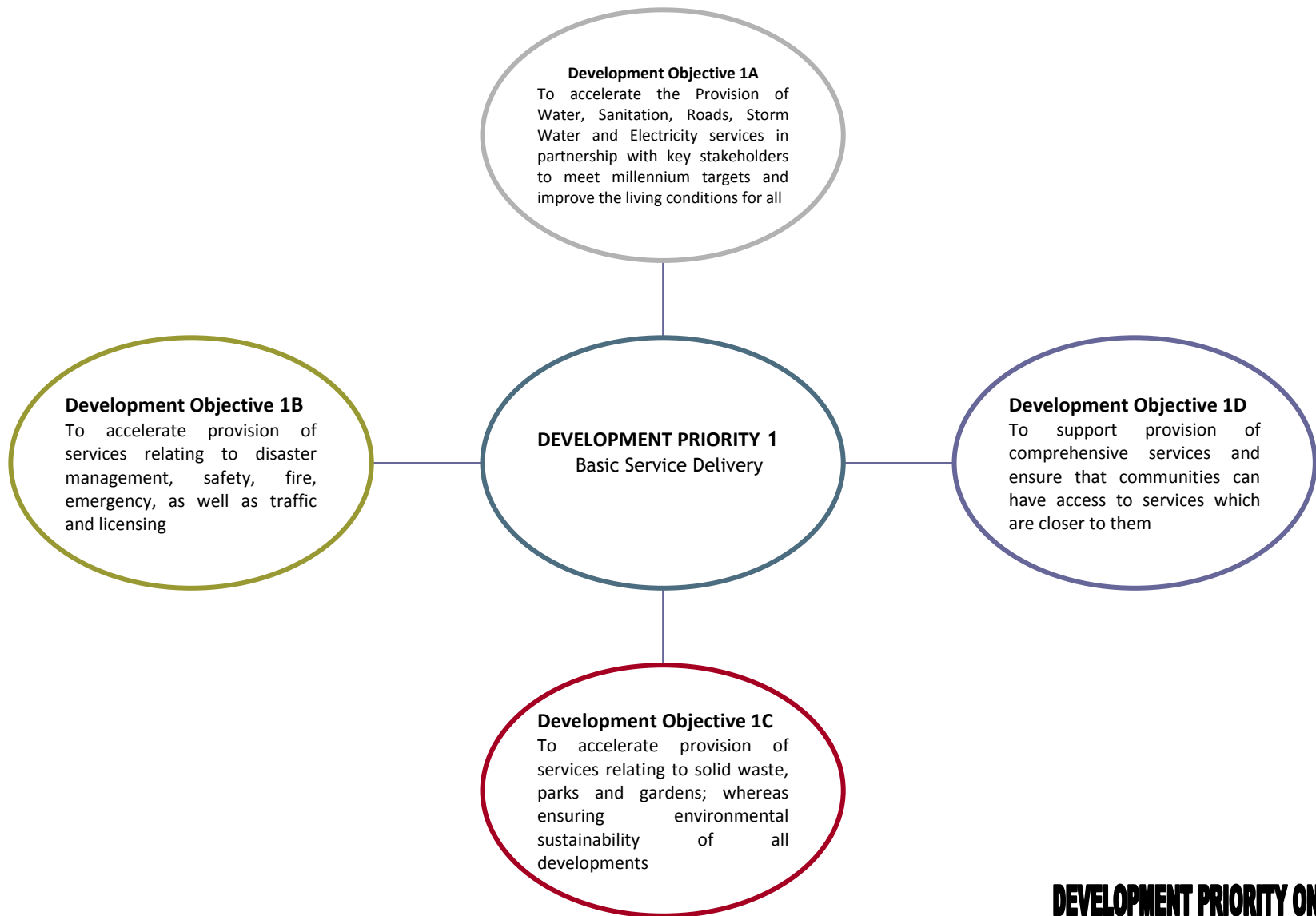
5.1 OPERATIONAL STRATEGIES

Mkhondo Local Municipality produced operational strategies/sector plans as part of the components of the IDP according to section 26(f) of Local Government: Municipal Systems Act which reads; “the council’s operational strategies”. In cases where the municipality does not have the relevant sector plan, the relevant district plan is used in its place.

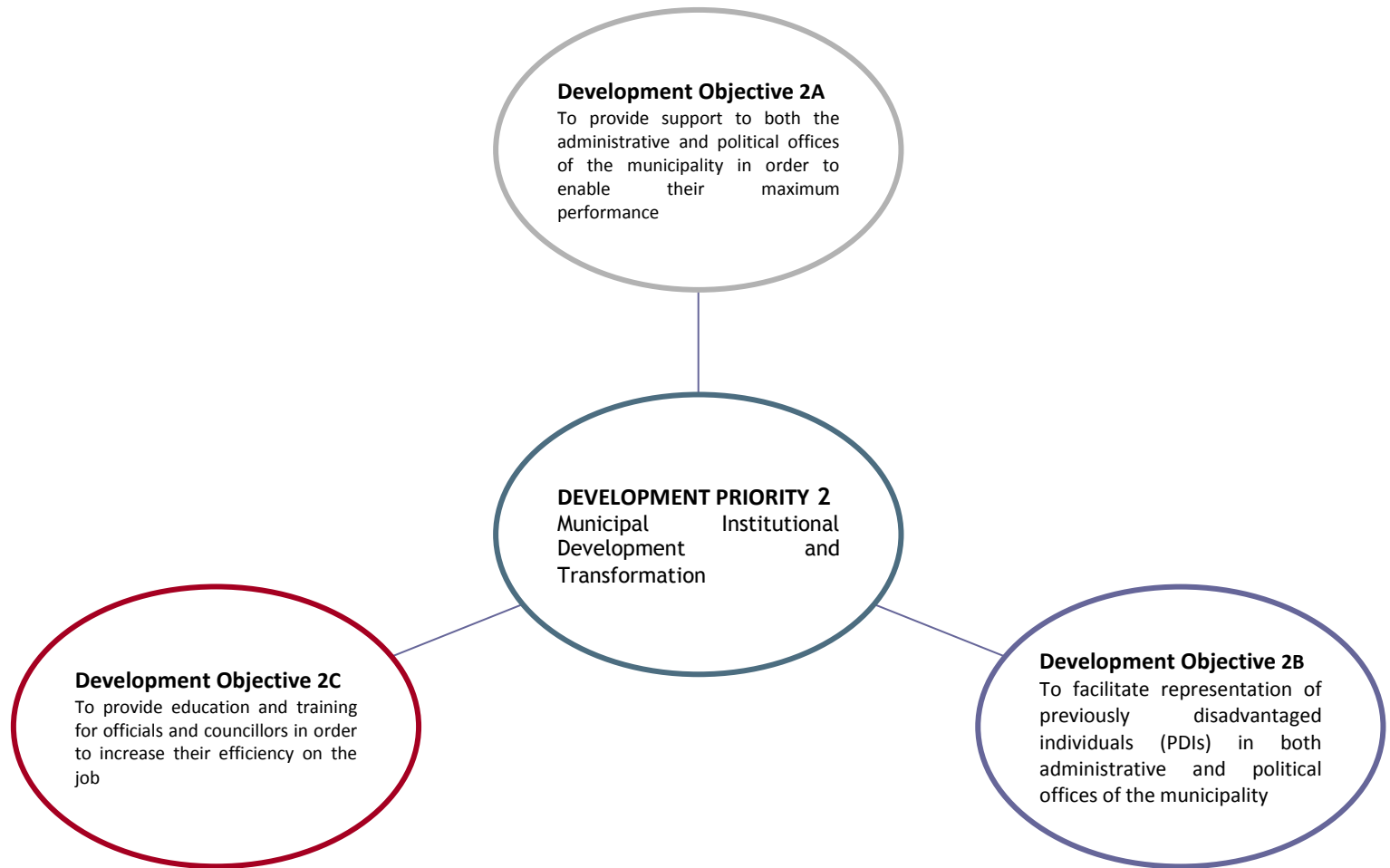
5. 1.1 DEVELOPMENT PRIORITIES

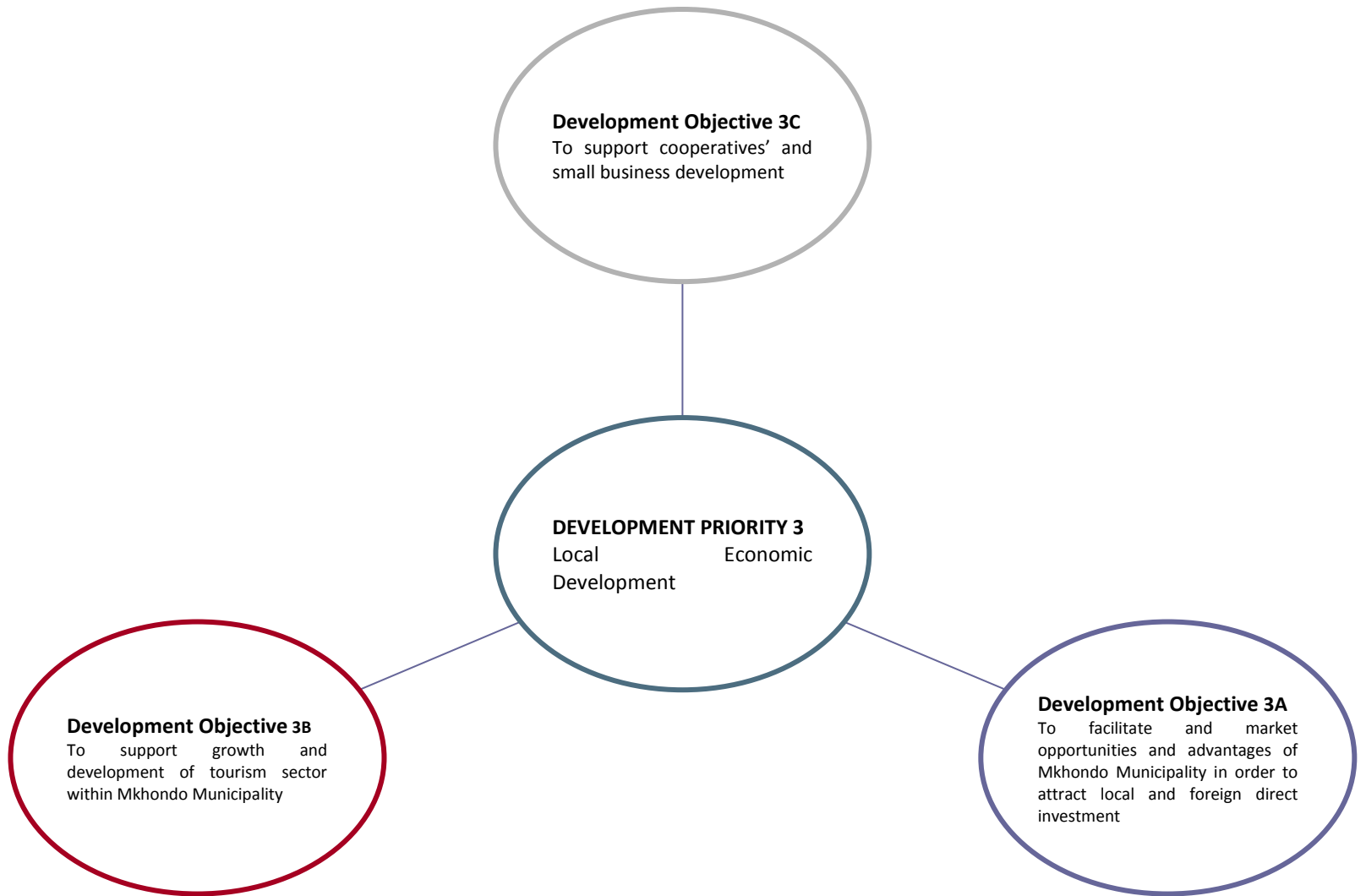
The municipality identified five development priorities that will be the focus in the next five years as follows:



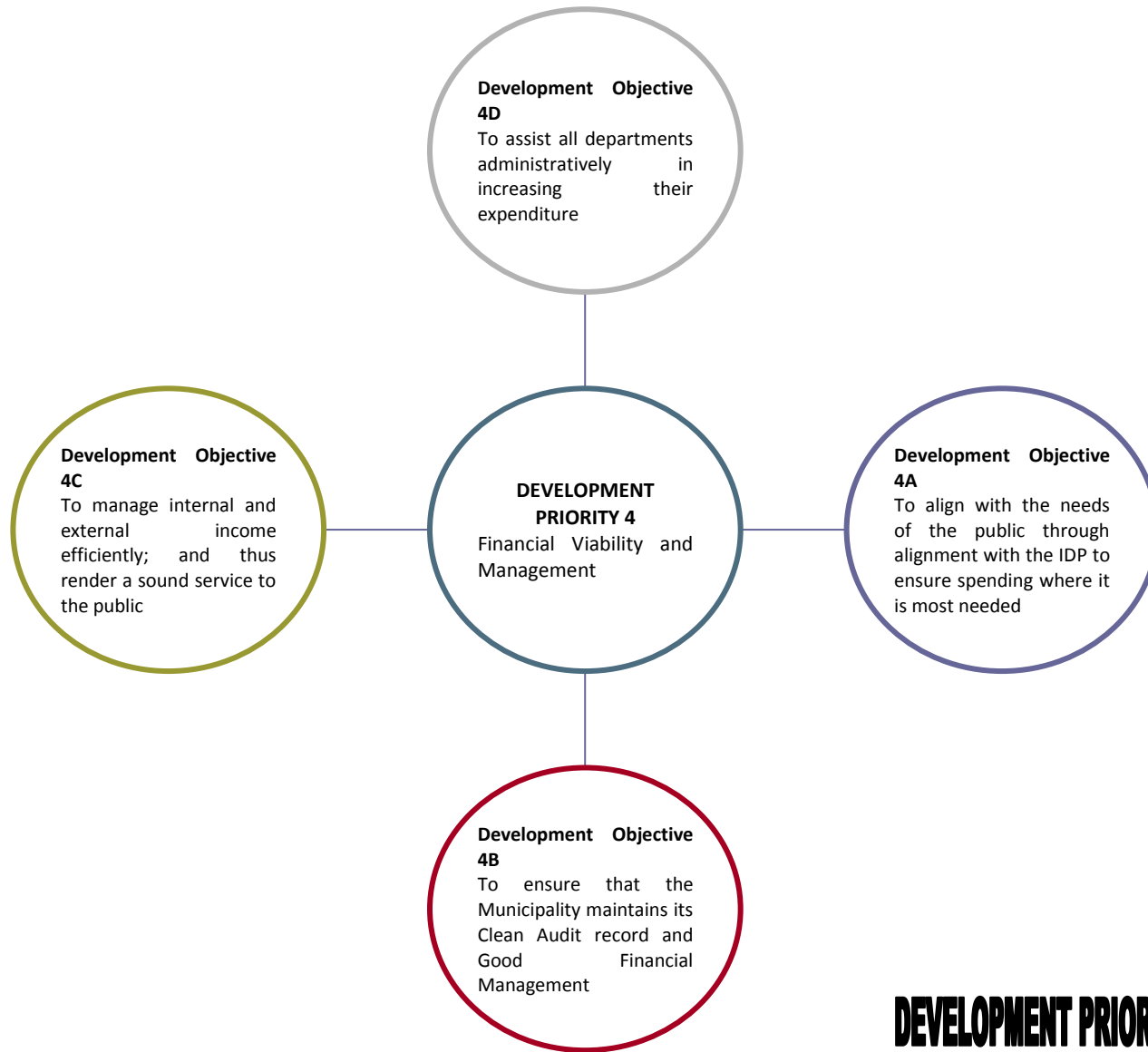


DEVELOPMENT PRIORITY ONE

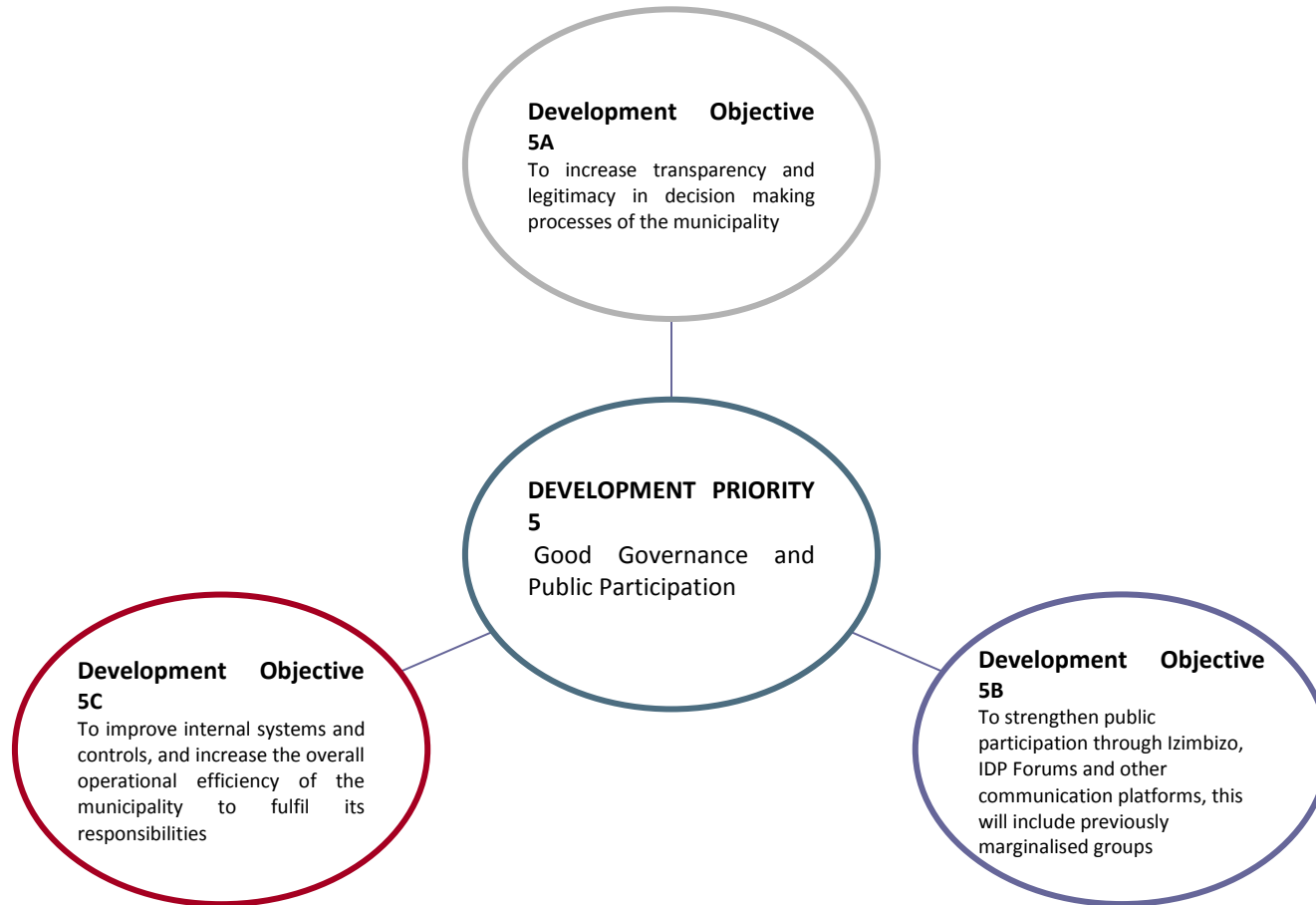




DEVELOPMENT PRIORITY THREE



DEVELOPMENT PRIORITY FOUR



DEVELOPMENT PRIORITY FIVE

5.2 SECTOR PLANS

The municipality currently does not have many sector plans. CoGTA through Municipal Infrastructure Support Agency (MISA) is assisting the Municipality to develop all infrastructure sector plan.

The summaries of the sector plans are presented below:

SECTOR PLANS

The municipality currently does not have many sector plans. CoGTA through Municipal Infrastructure Support Agency (MISA) is assisting the Municipality to develop all infrastructure sector plan.

The summaries of the sector plans are presented below:

Plans	Current status (2014/2015)	Future activities and new strategies to be included	Progress
Water Services Development Plan	Draft exists, presented to Council in April 2011	To be approved by the council after the review	The existing draft WSDP that was developed in 2009 shall be reviewed in the financial year 2013/2014
Comprehensive Infrastructure Plan	Does not exist	To be developed in 2013-2014	The Comprehensive Infrastructure Plan shall be developed in the financial year 2013/2014 through GSDM funding
Water Safety Plan	The draft water safety plan is due for adoption by the council	To be approved by the council	The plan shall be presented to council and implemented upon approval on an ongoing basis
Wastewater Risk Abatement Plan	The current plan was adopted by the council in the financial year 2012/2013	The outcome and recommendations of the plan shall be implemented on an ongoing basis	The plan is currently being implemented on an ongoing basis
Blue Drop Improvement Plan	Does Exist and was adopted by the council	The plan is to be reviewed on a quarterly basis	The plan is being implemented on an ongoing basis

Plans	Current status (2014/2015)	Future activities and new strategies to be included	Progress
Green drop Improvement Plan	Does Exist and was adopted by the council	The plan is to be reviewed on a quarterly basis	The plan is being implemented on an ongoing basis
Integrated Transport Plan	Currently using District Plan	To be developed in 2013-2014	The municipality is working in conjunction with COGTA in terms of developing the Integrated Transport Plan
Integrated Waste Management Plan	Currently using District Plan	To be developed in 2013-2014	The municipality is requesting funds for developing IWMP from COGTA through MISA
Spatial Development Framework	Exists, adopted in April 2011	To be reviewed in 2013-2014	The municipality is working in conjunction with COGTA in terms of reviewing the existing SDF, will be adopted next financial year.
Local Economic Development Strategy	Does Not exist	To be developed in 2013-2014.	The municipality has made provision for the funding of LED strategy in the budget for 2012/2013.
Electricity Master Plan	Does not exist	To be developed in 2013-2014,	The municipality is requesting funds for developing electricity master plan from COGTA through MISA
Water and Wastewater Master Plan	Does not exist	To be developed in 2013/2014	The municipality is requesting funds for developing electricity master plan from COGTA through MISA

Plans	Current status (2014/2015)	Future activities and new strategies to be included	Progress
Human Resources Strategy	Does not Exist	To be developed in 2013-2014	The municipality is requesting funds for developing electricity master plan from COGTA through MISA
Comprehensive Rural Development Plan	Currently exists under Provincial Department of DARDLA		The plan is being implemented on a continuously basis
Human Settlements and Housing Strategy	Charter exists.	To be approved in 2013-2014	The available plan is outdated need to be reviewed
Disaster Management Plan	Reviewed and adopted in 2011-2012	Strategy implementation in 2012-2013	Currently under review to be adopted in 2013/2014
Land Use Management System	Draft In place	To be adopted in 2013-2014	New wall to wall scheme is being developed form part of LUMS
Integrated HIV and AIDS Strategy	Does not exist	To be developed in 2013-2014	<p>To be developed in 2013/2014 financial year.</p> <p>The municipality has already appointed the HIV & AIDS Coordinator.</p> <p>The Local AIDS Council (LAC) was also established. Programmes are being implemented.</p> <p>The Municipality started the process of forming Ward AIDS Councils (WACs) in all 19 wards.</p>

Plans	Current status (2014/2015)	Future activities and new strategies to be included	Progress
Performance Management Framework	Exists, adopted in May 2011	To be reviewed in 2013-2014	Still in progress
Performance Management Systems	Does exist	To be reviewed at the end of 2013-2014	Is being implemented.
Financial Plan	Does not Exist	To be developed in 2012-2013	To be developed in 2013/2014
Workplace Skills Plan	Exists, adopted in June 2010	It is reviewed by 30 June 2012.	Is being implemented.
Communication Strategy and Policy	The Communication Strategy was developed. Draft policy was developed.	Approved by the Mayoral Committee. Policy will be tabled to Council for approval.	The Communication Strategy is being implemented. The Municipality entered into a SLA with an external entity to enhance media relations.
Supply Chain Management Policy	Exists	To be reviewed in 2011-2012	Is being implemented
Indigent Policy	Exists – adopted in 2009	To be reviewed in 2011-2012	To be reviewed during the policy workshop
Employment Equity plan	Draft exists	To be reviewed in 2013/2014	To be adopted in 2013/2014.
Inter Government Relations Structure	We are using the CRDP structure		
Recruitment Policy	Exists	Was adopted by council	Is being implemented
Fraud Prevention Plan	Exists	Was adopted by council	Is being implemented.

Spatial Development Framework	Exists, adopted in April 2011	To be reviewed in 2013-2014	The municipality is working in conjunction with COGTA in terms of reviewing the existing SDF, will be adopted next financial year.
Local Economic Development Strategy	Does Not exist	To be developed in 2013-2014.	The municipality has made provision for the funding of LED strategy in the budget for 2012/2013.
Electricity Master Plan	Does not exist	To be developed in 2013-2014,	The municipality is requesting funds for developing electricity master plan from COGTA through MISA
Water and Wastewater Master Plan	Does not exist	To be developed in 2013/2014	The municipality is requesting funds for developing electricity master plan from COGTA through MISA
Human Resources Strategy	Does not Exist	To be developed in 2013-2014	The municipality is requesting funds for developing electricity master plan from COGTA through MISA
Comprehensive Rural Development Plan	Currently exists under Provincial Department of DARDLA		The plan is being implemented on a continuously basis
Human Settlements and Housing Strategy	Charter exists.	To be approved in 2013-2014	The available plan is outdated need to be reviewed
Disaster Management Plan	Reviewed and adopted in 2011-2012	Strategy implementation in 2012-2013	Currently under review to be adopted in 2013/2014
Land Use Management System	Draft In place	To be adopted in 2013-2014	New wall to wall scheme is being developed form part of LUMS
Integrated HIV and AIDS Strategy	Does not exist	To be developed in 2013-2014	To be developed 2013/2014 The municipality currently advertised the position of HIV/AIDS Coordinator.

Performance Management Framework	Exists, adopted in May 2011	To be reviewed in 2013-2014	Still in progress
Performance Management Systems	Does Not exists	To be developed in 2013-2014	Still in progress, is implemented on Section 57 Managers
Financial Plan	Does not Exists	To be developed in 2012-2013	To be developed in 2013/2014
Workplace Skills Plan	Exists, adopted in June 2010	It is reviewed by 30 June 2012.	Is being implemented.
Communication Strategy	Draft in Place	To be adopted by council 2013-2014	Still in progress
Supply Chain Management Policy	Exists	To be reviewed in 2011-2012	Is being implemented
Indigent Policy	Exists – adopted in 2009	To be reviewed in 2011-2012	To be reviewed during the policy workshop
Employment Equity plan	Draft exists	To be reviewed in 2013/2014	To be adopted in 2013/2014.
Inter Government Relations Structure	We are using the CRDP structure		
Recruitment Policy	Exists	Was adopted by council	Is being implemented
Fraud Prevention Plan	Exists	Was adopted by council	Is being implemented.

5.2.1 SPATIAL DEVELOPMENT FRAMEWORK

Threats

In terms of Section 26 of the Municipal Systems Act (MSA), an IDP must include a Spatial Development Framework (SDF). In other words, one of the means through which an IDP intends to restructure our cities, towns and rural areas is through the formulation of a SDF that provides a spatial overview of planned public and private sector investment. The SDF is a spatial representation of the vision of the municipality and is thus an integral part of the annually reviewed IDP.

The SDF is to be compiled on the basis of the project proposals and the localised strategic guidelines of the IDP. The integration of projects and programmes ensure consistency in regard to cross-cutting aspects such as financial feasibility, desired spatial effect, economic, social and environmental impacts.

When this document was formulated, five principles were considered which are as follows:

- **Principle one:** to achieve a sustainable equilibrium between urbanisation, biodiversity conservation, forestry, industry, agriculture and tourism related activities within the Mkhondo Municipality, by way of effective management of land uses and environmental resources.
- **Principle two:** to establish a functional hierarchy of urban and rural nodes (towns/settlements) in the municipal area, and to ensure equitable and equal access of all communities to social infrastructure and the promotion of local economic development by way of strategically located Thusong centres (MPCCs) in these nodes.
- **Principle three:** to functionally link all nodal points (towns and settlements) in the municipal area to one another, and to the surrounding regions, through the establishment and maintenance of a strategic road network comprising internal and external linkages.
- **Principle four:** to promote and enhance forestry within and around the existing forestry core area in the central and northern parts of the municipality.
- **Principle five:** to incorporate the existing natural environment, cultural, historic and man-made resources of the municipality in the development of tourism precincts, with specific focus on the forestry core area along route R33 in the northern parts of the municipality, the Heyshope Dam in the central part, and the historic battlefields precinct around Entombe towards the central southern parts.

KEY ISSUES

Regarding the rural character and relatively stagnant economic base of the municipality, coupled with its large geographic area and eMkhondo being the only major urban area in the whole municipality, the SDF faced quite a few challenges. The challenges were met by identifying a few generic key indicators. They were the following:

- There is a need for a SDF to direct service delivery, encapsulate people’s needs and ensure a measure of good governance;
- A spatial hierarchy must be identified to guide service delivery ensuring cost effectiveness and efficiency;
- Economic growth, development and diversification are very important to achieve up-liftment for the local people; and
- Tourism opportunities must be explored.

After an analysis of the area, a few key issues were identified. More specific focus areas were investigated in order to guide the SDF interventions. The focus areas were the following:

- Areas with tourism growth potential;
- For conservation purposes, areas with high biodiversity;
- Areas with high soil potential, in order to demarcate the central economic activities of agriculture and forestry;
- Areas lacking access to services (i.e. water, sanitation, electricity, telecommunications, education, health and social facilities) in order to quantify the need geographically.

OBJECTIVES/DEVELOPMENT PRINCIPLES

Three universal Development Principles were recognised and then given effect by the Mkhondo SDF. They are Concentration, Connection and Conservation. It is important to note that Mkhondo’s spatial form has been largely influenced by political decisions. Also, given the strong rural base and scattered urban developments in the area, it is proposed that these principles should aim to reconcile the disparities in an efficient way.

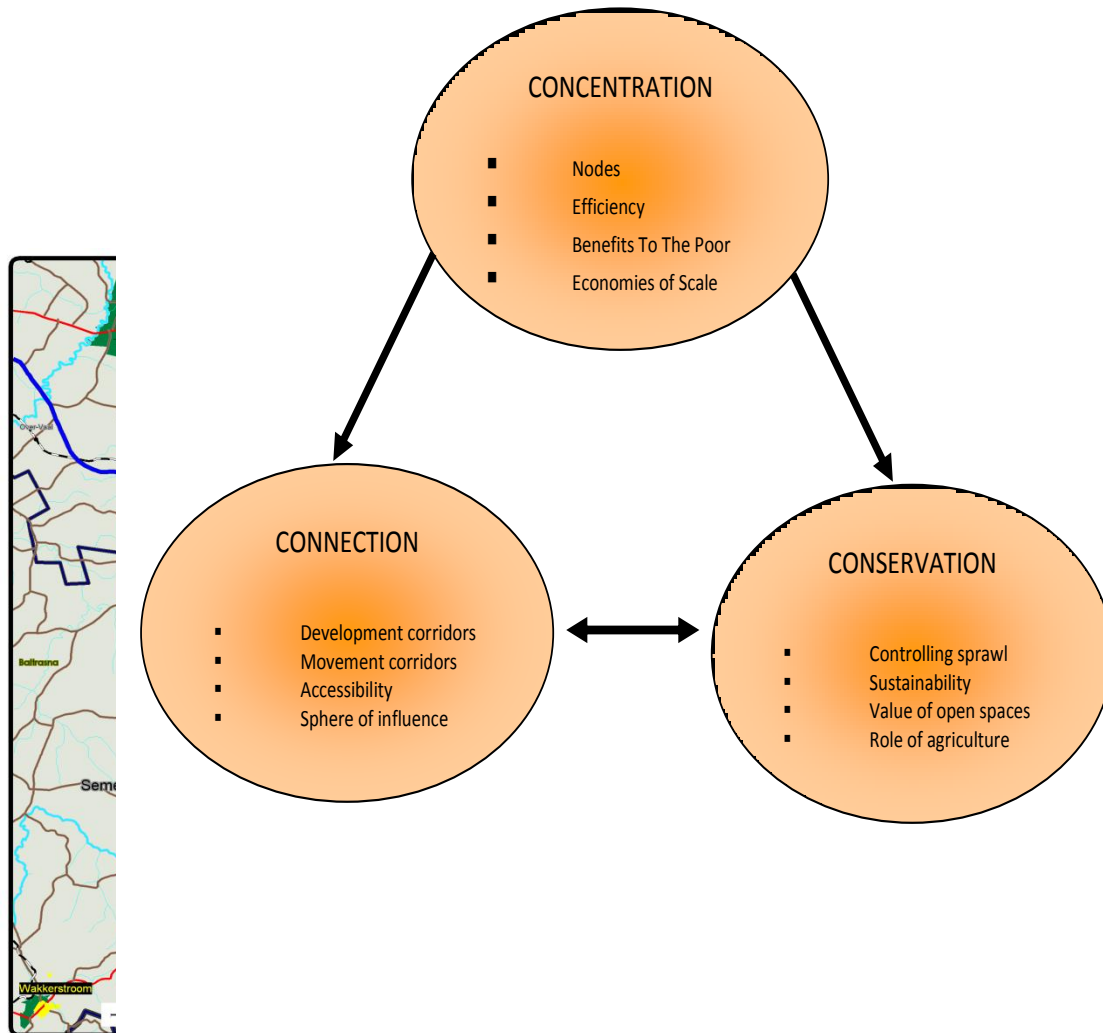
The following diagram represents the development principles and their relation to each other:

Strategies

In terms of the Mkhondo SDF, a hierarchy of settlements needs to be established. Urban centres were ranked as one of the following: Major Urban Area, Minor Urban Area, Tertiary Urban Area or Declining Urban Area. The rural settlement hierarchy was established differentiating between Hub or Satellite. EMkhondo is classified as the only Major Urban Centre in Mkhondo, and the Rural Hubs are Dirkiesdorp, Panbult, Iswepe and Amsterdam.

Guided by the Development Principles of concentration, connection and conservation, several economic strengthening opportunities were identified as reflected on **Figure 3** which represent the Mkhondo SDF.

Figure 3: Mkhondo SDF (2011)



The corridors that affect Mkhondo are, firstly, the high order mobility corridor that runs through eMkhondo – the N2-N17 national road corridor. Secondly, two lower order mobility corridors are delineated. These are the R543 and R69 regional routes. They run through, and intersect each other and the N2 at eMkhondo.

Furthermore, a conservation corridor is demarcated. Its southern tip includes a portion of Mkhondo Local Municipality (along the western border). A few ecological hotspots are also located in Mkhondo.

These are located on the northern border, two in the south western corner (one within and one outside of the conservation corridor), and another south of the N2 in the far south eastern corner of the municipality.

Note that the majority of the municipality is dedicated to forestry (soft green), while only the south western corner is dedicated to agriculture (soft yellow).

eMkhondo is marked as a Major Urban Centre while the Rural Hubs of Dirkiesdorp, Panbult, Iswepe and Amsterdam are also mapped. Rural satellites are eNtombe, Dirkiesdorp, Witterberg and Moolman. The bright green depicts the 'conceptual conservation corridor' and where it influences Mkhondo.

The final strategy comprises a 'precinct plan' for eMkhondo, showing an activity corridor through the CBD area, the Assegaai cultural village in the north eastern extents of the town, as well as areas for planned residential development.

KEY INTERVENTIONS/PROJECTS

In addition to the broad strategies, a few SDF-related key interventions or projects were set out regarding areas or projects that are in need of immediate intervention. Instead of being a comprehensive list of projects as is typical with an IDP, the proposed key interventions as listed below aim to focus attention on critical spatial issues that need to be addressed as a matter of urgency within the broader and more comprehensive context of the Mkhondo Integrated Development Plan (IDP):

ECONOMIC DEVELOPMENT IN DRIEFONTEIN

The main access road from Driefontein to the N2 at Iswepe is to be tarred in order to mitigate its high inaccessibility hence isolation from the mainstream economy. Consequently, there is immediate need for economic upgrade in Driefontein. The only visible opportunity relates to coal mining, given the close proximity of the Kangra Coal Mine. It is deemed necessary that opportunities for local economic development be identified and explored together with local stakeholders.

PROMOTION OF ECO-TOURISM AT AMSTERDAM

Due to its unique location on the escarpment between the Lowveld and KwaZulu Natal, surrounded by cliffs, grasslands, forests and wetlands, Amsterdam provides niche living environments for a variety of bird and animal species. Not least, it has a distinctly picturesque setting. It is therefore held that Amsterdam has potential to be branded as a specific destination (like Clarence and Dullstroom) and that eco-tourism could provide a sustainable alternative source of income for this town. Eco opportunities should be linked to LED initiatives to ensure that economic offshoots are maximised locally.

URBAN DEVELOPMENT FRAMEWORK FOR eMKHONDO

Given the predicted expansion of eMkhondo, an urban development framework is needed to direct the development of the town. Since urban development is expected to take place within the 10km zone from the Bison Board and Mondi plants to the current entrance of the town, this will become the new gateway into eMkhondo and it is important that it be designed with care. The urban development framework would also include urban design guidelines for any new development within the town.

In his 2010 State of the Province Address, the Honourable Premier of Mpumalanga Province announced that Mpumalanga is going to have a university. Therefore, Mkhondo Municipality will identify potential

land for a satellite university campus. More on this will be outlined in the SDF which is currently in process.

CONSERVATION OF RIVER FLOODPLAIN WETLAND AREAS

The floodplain wetlands found along the Assegai and Ngwempisi River are identified as key intervention areas as they are centres of biodiversity and play a very important role in the hydrological functioning of the upper Pongola catchments. They also have the potential to function as key ecological linkages. Correct land use management practices should be implemented to protect these floodplain wetlands.

CONSERVATION OF RIDGES

In Mkhondo, the ridges of the escarpment along the southern boundary and the higher lying ground to the northwest of Heyshope have high conservation and eco-tourism potential as they could form a key ecological link due to their biodiversity. Correct land use management practices should be implemented to conserve these ridges.

INTENDED OUTCOMES

The intended outcome of the Spatial Development Framework is a more efficient municipality, with nodal areas of economic, urban, and conservation activities. Through this approach, the municipality will benefit its people in delivering services more effectively and create an environment more conducive to economic growth.

It also lays the groundwork for a Land Use Management System, which is pending (subject to the District Land Use Management Framework).

5.2.2 LED STRATEGY

INTRODUCTION

The purpose of the LED Strategy is to collate all economic information and investigate the coordinated and integration options and opportunities available to broaden the economic base of the Mkhondo Local Municipality. This will be packaged as a strategic implementation framework in order to address the creation of employment opportunities, investment and business development and the resultant positive spin-off effects throughout the economy of the Mkhondo Local Municipality. Furthermore, it is also aimed at ensuring that the municipality can efficiently and effectively facilitate the creation of an

appropriate enabling environment conducive to economic development and investment. This can, however, only be done if and when the current development situation in the area is understood and economic opportunities then determined. The analysis should therefore provide the foundation by assessing the current **demographic, socio-economic** and **economic** characteristics and trends of the area and by highlighting the main challenges faced in the area. Such an overview is provided in a manner that will indicate the development needs of the local communities and municipality in terms of capacity.

KEY ISSUES

The main focus of a LED strategy is to create better living conditions for the local community of the Mkhondo Local Municipality. Currently the main issues are:

- 60% of the municipality is rural,
- high poverty levels,
- high levels of unemployment,
- most of the population have no schooling,
- low skills levels,
- high HIV and AIDS levels, and
- high density.

OBJECTIVES

The main objective of the Mkhondo Local Municipality is to align the LED strategy with the district, provincial and national sustainable economic growth. The focus of the LED strategy is to create:

- diversification of economic sectors to reduce reliance on mining, quarrying and agriculture,
- a productive economy with high levels of service, skilled workforce and modern systems of work organization and management,
- eradication of poverty, reduce the income inequalities and provide basic services for all,
- economic growth in a sustainable manner, for the benefit of all the communities living in the Mkhondo Local Municipality,
- employment and increase levels of participation in the economy by all, especially by the previously excluded and presently marginalised, and
- a fair, effective and conducive business environment for enterprises and consumers.



STRATEGIES

Strategies to enhance LED within the Mkhondo Local Municipality are as follows:

- ward development co-operatives as a vehicle,
- micro-economic development strategy,
- align and inform with other strategies,
- poverty reduction,
- create employment opportunities,
- increasing skills levels, and
- create HIV and AIDS awareness.

INTENDED OUTCOMES

The intended outcomes of the LED Strategy for Mkhondo Local Municipality are:

- development of a co-operative per ward,
- ensure food security,
- creation of employment opportunities,
- development of LED Forum,
- development of a business chamber,
- opening of a trade exhibition centre, and
- Establishment of a small business centre.

One of the flagship projects that the municipality strongly support is the establishment of abio-diesel plant at Panbult, which will enhance economic growth. Furthermore, there are a number of LED projects which are to be implemented in the Mkhondo area, with a view to assisting in addressing some key issues of the LED strategy, one of them being a project of a Truck Stop, initiated by a youth enterprise called Ubuhlebethu Trading, which the municipality supports. There is also Siyaphambili chicken poultry and farming implemented by Teka Takho Co-operative and Ubuhlebezwe Agricultural

Projects and many m. The above-mentioned projects have been partially funded but still required more funds to run their business.

5.2.3. HUMAN CAPITAL STRATEGY

INTRODUCTION

Human capital is one of the most important resources for the successful operation of any organization. Effectively applying a human capital strategy within the Mkhondo Local Municipality will drastically improve the organization's likelihood of achieving its vision and goals.

The term human capital means to recognize that the employees within the municipal organization are an essential asset that contributes to development and growth. The collective attitude, skills and abilities of employees contribute to organizational performance, productivity and culture. Any expenditure therefore that leads to successful training, development and support of people in the Mkhondo Local Municipality is an investment, not just an expense.

KEY ISSUES

The following key issues within the Mkhondo municipality were identified:

- the need for a comprehensive skills audit,
- skills development, particularly technical,
- brain drain,
- women empowerment,
- Employment equity (women, disabled, youth etc.),
- absorption of skills into local economy,
- training and development of existing staff,
- access to facilities/buildings by disabled persons,
- relations with SETAs and FET colleges, and
- Internal stakeholders, i.e. councillors, LLF.

OBJECTIVES

The general aim of a human capital strategy at local municipal level is to develop each individual according to their potential, in order to attain a successful and productive workforce. The following objectives are highlighted:

-
- creating a representative workforce for the municipality in terms of gender, race and disability,
 - ensuring a proficient and capable workforce through skills development and training,
 - establishing a high level of work ethic, and
 - Guarantee occupational health and safety (OHS).

STRATEGIES

Strategies for developing the human capital within the Mkhondo Local Municipality are as follows:

- meticulous recruitment of diverse yet suitably qualified personnel,
- promote understanding of the need for and value of investing in people,
- regular training and the implementation of skills development programs,
- creating a healthy, organized and pleasant work environment, and
- Implementing performance based reward systems to ensure retention.

INTENDED OUTCOMES

The intended outcome of adopting a human capital strategy is to grow into a fully functional local government organization with adequate capacity in order to:

- develop and retain a diverse and professional workforce that is continually learning and expanding its capacity to shape Mkhondo's future, and
- Nurture a culture of integrity and excellence that encourages creativity and initiative and that promotes a healthy and safe work environment.

5.2.4 COMPREHENSIVE RURAL DEVELOPMENT PLAN

INTRODUCTION

The Rural Development Programme is aimed at being an effective response against poverty and food insecurity by maximising the use and management of natural resources to create vibrant, equitable and sustainable rural communities. The program must improve the standards of living and welfare but also rectify past injustices through rights-based interventions and address skewed patterns of distribution and ownership of wealth and assets. The strategic objective of the Rural Development Program is

therefore to facilitate integrated development and social cohesion through participatory approaches in partnership with all sectors of society.

KEY ISSUES

- Driefontein is characterised by land ownership struggles. The local communities claim that the land originally belongs to them. Currently they rent some of the land from land owners but struggle due to limited services. The community want the Municipality to:
 - locate the original title deeds of the land,
 - ensure that the local community can regain land ownership,
 - provide services to the area, and
 - Include in SDF.
- Dirkiesdorp land belongs to public works and was a camp for construction workers in the past. Currently there is not enough space available for the existing housing development. The municipality should:
 - Transfer the land from the public works department to the rural development and land reform department in order to ensure land ownership.
 - The department should acquire more land to satisfy the existing housing demand in that area.
- The Municipality should acquire more land in Ajax, Rustplaas, Umlazi, Iswepe and Maphepheni settlements to address the existing housing demand within the rural areas.
- Development of a township establishment route (Driefontein, Dirkiesdorp, Ajax, Rustplaas, Umlazi, Iswepe and Maphepheni).

OBJECTIVES

The vision of the Rural Development Program is to create **vibrant, equitable and sustainable rural communities**. In order to achieve the above indicated vision the program will focus on the following objectives:

- contributing to the redistribution of 30% of the country's agricultural land,
- improving food security of the rural poor,
- creation of business opportunities,
- de-congesting and rehabilitation of over-crowded former homeland areas, and
- Expanding opportunities for women, youth, people with disabilities and older persons who stay in rural areas.

The priority programs include accomplishing the above indicated are as follows:

-
- Agrarian Transformation:
 - livestock farming and related value chain development (exploring all possible species for food and economic activity), and
 - Cropping and related value chain development (exploring all possible species, especially indigenous plants for food and economic activity).
 - Rural Development:
 - establishing of business initiatives, agro-industries, cooperatives, cultural initiatives and vibrant local markets in rural settings,
 - empowerment of rural communities, especially women and the youth, through facilitating and mediating strong organizational and institutional capabilities and abilities to take full charge of their collective destiny,
 - capacity building initiatives, where rural communities are trained in technical skills combining them with indigenous knowledge to mitigate community vulnerability to especially climate change, soil erosion, adverse weather conditions and natural disaster hunger and food insecurity, and
 - revitalisation and revamping of old and the creation of new economic social and information communication infrastructure and public amenities and facilities in villages and small rural towns
 - Land Reform:
 - reviewing the land reform products and approaches,
 - reviewing land acquisition models,
 - fast-tracking the settlements of labour tenancy claims,
 - facilitating secure access to land by farm dwellers,
 - protecting the land rights and of farm workers, and
 - increasing the pace of settling outstanding land restitution claims by:
 - Providing and analysis of outstanding claims, and
 - Adopting a development approach to the settlement of restitution claims.

STRATEGIES

Strategies for developing the Rural Development Programme within the Mkhondo Local Municipality are as follows:

- Agrarian transformation strategies:
 - Sustainable Natural Resource Management,
 - integrated production,
 - livestock farming,
 - rural livelihoods,
 - food security,
 - Indigenous Knowledge Systems,

-
- appropriate technologies, and
 - Crop-farming and value chain processing.
 - Rural development strategies:
 - social mobilization to enable rural communities to take initiatives,
 - establish saving clubs and co-operatives for economic activities,
 - access to resource clinics,
 - non-farm activities for strengthening of rural livelihoods,
 - democratisation of rural development, participation and ownership of all processes, projects and programs,
 - co-ordination, alignment and cooperative governance (Local Municipalities, Traditional Councils, Provincial Government),
 - participation of Non-Governmental Organisations including faith-based organization, Community Based Organisations and other organs of civil society, and
 - social cohesion and access to human and social capital
 - Land reform strategies:
 - land redistributions,
 - entrepreneurship,
 - land restitution,
 - increased agricultural trade,
 - land tenure reform,
 - increased agricultural production,
 - land and planning information, and
 - Support services.

INTENDED OUTCOMES

The outcomes intended by the Rural Development Program for Mkhondo Local Municipality are:

- increase rural development projects and programmes,
- develop sufficient infrastructure which will support rural development,
- increase land availability in rural areas to address existing demands, and
- Increase access to basic services within rural areas.

5.2.5. HUMAN SETTLEMENTS AND HOUSING STRATEGY

INTRODUCTION

The Housing Sector Plan is intended to guide current and future housing development interventions and programmes in the municipality within the context of a municipal integrated development plan.

KEY ISSUES

The municipal housing backlog is estimated at **5,213** housing units. Housing issues, in priority order, are:

- rural housing development,
- urban housing development,
- informal settlements upgrade linked to economic and social services,
- lack of decent affordable housing and high income housing,
- lack of community understanding and awareness of housing policy and programmes,
- land earmarked for housing is mostly under land claims there is thus a lack of secure urban land,
- greater promotion of local emerging contractor development and job creation required, and
- The Housing Development Department is required to elevate the importance of housing.

OBJECTIVES

The housing vision is: “The development of sustainable human settlements at Mkhondo Municipality, with a view to ensuring that by 2014 all residents will have access to a housing opportunity which includes secure tenure, basic services and housing support in a liveable environment with requisite social, economic and physical infrastructure”.

Housing objectives to achieve the vision are:

- provision of housing for all income groups in Mkhondo,
- provision of affordable housing in strategic development areas close to economic opportunities,
- facilitation of the delivery of houses at sufficient rate to address current housing backlogs, and
- Instituting measures to address the problem of informal settlements and land invasions.

STRATEGIES

The strategic housing interventions are:

- creation of clear targets for housing delivery,
- implementation of spatial development framework guidelines,
- preparation and implementation of a consistent policy to deal with land invasions and informal settlements expansions,
- ensuring that housing provision contributes to job creation and economic empowerment and the historically disadvantaged communities, and
- Strategy development for housing living under stressful and dangerous conditions.

Municipal housing programmes to address the aforementioned strategies are:

- informal settlement management and upgrade programme,
- city centre residential development and upgrade programme,
- hostel conversions and company residences,
- special needs housing programme,
- housing ladder gaps delivery programme,
- secondary property market programme, and
- Building standards promotion and enforcement programme.

INTENDED OUTCOMES

The outcomes intended by the Housing Strategy for Mkhondo Local Municipality are:

- to ensure that people living in rural areas and farms have access to good quality houses,
- to provide planned land for housing development in urban areas,
- to eliminate informal settlements and build quality houses,
- to facilitate development of new housing stock catering for affordable and high income markets,
- to ensure that the community understands all housing related matters and available housing options,
- to ensure densification in centrally located areas in order to optimize bulk infrastructure provision,
- to promote contractor development and address unemployment, and
- to build municipal housing development and delivery capacity.

5.2.6. WATER SERVICES DEVELOPMENT PLAN

INTRODUCTION

A Water Services Development Plan (WSDP) for Mkhondo Local Municipality contains information that reflects the state of water supply in the Mkhondo municipal area and the areas of improvement thereof.

With the majority of its population (54%) located in rural villages widely distributed throughout the municipal area of 4 868 km², the supply of adequate drinking water both in terms of quantity and quality to all inhabitants, many of whom live in abject poverty, poses a challenge. Current water resources include the following:

- Surface water resources for the majority of urban and peri-urban areas:
 - EMkhondo from the Assegaai River (currently using 30% more than the licenced amount)
 - Amsterdam from a dam on the Athole River
 - Driefontein from a water transfer canal fed by Heyshope Dam
- Groundwater sources:
 - An estimated total of 540 boreholes supply water to rural communities, farms and rural schools, with treatment limited to chlorination where required

Note that the additional surface water quantity available in the Usuthu-Mhlatuze Water Management Area is limited since the source is shared by other municipal areas and major industrial users. Due to the relatively high rainfall in the region and favourable geological formations, groundwater sources are widespread, of good quality and deliver fair yields.

The water supply function is done by the municipality which also serves as Water Services Provider (WSP) and Water Services Authority (WSA). In terms of the Water Services Act, a WSA may perform the function of a water provider but should manage and account separately for those functions.

KEY ISSUES

Key issues identified recently are the following:

- Many people in the rural areas do not have access to clean drinking water. This fact is corroborated by information in the WSDP that cites 74% of households (or 62% of the population) as having access to water to at least within 200 m, and

-
- Although the quality of water produced at the WTWs has improved, the overall water quality is not 'ideal' (WSDP).

OBJECTIVES

- Improve potable water supply, at acceptable service levels and quality standards, to reach the entire population, and
- Maintain existing water supply infrastructure.

STRATEGIES

- Increase available potable surface water by extending WTWs where possible, within the existing legal rights,
- evaluate the groundwater resource potential to enable efficient utilisation of this source in the rural areas,
- implement infrastructure asset management whereby efficient maintenance can be effected and timeous system replacements done to prevent asset stripping and catastrophic failures, by providing increased financial and human resources,
- a water sampling strategy (including groundwater) is required as well as a central database to effect an integrated management system,
- a Water Safety Plan and Incident Reporting Protocol are proposed to deal with threats from water pollution,
- there are at present no water conservation or demand management programmes in place and the WSDP had identified that scope exists for substantial savings to be achieved, provided data is obtained through proper metering, pressure control is instituted and pipe leakages reduced, and
- on the financial side, a comprehensive infrastructure investment plan is required, a service level policy and strategy should then follow where household affordability and infrastructure is taken into account to institute service level zoning.

THE WSDP FURTHER MAKES THE FOLLOWING RECOMMENDATIONS:

That there are a number of operational issues that can be considered as small but important, such as the provision of bulk meter at all crucial positions ('to measure is to know'). The WSA however, will make the biggest advances should infrastructure asset management be implemented. The guidelines for asset management are described in detail in "Local Government Capital Asset Management Guideline" as provided by the National Treasury.

The implementation of asset management will follow the following phases:

- ✚ compile infrastructure asset register (compliant to GRAP)
- ✚ establish required levels of service and municipal strategy
- ✚ establish asset management and implementation strategy
- ✚ develop asset management plans
- ✚ develop financial plans
- ✚ update the IDP
- ✚ ultimately, the financial plan should provide undisputable arguments on the amount of money necessary to manage (operate and maintain) the infrastructure as intended by the MFMA

INTENDED OUTCOMES

- Improved sustainable potable water supply to 80% of the current backlog households (amounting to about 9 500 households encompassing 38% of the population) within the next financial year. Therefore the total number of households to be supplied is 7 600; and
- Refurbishment and phased replacement of old infrastructure.

5.2.7 INTEGRATED TRANSPORT PLAN (DISTRICT)

INTRODUCTION

The municipality has to ensure the provision of a transport system and service which will cater for the need of all levels and areas of the community, through the provision of a safe, secure, reliable and affordable transport system and service to support the socio-economic growth of the municipal area.

This will be achieved by providing in the following principles:

- developing a funding and planning framework that establishes priorities for allocation of resources to cost-effective infrastructure investments that support the broad goals of the municipality,
- promotion economic growth by removing unwise and unnecessary regulations and through public private partnerships,
- ensuring a safe transportation system,
- protection of the environment and conservation of energy,
- facilitating negotiations with all stakeholders on transportation, and
- Promotion of effective and equitable joint utilization of transportation infrastructure for both passenger and freight movements.



KEY ISSUES

The need for the upgrading and expansion of the existing transportation infrastructure within the municipal area has been identified, since the condition and standard of the system and services has been neglected for some time.

Many of the road infrastructure and the accompanying storm water drainage systems have not received the required maintenance for several years and the condition thereof causes unsafe traffic conditions.

The N2 national road which runs through Mkhondo carries a high volume of heavy traffic, i.e. transport of freight and the trucks do not have proper over-night parking facilities at EMkhondo. Note that in terms of Government Notice 726 (Gazette No 27809 of 22 July 2005) the N2 is not proclaimed as a National Road through the town of EMkhondo and the municipality is thus responsible for the upkeep of all roads through the town.

The facilities for the bus and taxi transportation service need serious upgrading and expansion to ensure the safe and secure transport of passengers, including the transport of learners to and from schools from the various residential areas.

OBJECTIVES

The main objective is to ensure the provision of an integrated transportation system, which will be safe, secure and reliable. The system will take into consideration the needs of both passenger and freight transport within all modes, providing the required road infrastructure which forms part of the spatial development framework of the municipality.

As part of road infrastructure attention will be given to the different activity corridors or places, such as truck stops, parking areas, weigh bridges and bus/taxi bays along major roads.

Furthermore, it will be ensured that all required road signs are in place, safe and clearly visible.

STRATEGIES

Funds will be applied for from all available financial sources to ensure the provision of:

- rehabilitation of all existing roads prioritized from collector roads to residential roads,
- rehabilitation of the existing storm water drainage system forming part of the road network,
- a truck stop and weigh bridge combination in conjunction with the National Department of Transport,

-
- ensuring safe and secure bus and taxi ranks and bays at strategic places to be determined through a public participation process including all stakeholders along collector roads and within the central business district, therefore enhancing and expanding the bus and taxi services, to include the transporting of school children,
 - the upgrading of all access roads to the various villages and townships, and
 - Improve road signage, including road painted signage.

INTENDED OUTCOMES

The intended outcome will be an integrated transportation system, to be safe, secure, reliable and affordable, through a public participation process and to the benefit of the total community, enhancing economic growth of the total area.

5.2.8. DISASTER MANAGEMENT PLAN

INTRODUCTION

According to the Disaster Management Bill 2002, the responsibility of disaster management rests with government at National, Provincial and Local (Municipalities) level. Within the Mkhondo Local Municipality's planning process a Disaster Management Plan is a single inclusive plan that comprehensively guides all municipal activities, responsibilities and budget allocation in this regard.

KEY ISSUES

Due to the location, topography and the nature of the surrounding environment, the Mkhondo region is considered potentially vulnerable to the following disasters:

- veld and forest fires, and
- Heavy storms and floods.

Secondary risks include:

- strong winds,
- road accidents, and
- Spillage of dangerous/hazardous goods and materials.

OBJECTIVES

Disaster management encompasses a continuous, integrated, multi-disciplinary approach that reduces risk and effectively deals with post disaster recovery and rehabilitation. The Disaster management plan therefore emphasizes the following aims and objectives:

- preventing or reducing the risk of potential disasters in the Mkhondo Local Municipality (LM),
- mitigating the impact and consequences of disasters on the infrastructure, environment and people of the Mkhondo LM,
- complete emergency preparedness in both pre- and post-disaster situations,
- ensure an integrated, multi-sectorial response to any form of disaster in a reliable, rapid and effective manner, and
- Ensure comprehensive post-disaster recovery, rehabilitation and reconstruction.

STRATEGIES

In order to accomplish the present objectives, the Disaster Management Plan makes consideration for a direct strategy that will allow the realization of desired outcomes. These strategies include:

PREPAREDNESS

Although a lot of emphasis is placed on prevention and mitigation processes it is and will remain essential to ensure a sufficient level of preparedness amongst the community within the Mkhondo LM. The following principles can be highlighted:

- initiate effective utilization of the new disaster management centre that is being constructed,
- co-ordinate the training of councillors and officials, communities and all external role players,
- providing awareness and educational campaigns for local communities, and
- Assess and evaluate the level of preparedness in the Mkhondo area on an ongoing basis.

MITIGATION

Mitigation refers to the systematic reduction in the extent of exposure to a disaster and/or the likelihood of its occurrence, and can be summarized under the following categories:

- 1) Risk assessment

It is expected that an in depth risk assessment is done in order to highlight areas that are potentially disaster prone. These areas should then be classified as either high- or low-risk zones and should be allocated with resources and infrastructure accordingly.

2) Warning system

The disaster management centre will be required to act as repository of, and conduit for information concerning issues regarding potential disasters and disaster management. Additionally it will have to fulfil the following functions:

- collect information on potential disasters and disaster management,
- process and analyse available information, and
- Develop and maintain an electronic database allowing efficient availability of information.

3) Risk reduction

Strategies intended to reduce the risk of disasters include:

- effective coordination of structures for integrated disaster management
- intensive awareness campaigns
- ensure provision of sufficient equipment and machinery – request funds

Reconstruction and rehabilitation

An essential part of effective disaster management is to have specific post disaster strategies in place that will limit the destructive long-term effects of any disaster within the Mkhondo region. These include:

- re-design and re-construct infrastructure in such a manner that it is secured against similar disaster in future,
- ensure that all new infrastructures adheres to engineering codes and standards, and
- In addition to providing rapid and effective emergency rescue and relief, also provide the necessary counselling and rehabilitation.

INTENDED OUTCOMES

The disaster management plan's intention is to effectively prevent potential disasters. Additionally it strives to facilitate awareness; deduce risk; mitigate effects; ensure rapid emergency relief and response; and to assist in recovery, rehabilitation and reconstruction.

5.2.9. SANITATION MANAGEMENT PLAN

INTRODUCTION

A Water Services Development Plan (WSDP) for the Mkhondo Local Municipality has been compiled in the first half of 2009 and a draft document dated July 2009 is available. Formal adoption by Council has not been done since the Municipality was placed under administration at this time. The information in the document should, however, be a fair reflection of the state of sanitation services in the Mkhondo municipal area.

With the majority of its population (54%) located in rural villages widely distributed throughout the municipal area of 4 868 km², the supply of adequate sanitation to all inhabitants, many of whom are living in poverty, poses a challenge.

Current sanitation levels are as follows:

- up to a minimum standard of VIP toilets: Only 53% of the population (or 65% of households) are served, and
- of the households served to RDP levels, 73% have wet intermediate or full water-borne sanitation, while 27% have VIP toilets.

An Audit Report of the WWTW's dated 2008 shows the following compliance ratings:

eMkhondo WWTW: 50%

Amsterdam WWTW: 100% (but fails on microbiological standards and pH values are of concern)

Other WTW's located at Rustplaats and Hartebeesfontein are oxidation ponds.

Of interest is the fact that the Municipality has eradicated the bucket system on all registered sites, but it does not have a program for monitoring and emptying sludge build-up in VIP toilets.

KEY ISSUES

Key issues identified are the following:

- eMkhondo WWTW requires upgrading since it is operating at 6 to 7 Mℓ/day and was designed for 5 Mℓ/day,
- as described above, many households (more than 10 000 in June 2009) require VIP toilets,
- water-borne toilets to be provided in townships as the water supply is improved,
- the septic tanks in the old portion of Amsterdam to be phased out and replaced by reticulation to the WWTW which has large current spare capacity, and
- The threat of VIP's to the environment should be evaluated and overflows prevented by emptying the sludge on a regular basis in sensitive areas.

5.9.3 OBJECTIVES

- To reduce by half the proportion of people without access to basic sanitation, i.e. VIP's, by 2014, in line with District Municipality's goals as given in the WSDP, and
- To refurbish, maintain and operate the WWTW's, sewer pipe network and VIP's to levels where pollution of the environment is minimised and household services improved.

STRATEGIES

- Develop a clearly defined waterborne sanitation strategy, including a well-motivated service level strategy,
- the existing Waste Water Treatment Works (WWTW) to be provided with effluent flow meters so that the quantity of treated water released into rivers and streams can be accurately determined,
- urgent training and capacity building of most of the staff working at the treatment plants are required, since they are not qualified or registered with the Department of Water Affairs (DWA),
- a water sampling strategy (including groundwater) is required as well as a central database to effect an integrated management system,
- a Water Safety Plan and Incident Reporting Protocol are proposed to deal with threats from water pollution, and

-
- On the financial side, a comprehensive infrastructure investment plan is required, a service level policy and strategy should then follow where household affordability and infrastructure is taken into account to institute service level zoning.

INTENDED OUTCOMES

Ensuring improved sustainable sanitation services to the benefit of households and the environment.

5.2.10. INTEGRATED HIV AND AIDS STRATEGY

INTRODUCTION

The HIV and AIDS strategy is a response mechanism that will guide the LM in coordinating programmes, interventions and activities in order to alleviate the effects of HIV/AIDS in the area. We currently advertised for the HIV/AIDS Coordinator post and we are looking to appoint for the next financial period in order for the relevant person to attend to all the plans and programmes that need to be developed.

KEY ISSUES

- Economic situation

Both the high poverty and unemployment rate is regularly cited as one of the main contributors to risky behaviour and general reluctance to treatment in the Mkhondo LM.

- Cultural structure

The Mkhondo LM is highly influenced by cultures where it is still common to find women being disempowered, making them unable to exercise their right to consent to sexual activity. Polygamy as well as superstitious beliefs are also common factors that contribute, albeit to a lesser extent, to the spread of HIV/AIDS.

- Religious situation

Although the majority of churches, which has a vast influence in the community, discourage pre-marital sex, it is a subject that is generally avoided.

- Social security

Child support grants are often seen as a means to an income, which leads to unprotected sexual activity with the intention of becoming pregnant. Similarly, for an individual to qualify for an RDP house, that individual has to have dependents, leading again to unprotected sexual activity with the intention of

becoming pregnant. Furthermore, some women and even children may become inclined to become sex-workers in order to secure some form of income.

OBJECTIVES

The following main objectives have been set out in order to manage HIV/AIDS at local government level:

- education, awareness, openness and prevention,
- increased treatment and care for people living with HIV/AIDS,
- care for orphans,
- coordination and partnerships, and
- Monitoring and evaluation.

STRATEGIES

The Mkhondo local municipality HIV/AIDS strategy makes consideration for the following strategies on key priority areas:

Prevention

- increase voluntary counselling and testing by 100% by 2011,
- reduce the negative stigma surrounding HIV, and
- Put emphasis on behavioural change.

Treatment, care and support

- make anti-retroviral drugs available to all health care facilities, and
- Enable an environment for sustainable home and community based care services.

Human rights and access to justice

- eradicate discrimination and encourage equal treatment of people irrespective of their HIV status,
- set up structures that allows individuals to realize their basic human rights, and

Research, monitoring and evaluation

- ensure appropriate distribution of resources for project implementation, and
- Design and implement a simple cost effective system that will monitor and guide all interventions in Mkhondo.

Coordination and partnership

Achieve an effective multi-sectorial approach that has stable, focused representation and participation from all departments and stakeholders.

INTENDED OUTCOMES

The intended outcome of the Mkhondo HIV/AIDS strategy is to educate and inform the community and direct municipal conduct in regard to alleviating the effect of HIV on local communities.

5.2.11. PERMOMANCE MANAGEMENT SYSTEM

IMPLEMENTATION OF PERFORMANCE, MONITORING AND EVALUATION

This chapter focuses on the status quo of Performance Management in the municipality since employee performance impacts directly on the overall attainment of Council's strategic objectives as outlined in this document.

The IDP and Budget are implemented through a Service Delivery and Budget Implementation Plan (SDBIP).

A municipal scorecard is used to measure, monitor, evaluate and report on institutional performance (on a monthly, bi-annual and annual basis). The institutional SDBIP forms the basis for department-based SDBIP and the performance agreements and plans of employees.

PERFORMANCE MANAGEMENT

Performance Management is a process which measures the implementation of the organisation's strategy. It is also a management tool to plan, monitor, measure and review performance indicators to ensure efficiency, effectiveness and the impact of service delivery by the municipality.

The Performance Management System within Mkhondo Local Municipality is intended to provide a comprehensive, step by step planning design that helps the municipality to manage the process of performance planning and measurement effectively.

STATUS OF THE PERFORMANCE MANAGEMENT SYSTEM IN MKHONDO LOCAL MUNICIPALITY

The municipality decided to pursue a scorecard SDBIP at organizational level and through the detailed departmental Service Delivery and Budget Implementation Plan (SDBIP) at top management and departmental levels through which the organizational performance will be evaluated.

The municipal scorecard SDBIP is of a high-level nature, as it deals with consolidated service delivery targets. It therefore provides an overall picture of performance for the municipality as a whole, reflecting performance on its strategic priorities and also facilitates the oversight over financial and non-financial performance of the municipality.

The Municipal Scorecard is the municipality's strategic implementation tool and shows the alignment between the Integrated Development Plan, the budget and the Annual Performance Agreements of all section 56 managers.

ORGANISATIONAL LEVEL

All section 56 managers signed performance agreements for the financial year 2013/2014 as legislatively required.

Regular monitoring at this level; is taking place and quarterly performance reports are submitted to council for scrutiny and comment.

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

INDIVIDUAL LEVEL

Mkhondo local Municipality implements a performance management system for all its senior managers (section 56 managers) is in the process of cascading it down to all lower level employees.

This process has led to a particular focus on service delivery and means that:

- At the beginning of each financial year all senior managers (section 56 managers) sign performance agreements.
- Evaluation of each manager's performance takes place at the end of each quarter.

KEY PERFORMANCE INDICATORS (KPIs)

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

Section 9 (1) of the Regulations to this Act maintains in this regard, that a municipality must set key performance indicators, including input indicators, output indicators and outcome indicators in respect of each of the development priorities and objectives.

Every year, as required by section 12 (1) of the regulations to the systems Act, the municipality must also set performance targets for each of the performance indicators.

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

The SDBIP Concept: A Practical Perspective

Top layer

- Consolidated service delivery targets set by top management
- Approved by the Mayor
- Tabled in council for information and monitoring
- Include high level information per ward
- Revised targets approved by Council following approval of the adjustment estimate
- Final SDBIP 14 days after approval of the budget
- Approve SDBIP within 28 days after budget approval
- Multi-year municipal scorecard

Departmental SDBIP

- Provides more detail of each output for which Top Management is responsible
- How the departments will implement the Top Layer SDBIP
- MM has access, but senior managers will use to hold middle-level and junior managers responsible for components of the SDBIP and targets

Performance Reporting

Quarterly reports

Reports reporting on the performance in terms of the Top Level SDBIP are generated from the system and submitted to council. This report should be published in the municipal website on a quarterly basis.

Mid-Year Assessment

The performance of the first 6 months of the financial year should be assessed and reported on in terms of Section 72 of the MFMA. This assessment must include the measurements of performance, the identification of corrective actions and recommendations for the adjustments of KPIs, if necessary. The format of the report is submitted to Council for approval before 25 January of each year and published on the municipal website afterwards.

Annual reporting

The annual report of a municipality must include the annual performance report and any recommendations of the municipality's Audit Committee. The Accounting Officer of the municipality

must submit the performance report to the Auditor-General for auditing within two months after the end of the financial year to which that report relate.

5.2.12. FINANCIAL PLAN

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

BUDGET SUMMARY ON OPERATING BUDGET

The development of the annual operating budget is a process that starts with Mkhondo Municipality's Council focus areas and the development of the fiscal framework. The framework is presented to Council to provide an overview of revenues and expenditures, based on a status quo level of service. With this review, Council then provides staff with direction regarding the assumptions that underlie the development of the budget ensuring that the expenditure target incorporates Council priorities and strategic direction for the upcoming fiscal year.

FINANCIAL STRATEGY

As part of Mkhondo Municipality's financial and other strategies there are a variety of policies and tools which interact with the operating and capital budget process:

A three year financial strategy outlines Council's principles of financial management as well as its reserve, debt and capital spending policies. All Mkhondo Municipality's Business Units should developed business plans, including an overview of their operations, a financial and resource utilisation summary, an analysis of the challenges and opportunities facing each Unit, and a summary of the goals for the Business Unit, including specific objectives relating to these goals. Each Business Unit should also provide a summary of their accomplishments against their previous plan, and develop performance measures applicable to gauge their efforts.

MULTI-YEAR FINANCIAL STRATEGY

Mkhondo Municipality's three year financial strategy responds to a number of objectives such as:

To understand the baseline

- To anticipate future operating, capital and reserve requirements

-
- To reasonably predict assessment rates and debt requirements in advance to make decisions in an appropriate time frame with as broad a consultation process as Council requires
 - To develop targets for services with clear links between costs, services and financial capacity

To develop a basis for financial responsibility in future decision-making, the municipality must assume the principles of financial management which will provide a framework for business planning, operational effectiveness and discipline and restraint in spending and funding.

The municipality must

- fully adhere to generally recognised accounting practice, and the objectives of financial Statements as required by the Municipal Finance Management Act, Act 56 of 2003
- Make decisions based on sound business planning and a full understanding of the financial implications of operating each unit.
- Set budgets which are based upon reasonable, supportable and complete assumptions that Council and management believe reflect the most probable set of economic conditions and planned courses of actions. To be reasonable, these assumptions need to be consistent with the business plans of the unit.
- Mkhondo Municipality's Council and Management will develop and adopt a sustainable plan for reducing debt servicing and a plan for enhancing and sustaining reserves.
- Council will implement a prioritised three-year capital budget, recognising that individual communities have differing needs.

The implications of implementing a three year financial strategy require a focus on continuing work plans that will integrate financial factors into Mkhondo Municipality's decision making.

REVENUE RAISING STRATEGY

Mkhondo Municipality's most significant source of revenue is from grants. The contribution of the various alternative streams of revenue will be subject to review. The Local Economic Develop strategy should be developed in order to attract local and international investment for job creation and business development.

The revival of Mkhondo Cultural village (Tourism Centre) will boost the economy through tourism, therefore injecting operating income from rental of the facility to local and international visitors. The municipality will rigorously engage in a process of identifying all uneconomic and unutilised assets for the purpose of disposing them resulting in additional revenue from the proceeds thereof. Customers should be encouraged to pay their outstanding debts through the implementation of a debt management solution.

In order to enhance revenue, the following areas need urgent management intervention

- Implementation of the Geographic Information System

-
- Meter audit to be done
 - Collection of arrears through pre-paid system
 - Proper indigent control
 - Data cleansing
 - Proper utilisation of all revenue sources

Another method to collect our revenue, the municipality has appointed a debt collector from August 2012 to collect the debts that are 60 days and above and the service level agreement was signed.

ASSET MANAGEMENT STRATEGIES

One of the critical areas in the financial management is the development and maintenance of a GRAP compliant fixed asset register. As highlighted in previous years' audits, a number of key issues relating to the maintenance of the asset register on the accounting system need urgent attention. Mkhondo municipality expects the following business values to be gained through the implementation of this project:

- compiled Fixed Assets Register which is GRAP compliant;
- ongoing improvement of the internal financial controls; and
- A management tool that enables Mkhondo to identify responsible officials in instances where evidence of non-compliance with asset management requirements comes to the attention of management.

The implementation of the reviewed Fixed Assets Policy and the Asset Disposal Policy will assist the municipality in ensuring that a realistic asset register is compiled.

FINANCIAL MANAGEMENT STRATEGIES

In order to achieve and maintain sound financial management, financial controls and policies must be developed, reviewed and implemented to ensure compliance with legislation and internal controls. The following key financial policies were developed and reviewed and are pending council approval for implementation:

- Supply Chain Management
- Fixed Assets
- Asset Disposal
- Cash Management
- Investment
- Budget

CAPITAL ASSETS STRATEGY

Mkhondo Municipality's infrastructure and major capital assets support the delivery of municipal services, its future prosperity, economic development, competitiveness, public safety, and overall quality of life. The long term sustainability of the existing infrastructure and corporate assets directly impacts the ability to provide quality service to the community. Faced with a growing community the dwelling units and demand for sustainable, efficient, and effective service delivery has increased. In addition to these demands on existing resources, new infrastructure, assets, and service capacity improvements are proposed to support community-based initiatives such as the town plan, community visions, the cultural plan, the active transportation plan, sustainability initiatives, economic strategy, and the community facility plan.

Despite the fact that additional resources have been consistently applied to Mkhondo Municipality's capital budget in recent years, the demand and cost of services has grown at a pace that exceeds the municipality's funding capability. The gap is steadily growing between the demand for service and the ability to fund both maintenance of deteriorating infrastructure and acquisition and construction of new infrastructure. This "Infrastructure Gap" represents a significant challenge to Mkhondo Municipality for the foreseeable future.

FINANCIAL MANAGEMENT SYSTEMS

The municipality has two financial management systems which

1. Munsoft system is used for procurement, Billing and day to day transactions.
2. VIP system is used for payroll administration and payment.

VALUATION ROLL

The municipality has appointed the valuer for the preparation of 2014 valuation roll and currently the valuer have evaluated all properties in Mkhondo and the valuation roll is available in the municipality.

CHAPTER 6

ALIGNMENT OF THE IDP WITH DISTRICT, PROVINCIAL AND NATIONAL PRIORITIES

INTRODUCTION

In line with section 24 of Local Government: Municipal Systems Act 32 of 2000, the municipality aligned its IDP with the Gert Sibande District Municipality, provincial and national priority areas. The documents that are used as tools of alignment are as follows:

6.1 MEDIUM TERM STRATEGIC FRAMEWORK

- The priority areas to give effect to the above MTSF strategic objectives are:
 - more inclusive economic growth, decent work and sustainable livelihoods
 - economic and social infrastructure
 - rural development, food security and land reform
 - access to quality education
 - improved healthcare
 - the fight against crime and corruption
 - cohesive and sustainable communities
 - creation of a better Africa and a better world
 - sustainable resource management and use
 - A developmental state, including improvement of public services.
- **PROVINCIAL GROWTH AND DEVELOPMENT STRATEGY (PGDS)**
 - PGDS developed the following priority areas:
 - **Economic Development** (i.e. investment, job creation, business and tourism development and SMME development);
 - **Infrastructure Development** (i.e. urban/rural infrastructure, housing and land reform);
 - **Human Resource Development** (i.e. adequate education opportunities for all);
 - **Social Infrastructure** (i.e. access to full social infrastructure);
 - **Environmental Development** (i.e. protection of the environment and sustainable development); and

-
- **Good Governance** (i.e. effective and efficient public sector management and service delivery).

6.2 .GERT SIBANDE DISTRICT MUNICIPALITY IDP

- Strategic Objectives of Gert Sibande District Municipality are as follows:
 - Improve and sustain Financial, Human Resources and Management Excellence across the District
 - Restore and maintain the institutional integrity of the District and its constituent LMs
 - Stimulate integrated and sustainable and shared Regional Development through aligned Spatial Planning
 - Improve and sustain Financial, Human Resources and Management Excellence across the District
 - Creation of decent jobs, poverty alleviation, sustainable livelihoods & Rural Development , food security and Land Reform through LED
 - Improve the quantity and quality of Municipal basic services to the people
 - Deepen democracy through effectively and efficiently functional Public Participation structures, mechanism and processes
 - Create a single window of co-ordination for the support, monitoring and intervention in municipalities within the District
 - Advanced Community Well-being
 - Facilitate the development and strengthening of a politically and administratively sound and stable municipalities within the District

In conclusion, the following table is an illustration of how projects and activities of Mkhondo Local municipalities are aligned to national, provincial and district priorities.

National Goals(NDP)	Mpumalanga Province(VISION 2030)	Gert Sibande District	Mkhondo Local Municipality Development Priorities	2013/2014 Projects that address development priorities
<p>More inclusive economic growth, decent work and sustainable livelihoods</p> <p>Economic and social infrastructure</p>	<p>Economic Development (I.E. investment, job creation, business and tourism development and SMME development);</p>	<p>Improve the quantity and quality of Municipal basic services to the people</p> <p>Creation of decent job creation, poverty alleviation, sustainable livelihoods & Rural Development , food security and Land Reform through LED</p>	<p>Basic Service Delivery</p> <p>Local Economic Development</p>	EMkhondo Sewer Treatment Works
				Nkonjaneni Water Borne Sanitation
				Bus and Taxi Route in KwaThandeka
				Bus and Taxi Route in eThandukukhanya
				Installation of High Mast Lights
				Installation of Boreholes in Rural Wards
				Installation of VIP toilets in Rural Wards
				Township establishments: to formalise all informal settlements in the municipality and open township registers for all the formalised townships (formalisation of informal settlements)
Fencing of municipal infrastructure (water				

National Goals(NDP)	Mpumalanga Province(VISION 2030)	Gert Sibande District	Mkhondo Local Municipality Development Priorities	2013/2014 Projects that address development priorities
				<p>treatment plant, sewer treatment plant and substation, reservoir)</p> <p>Construction of a new waste cell landfill site in EMkhondo</p> <p>Fencing of cemeteries in Amsterdam and Driefontein</p>
A developmental state, including improvement of public services	Social Infrastructure (i.e. access to full social infrastructure); Environmental Development (i.e. protection of the environment and sustainable development);	Stimulate integrated and sustainable and shared Regional Development through aligned Spatial Planning	Local Economic Development Basic Service Delivery	Cooperative Support Pilot Project: Purchase of major production machinery and equipment for women and youth cooperatives
The fight against crime and corruption		Advanced Community Well-being	Good Governance and Public Participation	
The fight against crime and corruption		Improve and sustain Financial, Human Resources and Management Excellence	Financial Viability and Management Municipal Institutional	

National Goals(NDP)	Mpumalanga Province(VISION 2030)	Gert Sibande District	Mkhondo Local Municipality Development Priorities	2013/2014 Projects that address development priorities
		across the District Improve and sustain Financial, Human Resources and Management Excellence across the District	Development and Transformation	
Sustainable resource management and use	Good Governance (i.e. effective and efficient public sector management and service delivery). Human Resource Development (i.e. adequate education opportunities for all);	Deepen democracy through effectively and efficiently functional Public Participation structures, mechanism and processes	Good Governance and Public Participation	

6.3 CONCLUSION

This Integrated Development Plan was developed with inputs from the communities of Mkhondo Municipality. As a result, the projects that are budgeted for in this document are meant to address the challenges that are faced by our communities

CHAPTER 7

RESOURCES FOR OPERATIONAL BUDGET AND CAPITAL PROJECTS

7.1 OPERATIONAL BUDGET 2014/2015

2014/15 DRAFT BUDGET - MKHONDO LOCAL MUNICIPALITY

EXECUTIVE SUMMARY

TABLE A1 BUDGET SUMMARY

Description	2010/11	2011/12	2012/13	Current Year 2013/14				2014/15 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2014/15	Budget Year +1 2015/16	Budget Year +2 2016/17
R thousands										
Financial Performance										
Property rates	13 257	15 130	18 893	25 222	25 222	–	–	27 172	28 639	30 188
Service charges	82 404	96 324	103 484	116 324	113 862					140 881

						–	–	126 790	133 637		
Investment revenue	2 299	4 650	2 347	1 880	2 630	–	–	2 800	2 951	3 111	
Transfers recognised – operational	96 795	141 468	150 931	115 106	117 030	–	–	132 751	139 920	147 475	
Other own revenue	40 535	38 633	15 268	41 009	47 777	–	–	53 442	56 329	59 370	
Total Revenue (excluding capital transfers and contributions)	235 290	296 205	290 923	299 541	306 521	–	–	342 956	361 476	380 995	
Employee costs	60 608	74 159	86 757	88 182	93 248	–	–	99 790	105 178	110 858	
Remuneration of councillors	4 898	8 262	12 100	10 333	11 303	–	–	9 900	10 435	10 998	
Depreciation & asset impairment	66 732	67 633	71 498	69 183	69 183	–	–	73 058	77 003	81 161	
Finance charges	1 881	1 694	1 184	1 940	880	–	–	929	979	1 032	
Materials and bulk purchases	54 533	69 914	74 851	67 021	92 861	–	–	107 293	113 087	119 193	
Transfers and grants	6 795	5 480	3 466	18 455	8 233	–	–	12 872	13 567	14 300	

Other expenditure	51 909	69 687	70 304	118 160	99 965	–	–	112 345	118 411	124 806	
Total Expenditure	247 355	296 829	320 160	373 275	375 673	–	–	416 186	438 660	462 348	
Surplus/(Deficit)	(12 065)	(624)	(29 237)	(73 734)	(69 152)	–	–	(73 231)	(77 185)	(81 353)	
Transfers recognised - capital	12	41 908	56 954	65 623	97 223	–	–	72 765	76 694	80 836	
Contributions recognised - capital & contributed assets	–	10 287	–	24 800	24 800	–	–	–	–	–	
Surplus/(Deficit) after capital transfers & contributions	(12 053)	51 571	27 718	16 689	52 871	–	–	(466)	(49 0)	(517)	
Share of surplus/ (deficit) of associate	–	–	–	–	–	–	–	–	–	–	
Surplus/(Deficit) for the year	(12 053)	51 571	27 718	16 689	52 871	–	–	(466)	(49 0)	(517)	
<u>Capital expenditure & funds sources</u>											
Capital expenditure	582	62 741	64 491	102 668	131 655	–	–	87 260	91 972	96 938	
Transfers recognised - capital	12	52 195	56 954	90 423	122 023	–	–	72	76	80 836	

Public contributions & donations	-	-	-	-	-	-	-	765	694	-	-
Borrowing	-	6 332	-	-	-	-	-	-	-	-	-
Internally generated funds	570	4 214	7 537	12 245	9 632	-	-	14 495	15 278	16 103	
Total sources of capital funds	582	62 741	64 491	102 668	131 655	-	-	87 260	91 972	96 938	
<u>Financial position</u>											
Total current assets	61 392	70 623	49 953	219 302	173 980	-	173 980	180 957	190 729	201 028	
Total non-current assets	1 367 263	1 362 059	1 395 184	1 403 570	1 325 658	-	1 325 658	325 398 867	474 405	1 554 023	
Total current liabilities	78 324	84 749	80 942	55 187	47 280	-	47 280	49 928	52 624	55 465	
Total non-current liabilities	14 431	12 656	30 579	13 501	14 000	-	40 268	37 979	40 029	42 191	
Community wealth/Equity	1 335 900	1 335 277	1 333 616	1 554 184	1 438 358	-	1 412 090	1 491 917	1 572 481	1 657 395	
<u>Cash flows</u>											
Net cash from (used)	44 373	76 780	60 753	919	77 312					44 461	

operating						–	–	40 021	42 183		
Net cash from (used) investing	(39 566)	(63 142)	(62 031)	(73 974)	(98 702)	–	–	(80 812)	(85 175)	(89 775)	
Net cash from (used) financing	(953)	(1 374)	(20 403)	(1 374)	(1 374)	–	–	–	–	–	
Cash/cash equivalents at the year end	33 174	45 438	23 757	8 869	46 397	–	69 161	10 096	(32 896)	(78 209)	
<u>Cash backing/surplus reconciliation</u>											
Cash and investments available	48 821	62 675	23 757	121 270	69 161	–	69 161	69 248	72 987	76 928	
Application of cash and investments	54 355	66 695	42 414	(16 735)	(35 873)	–	37 941	(10 279)	(10 836)	(11 420)	
Balance - surplus (shortfall)	(5 534)	(4 020)	(18 657)	138 005	105 034	–	31 220	79 527	83 823	88 349	
<u>Asset management</u>											
Asset register summary (WDV)	1 350 490	1 343 288	78 396	1 341 392	1 246 082	–	82 614	82 614	87 075	91 777	
Depreciation & asset	66 732	67 633	71 498	69 183	69 183					81 161	

impairment						–	73 058	73 058	77 003	
Renewal of Existing Assets	–	–	–	6 255	82 072	–	–	72 765	76 694	80 836
Repairs and Maintenance	–	6 725	10 213	10 208	18 701	–	26 369	26 369	27 793	29 294
<u>Free services</u>										
Cost of Free Basic Services provided	94 483	94 483	94 483	72 865	72 865	72 865	72 865	72 865	72 865	72 865
Revenue cost of free services provided	259	259	259	259	259	259	259	259	259	259
<u>Households below minimum service level</u>										
Water:	–	–	–	–	–	–	–	–	–	–
Sanitation/sewerage:	–	–	–	–	–	–	–	–	–	–
Energy:	–	–	–	–	–	–	–	–	–	–
Refuse:	–	–	–	–	–	–	40	40	42	45

TABLE A5 BUDGETED CAPITAL EXPENDITURE BY VOTE, STANDARD CLASSIFICATION AND FUNDING

Vote Description	R e f	2010/11	2011/12	2012/13	Current Year 2013/14				2014/15 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2014/15	Budget Year +1 2015/16	Budget Year +2 2016/17
R thousand	1										
<u>Capital expenditure - Vote Multi-year expenditure to be appropriated</u>	2										
Vote 1 - Executive Council		1	011	4	–	–	–	–	–	–	–
Vote 2 - Budget & Treasury Office		207	23	–	260	–	–	–	350	369	389
Vote 3 - Corporate Services		10	092	963	2	1	–	–	2	2	2
Vote 4 - Planning & Development		–	–	–	930	250	–	–	607	748	896
Vote 5 – Health		–	–	–	–	–	–	–	–	–	–
Vote 6 - Community & Social Services		–	1	–	–	–	–	–	–	–	–
		–	048	–	–	–	–	–	–	–	–
Vote 7 - Housing		–	–	–	–	–	–	–	–	–	–
Vote 8 - Public Safety		–	–	–	1	–	–	–	1	1	1
		–	650	32	030	487	–	–	350	423	500
Vote 9 - Sports & Recreation		–	–	–	–	–	–	–	473	499	525
Vote 10 - Roads & Technical Services		–	41	23	35	40	–	–	14	15	16
Vote 11 - Waste Management		14	950	181	200	577	–	–	647	438	272

		-	900	466	-	-	-	-	200	211	222
Vote 12 - Waste Water Management		96	5 932	17 570	35 700	31 826	-	-	14 265	15 036	15 848
Vote 13 - Water		163	8 464	2 911	27 548	53 841	-	-	50 663	53 398	56 282
Vote 14 - Electricity		-	8 671	2 321	-	3 674	-	-	2 475	2 609	2 750
Vote 15 – Other		91	-	800	-	-	-	-	230	242	256
Capital multi-year expenditure sub-total	7	582	62 741	64 491	102 668	131 655	-	-	87 260	91 972	96 938
<u>Single-year expenditure to be appropriated</u>	2										
Vote 1 - Executive Council		-	-	-	-	-	-	-	-	-	-
Vote 2 - Budget & Treasury Office		-	-	-	-	-	-	-	-	-	-
Vote 3 - Corporate Services		-	-	-	-	-	-	-	-	-	-
Vote 4 - Planning & Development		-	-	-	-	-	-	-	-	-	-
Vote 5 – Health		-	-	-	-	-	-	-	-	-	-
Vote 6 - Community & Social Services		-	-	-	-	-	-	-	-	-	-
Vote 7 - Housing		-	-	-	-	-	-	-	-	-	-
Vote 8 - Public Safety		-	-	-	-	-	-	-	-	-	-
Vote 9 - Sports & Recreation		-	-	-	-	-	-	-	-	-	-

Vote 10 - Roads & Technical Services	-	-	-	-	-	-	-	-	-	-	-
Vote 11 - Waste Management	-	-	-	-	-	-	-	-	-	-	-
Vote 12 - Waste Water Management	-	-	-	-	-	-	-	-	-	-	-
Vote 13 - Water	-	-	-	-	-	-	-	-	-	-	-
Vote 14 - Electricity	-	-	-	-	-	-	-	-	-	-	-
Vote 15 – Other	-	-	-	-	-	-	-	-	-	-	-
Capital single-year expenditure sub-total	-	-	-	-	-	-	-	-	-	-	-
Total Capital Expenditure - Vote	582	62 741	64 491	102 668	131 655	-	-	87 260	91 972	96 938	
Capital Expenditure - Standard Governance and administration	218	2 126	6 210	3 190	1 250	-	-	4 237	4 466	4 707	
Executive and council	1	1 011	4 247	-	-						
Budget and treasury office	207	23	-	260	-			350	369	389	
Corporate services	10	1 092	1 963	2 930	1 250			3 887	4 097	4 318	
Community and public safety	-	1 698	1 32	1 030	1 487	-	-	2 333	2 459	2 592	
Community and social		1									

services		–	048	–	–	–			273	288	303
Sport and recreation		–	–	–	–	–			250	264	278
Public safety		–	650	32	030	487			810	908	011
Housing		–	–	–	–	–					
Health		–	–	–	–	–					
<i>Economic and environmental services</i>			41	23	35	40			13	13	14
		14	950	181	200	577	–	–	137	847	594
Planning and development		–	–	–	–	–					
Road transport		14	41	23	35	40			13	13	14
Environmental protection		–	–	–	–	–					
<i>Trading services</i>		259	16	34	63	89	–	–	67	71	75
Electricity		–	8	2	–	3			2	2	2
Water		163	671	321	–	674			475	609	750
Waste water management		96	8	27	53	–			50	53	56
Waste management		–	5	17	35	31			14	15	15
<i>Other</i>		91	1	5	–	–			265	036	848
Total Capital Expenditure	- 3		62	64	102	131			87	91	96

Standard		582	741	491	668	655	-	-	260	972	938
Funded by:											
National Government		12	41 908	56 954	65 623	97 223			72 765	76 694	80 836
Provincial Government		-	-	-	-	-					
District Municipality		-	10 287	-	24 800	24 800					
Other transfers and grants		-	-	-	-	-					
Transfers recognised - capital	4	12	52 195	56 954	90 423	122 023	-	-	72 765	76 694	80 836
Public contributions & donations	5	-	-	-	-	-					
Borrowing	6	-	6 332	-	-	-					
Internally generated funds		570	4 214	7 537	12 245	9 632			14 495	15 278	16 103
Total Capital Funding	7	582	62 741	64 491	102 668	131 655	-	-	87 260	91 972	96 938

CHAPTER 8

PROJECTS

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

8.1 PROJECTS BY GOVERNMENT DEPARTMETS

8.1.1DARDLA

Project	Municipality	Wards	Description	Budget
Water Development	Mkhondo	All CRDP Wards	Borehole Equipping and water reticulation	2,552
Mkhondo Pilot Site	Mkhondo	All Wards	Water Reticulation of gardens, Spring Development and Food Gardens	6,400
NCOP Vegetable Projects	Mkhondo		Construction of Admin and Ablution facilities and shade nets. Vegetables	2,200
Ntusi Dairy	Mkhondo		Development of 600 cow dairy	6,500

CRDP: (coordination / CoS)	Province		Support and development of program and Council of Stakeholders	11,868
----------------------------	----------	--	--	--------

8.1.2 DEPARTMENT OF HEALTH

Project Name	Municipality	Project Beneficiary	Project Objective	Key Performance Indicator	Period	2014/15 Budget
PIET RETIEF HOSPITAL: Construction of M2 Mortuary	Mkhondo/WARD 14	Community	Construction of M2 Mortuary	M2 Mortuary constructed	21 Nov 11 to 1 May 14	7,920

8.1.3 PUBIC WORKS

Project Name	Municipality	Project Beneficiary/Ward	Project Objective	KPI	Annual Budget 2014/15 IN R'000
Procure construction equipment and vehicles - Gert Sibande District	Mkhondo	All	Road Maintenance and repairs	Project completed within agreed time period and budget	5 000

Donkerhoek foot bridge	Mkhondo	Ward 2	Construction of footbridge	Project completed within agreed time period and budget	5 000
------------------------	---------	--------	----------------------------	--	-------

8.1.4 DEPARTMENT OF SOCIAL DEVELOPMENT

Project Name	Municipality	Beneficiary Ward	2014/15 Budget Allocation (annual) R
Amsterdam Branch office	Gert-Sibande/Mkhondo	Amsterdam	R12 550 000
Iswepe Youth Development Center		Iswepe	R 264 000
Mkhondo Youth Development Center		Thandukukhanya	R264 000
Mpumelelo Youth Development Center		Kwa Ngema	R200 000

8.1.5 WORKING FOR WATER

Project Name	Wards	Municipality	Project Beneficiary	Project Objective	Budget allocation 2014/15
Working For Water		Mkhodo Municipality Gert Sibande District Municipality	6 Contactors and 72 Beneficiaries	Clearing of invasive Alien Plants.	R 2,161,221.00

8.1.6 DEPARTMENT OF COMMUNITY, SAFETY, SECURITY & LIASON

	Project Name	Municipality	Project Beneficiary	Project Objective	Key Performance Indicator	Bud. Allocation 2014/15
1.	Civilian Oversight	All the municipalities	All police station in the province	To Monitor and evaluate police stations	SAPS evaluated on efficiency of the police service	Operational
		Best performing police stations and components	Best performing police stations and components	To improve SAPS service delivery	MEC's excellence awards hosted	600 000
2.	Community policing structures	All the municipalities	All the CPFs and communities	To ensure functionality of community policing structures and clusters	Functional CPFs , CPF Clusters and Provincial Board	Operational
	Resourcing of CPFS	12 CPFs (4 per region)	Selected CPFs	To ensure that CPFs are resourced	Resourced CPFS	R 600 000

3.	TSMs (Tourism Safety Monitors)	All the municipalities	UMLM:18	To involve communities in the fight against crime	18 TSMS recruited, deployed and supported @ 1859,77/month/annum	R 401 710,32
----	--------------------------------	------------------------	---------	---	---	---------------------

8.1.6 DEPARTMENT OF CULTURE SPORT AND RECREATION

Project Name	Municipality	Project Beneficiary / Ward	Project Objective	Key Performance Indicator	2013/14 Budget R'000
Heritage Statue	Mkhondo	To be confirmed	To preserve history and heritage of the Liberation Struggle As part of the Liberation Heritage Route projects that is aimed at honoring heroes and heroines of the liberation struggle, the Sol Mkhize statue will be erected and unveiled	Number of monuments established in honor of heroes and heroines of the liberation struggle	R3 100



8.2 MKHONDO LOCAL MUNICIPALITY PROJECTS 2014/2015

Please see the template below, which is a document outlining the prioritized projects of the Municipality:

8.2.1 OFFICE OF THE MUNICIPAL MANAGER

OFFICE OF THE MM									
Proj No.	Project Description	Ward	Village	Target			Budget		
				2013/14	2014/15	2015/16	2013/14	2014/15	2015/16
Legal Services									
1	Promulgation of By-laws	n/a	n/a	-	Gazette all municipal by-laws	-	-	R500 000.00	-
2	Review of all Municipal Contracts	n/a	n/a	-	Develop one contract register	-	-		-
3	Appointment of Panel of Attorneys				Appoint 5 panel of attorneys for contract of three years			R1. 5 00 00.00	

		n/a	n/a	-		-	-		-
4	Establishment of a Law Library	n/a	n/a	-	Establish and maintain a law library for the Municipality	-	-	R 150 000.00	-
Performance Management System									
1	Signing of performance agreements	n/a	n/a	-	Signing of performance agreement contracts by the MM, all GMs and SMs	-	-	-	-
2	CLARIFYING ROLES AND RESPONSIBILITIES OF STAKEHOLDERS AND ROLE-PLAYERS	n/a	n/a	-	Outline accountabilities and relationships and priorities of the various stakeholders	-	-	-	-
3	PERFORMANCE MEASUREMENT	n/a	n/a	-	Collecting and capturing performance data to enable reporting	-	-	-	-

4	PERFORMANCE MONITORING	n/a	n/a	-	Continuously monitor current performance against targets set	-	-	-	-
5	PERFORMANCE ANALYSIS	n/a	n/a	-	Determine whether targets have been met and exceeded and to project whether future targets will be met or not	-	-	-	-
6	PERFORMANCE REVIEW AND REPORTING	n/a	n/a	-	Quarterly review performance and reporting	-	-	-	-

8.2.2 PLANNING AND DEVELOPMENT

TOWN PLANNING									
Proj No.	Project Description	Ward	Village	Target			Budget		
				2013/14	2014/15	2015/16	2013/14	2014/15	2015/16
LAND USE AND SPATIAL PLANNING									
NEW PROJECTS									
1	Local Spatial Development Framework	All	All	Finalize terms of reference	Appointment of service provider and finalization of the document	Implementation	R 0, 00	R 0, 00	R 0, 00
2	Township Establishment (Residential)	19	Amsterdam (±1000 erven)	Finalize terms of reference	Appointment of service provider. Submission of application	Approval of application by Council. Approval of General Plan, Open township register and proclaim.	R 0, 00	R 0, 00	R 0,00

TOWN PLANNING									
Proj No.	Project Description	Ward	Village	Target			Budget		
				2013/14	2014/15	2015/16	2013/14	2014/15	2015/16
LAND USE AND SPATIAL PLANNING									
3	Formalization of Informal Settlement (Residential)	17	eNkonjaneni (500 erven)	Finalize terms of reference	Appointment of service provider. Submission of application	Approval of application by Council. Approval of General Plan, Open township register and proclaim.	R 0, 00	R 0, 00	R 0, 000
4	Township Establishment (Residential)	3	Dirkiesdorp (1000 erven)	Finalize terms of reference	Appointment of service provider. Submission of application.	Approval of application by Council. Approval of General Plan, Open township register and proclaim.	R 0, 00	R 0, 00	R 0, 00
5	Township Establishment (Industrial)	8	All	-	Finalize terms of reference. Advertise and appoint	Approval of application by Council. Approval of General Plan, Open township	R 0, 00	R 0, 00	R 0, 00

TOWN PLANNING									
Proj No.	Project Description	Ward	Village	Target			Budget		
				2013/14	2014/15	2015/16	2013/14	2014/15	2015/16
LAND USE AND SPATIAL PLANNING									
					Service Provider. Submission of application	register and proclaim.			
6	Township Establishment (Residential)	17	Forestview (±1000 erven)	Conceptualize plan and launch preliminary studies	Lobby funding and source professionals at a small scale	Launch project and implement	R 0, 00	R 0, 00	R 0, 00
7	Urban Restructuring (Rezoning, Subdivision & Consolidation)	08	Emalayinini	Finalize Terms Of Reference	Appointment of Service Provider and submission of application. Approval of application and proclamation/ SG Diagram	-	R180 000.00	R0, 00	R0, 00
EXISTING/RUNNING PROJECTS									

TOWN PLANNING									
Proj No.	Project Description	Ward	Village	Target			Budget		
				2013/14	2014/15	2015/16	2013/14	2014/15	2015/16
LAND USE AND SPATIAL PLANNING									
1	Township Establishment (Residential)	10	Kempville Extension 3 (Osloop) 300 erven	-	Open township register and proclaim. Closure report.	Request funding for servicing sites and transfer to individual owners	R 0, 00	R 147 000, 00	R 0, 00
2	Township Establishment (Residential)	10	Kempville Extension 2 (Greenfield) 500 erven	Submission and approval of application by Council.	Approval of General Plan, Open township register and proclaim. Closure report	Sell and transfer sites to third parties	R 68 951, 00	R 275 805, 00	R 0, 00
3	Formalisation of Informal Settlement (600)	17	Phoswa (±400 erven)	Downsize and re-layout and present to Council.	Approval of General Plan, open township register and proclaim.	transfer sites to third parties	R 136 540, 00	R 536 252, 00	R 0, 00
4	Wall to Wall Mkhondo Land Use	All	All	Land use survey,	Formulation of draft land use	Implement Scheme	R 136 205, 40	R151 331, 17	R 0, 00

TOWN PLANNING									
Proj No.	Project Description	Ward	Village	Target			Budget		
				2013/14	2014/15	2015/16	2013/14	2014/15	2015/16
LAND USE AND SPATIAL PLANNING									
	Scheme			compilation of draft scheme clauses & Compilation of draft scheme maps.	scheme, Formal advertisement processes, Final scheme approval, closure report			R86 476, 17 R151 334, 17 <u>R389 141, 51</u>	

PROPERTY MANAGEMENT									
Proj no.	Project Description	Ward	Village	Target			Budget		
				2013/14	2014/15	2015/16	2013/14	2014/15	2015/16
Property management									
1	Hall	7 05 05	Town hall Kwa Thandeka Winnie Mandela Park	-	Determine specification, source service providers and renovate	Routine maintenance	R 0, 00	R 300, 000 R 100, 000 R 100, 000	R 0, 00
2	Change rooms at stadium	10 10 05	Kemp ville Masenkeni Kwathandeka	-	Determine specification, source service providers and renovate	Routine maintenance	R 0, 00	R 100, 000 R 50, 000 R 100, 000	R 0, 00
3	Water Works	17 05	Piet Retief Amsterdam	-	Determine specification, source service providers and renovate	Routine maintenance	R 0, 00	R 80, 000 R 50, 000	R 0, 00
4	Sewer Plant Office	10	Piet Retief WWT W	-	Determine specification, source	Routine maintenance	R 0, 00	R 20, 000	R 0, 00

					service providers and renovate				
5	Offices	07 19	Finance building	-	Determine specification, source service providers and renovate	Routine maintenance	R 0, 00	R 590, 000	R 0, 00
6	Renovation of eMkhondo stores	07	EMkhondo	-	Determine specification, source service providers and renovate	Routine maintenance	R 0, 00	R 250, 000	R 0, 00
7	Standalone Houses Standalone units Flats	07 07 07	Botha and Grobler Tourism Center Du Toit Street	Ad hoc maintenance	Determine specification, source service providers and renovate	Routine maintenance	R 50, 000	R 120, 000 R 100, 000 R 150, 000	R 80, 000

HUMAN SETTLEMENTS						
Proj	Project	Ward	Village	Target		Budget

No.	Description			2013/14	2015/15	2015/16	2013/14	2014/15	2015/16
Human Settlements									
1	Housing Sector Plan	All	All	Compilation	Implement	Implement	R 0, 00	R 0, 00	R 0, 00
2	Identification of beneficiaries	All	All	Continuous implementation	Continuous implementation	Continuous implementation	R 0, 00	R 0, 00	R 0, 00
3	Signing up beneficiary application forms	All	All	Continuous implementation	Continuous implementation	Continuous implementation	R 0, 00	R 0, 00	R 0, 00
4	Handing over completed houses to beneficiaries	All	All	Continuous implementation	Continuous implementation	Continuous implementation	R 0, 00	R 0, 00	R 0, 00
5	Identification of land for houses	All	All	Continuous implementation	Continuous implementation	Continuous implementation	R 0, 00	R 0, 00	R 0, 00
6	Compilation of demand database	All	All	Continuous implementation	Continuous implementation	Continuous implementation	R 0, 00	R 0, 00	R 0, 00
7	Attending to	All	All	Continuous implementation	Continuous implementation	Continuous	R 0, 00	R 0, 00	R 0, 00

HUMAN SETTLEMENTS									
Proj No.	Project Description	Ward	Village	Target			Budget		
				2013/14	2015/15	2015/16	2013/14	2014/15	2015/16
Human Settlements									
	public enquiries			tion	n	implementation			

IDP, LED, TOURISM & CRDP										
Proj No.	Project Description	Ward	Village	Target			Budget			
				2013/14	2014/15	2015/16	2013/14	2014/15	2015/16	
IDP										
	Development a IDP document which is driven by the needs of the	All	All	Adopted	Final IDP 2014/2015 approved by	Final IDP 2015/2016 approved by	-	R 150, 000	R 170, 000	

IDP, LED, TOURISM & CRDP

Proj No.	Project Description	Ward	Village	Target			Budget		
				2013/14	2014/15	2015/16	2013/14	2014/15	2015/16
	community				council	council			
	Develop IDP Process Plan 2015/2016	All	All	Adopted Process plan 2014/2015	Council approve IDP process plan for 2015/2016	Council approve IDP process plan for 2016-2021	-	0, 00	0, 00
	Coordinate IDP & CRDP Forum	All	All	2 IDP forums 12 CRDP meetings were coordinated	2 IDP Forum and 12 Schedule CRDP Forum	2 IDP Forum and 12 Schedule CRDP Forum	-	R150 000	R200 000
	LED Strategy	All		Completion of LED Strategy	Completion and implementation of LED Strategy	Implementation of the LED strategy	R400 000	R400 00.00	
	Organized Hawkers Forum	All		-	Establishment of an organized Hawkers Forum in trying to address the	Formalized the Hawkers	-	R20 00.00	R30 000

IDP, LED, TOURISM & CRDP

Proj No.	Project Description	Ward	Village	Target			Budget		
				2013/14	2014/15	2015/16	2013/14	2014/15	2015/16
					challenges of influx and organized market in town.				
	Facilitate the employment of Temporary workers through Phezukomkhono Project	All		68 people were employed	Promotion of Local youth employment in Electrical Dept., Technical Dept., Community Dept. and Cooperate Dept.	Created jobs	R1 000 000	R1 000 000	R1 000 000
	Formalize and Upgrade 4 Carwash	All		.	Upgrading of existing carwash		-	R300 000.00	-
	Capacity Building of cooperatives and SMME' s	All		4 cooperatives	4 Training session	6 training session	R100 000	R100 000.00	R150 000
	Develop cooperatives and	all		-	Council adopt cooperatives	Implement the	-	0, 00	0, 00

IDP, LED, TOURISM & CRDP

Proj No.	Project Description	Ward	Village	Target			Budget		
				2013/14	2014/15	2015/16	2013/14	2014/15	2015/16
	support implementation framework				and support implementation framework	framework			
	Facilitate job creation through EPWP and CWP	All		1500 job were created through CWP	1500 job were created through CWP	1500 job were created through CWP	-	0, 00	0, 00
	MRDI (Support agriculture cooperatives and SMME'S)	All		Support four cooperatives	Support four agriculture cooperatives	Support six agriculture cooperatives	R85 000	R100 000.00	R150 000
	MRDI(GSDM)	All		Support five agricultural cooperatives	Support six agricultural cooperatives	Support six agricultural cooperatives		R500 000.00	R600 000.00
TOURISM									
	Coordinate LED and Tourism	All		LED forum was launched	12 Meetings for LED and	12 Meetings for LED and Tourism	-	R100 000.	R120 000

IDP, LED, TOURISM & CRDP

Proj No.	Project Description	Ward	Village	Target			Budget		
				2013/14	2014/15	2015/16	2013/14	2014/15	2015/16
	forums				Tourism forum	forum			
	Development and printing of tourism Brochure.	All		Waiting to approved service provider	Market all tourism attractions places	Market all tourism attractions places	R50 000 00	R300 000	R350 000
	Development of Tourism Master Plan/ strategy	All		Planned to develop tourism strategy	Develop and adopt tourism master plan/ strategy	Implementation of the Master plan/strategy	R200 000	R550 000	R100 000
	Request for proposal for management and operation of Tourism Centre			-	Advertise for tourism centre to investors for development as one of tourist attraction place.	Renovate the tourism centre	-	R20 000	R 100, 000 000
	Coordinate, Monitor and participate on implementation of	4	Jabulani agri Village	-	Coordinate and Monitor the implementation of Jabulani Agri	Coordinate and Monitor the implementation of Jabulani Agri	-	0, 00	0, 00

IDP, LED, TOURISM & CRDP

Proj No.	Project Description	Ward	Village	Target			Budget		
				2013/14	2014/15	2015/16	2013/14	2014/15	2015/16
	Jabulani agri village projects				village projects	village projects			

8.2.3 CORPORATE SERVICES

Corporate Services									
Proj No.	Project Description	Ward	Village	Target			Budget		
				2013/14	2014/15	2015/16	2013/14	2014/15	2015/16
Secretariat									
8	Provide Cleaning Services to municipal offices, public amenities and halls	All	All	Ensure cleanliness on daily basis in all municipal offices, halls and amenities	Routine cleaning	Routine cleaning	R0.00	R0.00	R0.00
9	Improve halls letting system	All	All	Implement utilization of checklist all the time in the hiring of municipal hall	Implement utilization of checklist all the time in the hiring of municipal hall	Implement utilization of checklist all the time in the hiring of municipal hall	R0.00	R0.00	R0.00
10	Procurement of municipal halls cleaning material	All	All	Ensure procurement of relevant cleaning material at all times	Ensure procurement of relevant cleaning material at all times	Ensure procurement of relevant cleaning material at all times	R250.000	R300.000	R0.00

SATELLITE OFFICES									
Proj No.	Project Description	Ward	Village	Target			Budget		
				2013/14	2015/15	2015/16	2013/14	2014/15	2015/16
Satellite Offices									
1	Rebuild the Office in Amsterdam	5 & 19		Finalize engagements with the insurance	Source contractor and	Finalize construction	R 0, 00	R 2.1m	R 500, 000
2	Recording System-council chamber							R 450,000	
3	Internet connection & System connections To office Amsterdam	5 & 19		Finalize specifications	Submit request to supply chain, source provider and implement project	-	R 0, 00	R 150, 000	R 100, 000
4	Internet connection & System connections To office Driefontein	1, 2 & 18		Finalize specifications	Submit request to supply chain, source provider and implement project	-	R 0, 00	R 150, 000	R 100, 000
5	Renovate Hall for secure keeping of cash	1, 2, 4 & 18		-	Submit request to supply chain, source provider and implement	Use hall as a pay-point	R 0, 00	R 100, 000	R 0, 00

SATELLITE OFFICES									
Proj No.	Project Description	Ward	Village	Target			Budget		
				2013/14	2015/15	2015/16	2013/14	2014/15	2015/16
Satellite Offices									
					project				
6	Replace two small LDV in Amsterdam with a pool LDV	5 & 19		-	Submit request to supply chain, source provider and take delivery of vehicles	Use LDV for various departments	R 0, 00	R 150, 000	R 150, 000

Communications, Mayoralty & Public Participation									
Proj No.	Project Description	Ward	Village	Target			Budget		
				2013/14	2014/15	2015/16	2013/14	2014/15	2015/16
1	Website content management	All		Reconstruction of website	Content management	Content management	R 54,000.00	R 0, 00	R 0, 00
2	Printing and branding of Annual	All		Print and bind annual reports as and when required	Print, brand and bind two annual reports	2 x printing, branding and binding of annual reports	R100,000.00	R 155,000.00	R160,000.00

Communications, Mayoralty & Public Participation									
Proj No.	Project Description	Ward	Village	Target			Budget		
				2013/14	2014/15	2015/16	2013/14	2014/15	2015/16
	Reports								
3	Publication of municipal newsletter	All		6 x production of municipal newsletter bi-monthly	6 x municipal newsletters	6 x municipal newsletters	R 48,000.00	R 350,000.00	R365,000.00
4	Improve corporate image	All		Develop and signage	Maintain existing signage	Maintenance of existing signage	R150,000.00	R 80,000.00	R 65,000.00
5	Media relations	All		Promotion of information and interaction with public (SLA)	Promotion of information and interaction with public.	Promotion of information and interaction with public.	R 47,000.00	R 50,000.00	R 50,000.00
6	STREET NAMES							R300 000.00	
7	SITE GENERATOS							R 1,900 000.00	
HIV & AIDS PROGRAMMES									

Communications, Mayoralty & Public Participation

Proj No.	Project Description	Ward	Village	Target			Budget		
				2013/14	2014/15	2015/16	2013/14	2014/15	2015/16
1	Co-ordinate HIV / Aids awareness programmes	All		Launch LAC and develop programmes to combat decease	Implement programmes to reduce HIV prevalence	Implement programmes to reduce HIV prevalence	R110,000.00	R 350,000.00	R400,000.00
2	Launch of Mayoral Youth Bursary Fund	All		Coordinate Youth Indaba and other youth development activities and organize annual events	Launch Mayoral Youth Bursary Fund and implement approved programmes	Implement integrated youth development programmes	R200,000.00	R 500,000.00	R 650,000
3	Career exhibitions	All		Organize 2 career exhibitions and skills development workshops	Organize 2 career exhibitions and skills development workshops	Organize 2 career exhibitions and skills development workshops	R100,000.00	R 300,000.00	R450,000.00
4	Improve socio-economic conditions of People With	All		Mobilise resources with other stakeholders	Purchase of devises and organize annual events.	Purchase of devises and organize annual events	R110,000.00	R 200,000.00	R300,000.00

Communications, Mayoralty & Public Participation									
Proj No.	Project Description	Ward	Village	Target			Budget		
				2013/14	2014/15	2015/16	2013/14	2014/15	2015/16
	Disabilities								
PUBLIC PARTICIPATION									
	Monitoring the Ward Operational Plans			Strengthen functionality of Ward Committees and fill in vacant positions	Conduct capacity building workshops	Coordinate empowerment workshops	R2,386,480.00	R3,000,000.00	R3,500,000.00

HUMAN RESOURCES

Proj No.	Project Description	Ward	Village	Target			Budget		
				2013/14	2014/15	2015/16	2013/14	2014/15	2015/16
HUMAN RESOURCES									
1	New vehicle for Human Resources Division	All	All	-	Submit request to supply chain, source provider and take delivery of vehicles	Maintenance if no plan is included in the purchase	R 0, 00	R200 000	R20 000
2	Upgrade HR and Payroll system	All	All	Finalize system requirements and specifications with System Administrator.	Procure system upgrades or new system altogether.	Utilize new system and pay license fees	R 0, 00	R800 000	R30 000
3	Job Descriptions for all positions.	All	All	Co-ordinate preparation of Job Descriptions	Finalize outstanding Job Descriptions and approve	Prepare JDs for new employees	R 0, 00	R 0, 00	R 0, 00
4	HR Outreach and Policy Workshop	All	All	Present all policies for approval	Conduct workshop of all approved policies corporate wide	Implement approved policies and review where necessary.	R 0, 00	R500 000	R 0, 00

HUMAN RESOURCES

Proj No.	Project Description	Ward	Village	Target			Budget		
				2013/14	2014/15	2015/16	2013/14	2014/15	2015/16
5	Unemployed Skills Development	All	All	Work out training plan and process with transversal unit.	Train unemployed residents through LGSeta financial resources	Train unemployed residents through LGSeta financial resources	R 0, 00	R500 000	R800 000
6	Bursaries for employees and unemployed students	All	All	Prepare implementation strategy	Implement strategy / policy before end of 2014 calendar year.	Implement strategy / policy before end of 2015 calendar year.	R 0, 00	R1 000 000	R1 500 000
7	Human Resources Archives	All	All	-	Submit request to Supply Chain and Source archive system	Implement proper archiving system for HR	R 0, 00	R1 000 000	R 0, 00
8	Facility for Training and Recruitment process	All	All	-	Submit request to supply chain, source provider and take delivery of the venue.	-	R 0, 00	R1 500 000	R 0, 00
9	Induction programme	All	All	Prepare induction material	Conduct induction workshops to all new employees	Conduct induction workshops to all new employees	R 0, 00	R300 000	R350 000

HUMAN RESOURCES

Proj No.	Project Description	Ward	Village	Target			Budget		
				2013/14	2014/15	2015/16	2013/14	2014/15	2015/16
10	Occupational Health and Safety workshops	All	All	Conduct OHS related meetings, trainings and workshops	Conduct workshops and education to minimize injuries and transgressions	Conduct workshops and education to minimize injuries and transgressions	R 0, 00	R200 000	R220 000
11	Workplace Skills Plan	All	All	Workplace Skills Plan compilation and submission	Implement approved WSP and compilation and submission of new plan	Implement approved WSP and compilation and submission of new plan	R 0, 00	R10 000	R20 000
12	Employment Equity Report and Plan	All	All	Develop Plan and submit EE Report to the Department of Labour	Develop Plan and submit EE Report to the Department of Labour	Develop Plan and submit EE Report to the Department of Labour	R 0, 00	R 0, 00	R 0, 00

HUMAN RESOURCES

Proj No.	Project Description	Ward	Village	Target			Budget		
				2013/14	2014/15	2015/16	2013/14	2014/15	2015/16
13	Employee Wellness Programme / Employee Assistance Programme	All	All	Monitor wellness, do referrals where necessary.	Monitor wellness, do referrals where necessary.	Monitor wellness, do referrals where necessary.	R121 500	R140 000	R200 000
14	Learner ship / Internship programme	All	All	Facilitate entrance of learners in various learner ship programmes.	Facilitate entrance of learners in various leadership programmes.	Facilitate entrance of learners in various learner ship programmes.	-	R100 000	R200 000

8.2.4 COMMUNITY SERVICES

SOLID WASTE, PARKS, LIBRARIES, SPORT, PUBLIC SAFETY, IDP PROJECTS 2014/2015

COMMUNITY SERVICES									
Proj No.	Project Description	Ward	Village	Target			Budget		
				2014/15	2015/16	2016/17	2014/15	2015/16	2016/17
SOLID WASTE, PARKS, LIBRARIES, SPORT, PUBLIC SAFETY									
	Procurement of Motorbike for visibility of traffic officers			Procurement of 2 motorbike	-	-	-	R400 000	
	Bakkies for road marking and fire fighting				02			R550 000	
	Digital bill board				02			R450 000	
	1 trailer for roadblock			Procurement of trailer for roadblock activities					
	High angle rescue equipment			Procurement of the fire rescue high angle				R350 000	

COMMUNITY SERVICES

Proj No.	Project Description	Ward	Village	Target			Budget		
				2014/15	2015/16	2016/17	2014/15	2015/16	2016/17
SOLID WASTE, PARKS, LIBRARIES, SPORT, PUBLIC SAFETY									
				equipment					
	Fire hose and foam				Procurement of fire hose foam			R360 000	
	Erecting new robots -entrance on Ermelo Road	7,12						R360 000	
	Building of satellite fire station	5		Amsterdam	Driefontein		R500 000	R500 000	
	Construction of Street humps	14,12,10 11,13			Construction of Street humps				
	FENCING OF WASTE TRANSFER STATION-	5;19		Fencing of transfer station at Amsterdam	-	-	R100 000		

	AMSTERDAM								
	2X STREET BLOWER			Buying of street blowers	-		R50 000		
	1X LDV(SOLID WASTE)			Procurement of LDVs for waste management	-		R180 000		
	REPAIR FENCE AT LANDFILL SITE- PIET RETIEF			Repair broken fence at the landfill site	-		R50 000		
	2X SLASHERS	1-15		Procuring two slasher		-	R200 000		
	2X TRACTOR(GRASS CUTTING)				Procuring one tractor	Procuring one slasher			
	5X BRUSHCUTTER	1-15		Buying 5 brush cutters	-	-	R15 000		
	PARKS EQUIPMENT-JOE THABETHE PARK	10;11;12;13;14			Buying of parks equipment for the park	Buying parks equipment	R8,000	R75 000	R25 000

	1X LDV (Libraries)	1-15		Procuring of a LDV for the libraries	1		R110 000		
	REPAIR OF TENNIS/VOLLEYBALL COURT	10;11;12;13;14;16		Phase 1 of repairing of the sport court in eThokozane	Phase 2 of repairing of the court		R250 000	R100 000	

Proj No.	Project Description	Ward	Village	Target			Budget		
				2014/15	2015/16	2014/15	2013/14	2015/16	2016/17
	Increase the number of household that receive refuse removal services	11;16	Eziphunzini, Mangosuthu, Phosa	Increase the number of households by 1500	Increase the number of households by 1000	Increase the number of households by 1000			
	Provide refuse removal services to areas that are not receiving the service	14;17	Ezinkonjaneni and Jabulani agri-village	Removal of refuse at least once a month					
	Regular collection of refuse mass containers in the CBD	7;10;11;12	eMkhondo	7 days a week	7 days a week	7 days a week			
	Education and awareness on waste management	1;4;5;19;10;11;13;14;	Driefontein, Isepe, Amsterdam, entombe	Conduct education and awareness on waste at least once per quarter					

	To ensure that illegal dumping spots are reduced and/or eradicated	7,10,11,12,13,14,16,17		Cleaning and reduction of illegal dumping spots daily	Daily cleaning of illegal dumping				
	To ensure landfill site in Piet Retief complies with minimum requirements standard	-	-	Cleaning and daily pushing of waste at the landfill site	Cleaning and daily pushing of waste at the landfill site	Cleaning and daily pushing of waste at the landfill site			
	Youth Waste project-employment of youth to assist with waste management at the landfill site(DEA)	1-15	All wards	Implementation of the project					
	Youth Waste management project-COGTA	1-15	All						
	Implementation of the Phezukomkhono project(Waste)	1-15	All						
	Establishment of garden and parks	5,7,10,11,12,13,14,19	Amsterdam, eSgodiphola, eziphunzini, Richardsbay	Establishment and re-establishment of parks/gardens	Maintenance of established parks/gardens				

	To ensure that main street in the CBD are clean during the day and at night	7	eMkhondo	7 days a week	7 days a week	7 days a week			
	To ensure the beauty of the civic Centre (town hall)	7	eMkhondo	7 days a week	7 days a week	7 days a week			
	Greening township-pilot project	11	eZiphunzini	50% of phase 1 of the pilot project	50%		R1000 00		
	Upgrade of the nursery and teaching of personnel on the operations of the nursery	7	eMkhondo	Training of personnel					
	Provision of library to remote schools	1,2,5,3, 8	Driefontein, Amsterdam, eMkhondo	As an outreach programme to reach schools around Mkhondo					
	Awareness campaign for “funda for fun”	5,7,19	Driefontein, Amsterdam, eMkhondo	Education and encouraging communities to read					
	Establishment of library forum	5,7,19		2			6 000		
	To ensure sport development is happening within the different	All		4			40 000		

	sporting code								
	To participate in the sector department's sport tournaments			7			70 000		
	To ensure that the annual mayoral cup event take place	All		1			50 000		
	To participate in the Gert Sibande District Municipality league	All		1			50 000		
	Roadblock to be conducted to ensure that we comply with the act			30			300 000		
	Road safety awareness campaigns			20					
	Awareness program for schools in rural areas-preventing and reducing fire risks			60			50 000		
	To conduct speed cameras[accident reduction]	1,2,7,1 1		1000			R350 000		
	Drone Cameras						350 000		
	To conduct alcohol projects[accident reduction]	ALL		18			50 000		
	Building of satellite fire stations	5,3					6 000 000		

	Fire-awareness campaigns								
--	--------------------------	--	--	--	--	--	--	--	--



8.2.5 FINANCIAL SERVICES

Proj no.	Project Description	Ward	Village	Target			Budget		
				2013/14	2014/15	2015/16	2013/14	2014/15	2015/16
FINANCIAL SERVICES									
1	RENOVATION OF STORES	-	-	Stores in good condition	Erect shelves and Painting	-	-	R250 000	-
2	ESTABLISHMENT OF VEHICLE WORKSHOP	-	-	Existing structure	Fit security gates, install crane	Buying tools and equipment's to repair vehicles	-	R350 000	R300 000
3	ACQUISITION OF TOW TRUCK	-	-	-	Buy new tow truck	Maintenance	-	R1000 000	R350 000
4	OFFICE FUNITURE	-	-	-	Procure office furniture	-	-	R 250 000	-
5	ASSETS UNBUNDLING	-	-	-	-	To have a complete assets register	-	-	R5000 000

Proj no.	Project Description	Ward	Village	Target			Budget		
				2013/14	2014/15	2015/16	2013/14	2014/15	2015/16
						which is GRAP compliance			
6	TWO POOL BUKKIES	-	-	-	Purchase two LDV	Maintenance	-	R 320 000	R150 000
7	COMPUTERS AND PRINTERS	-	-	-	Purchase	-	-	R 316, 800	-
8	MAINTENANCE OF FLEET	-	-	Road worthiness of our fleet	Road worthiness of our fleet	Road worthiness of our fleet	R6 500 000	R7 000 000	R7 700 000
9	Compilation of municipal budget	-	-	Print & distribute final approved budget, SDBIP, IDP annually.	Print & distribute final approved budget, SDBIP, IDP annually.	Print & distribute final approved budget, SDBIP, IDP annually.	-	-	-
10	Submit Adjustment budget/ Adjust. return forms	-	-	Submission of adjustment budget before	Submission of adjustment budget before	Submission of adjustment	-	-	-

Proj no.	Project Description	Ward	Village	Target			Budget		
				2013/14	2014/15	2015/16	2013/14	2014/15	2015/16
				or on the 28 th February each year	or on the 28 th February each year	budget before or on the 28 th February each year			
11	Mid-year assessment report & Adjustment Budget	-	-	Submission of Midyear assessment report before or on 25 th February each year.	Submission of Midyear assessment report before or on 25 th February each year	Submission of Midyear assessment report before or on 25 th February each year	-	-	-
12	Monthly Budget Statement - Sec71 reports	-	-	Submission of sec 71 within 10 days on a monthly basis.	Submission of sec 71 within 10 days on a monthly basis.	Submission of sec 71 within 10 days on a monthly basis.	-	-	-
13	Effective and Efficient Payment Administration	-	-	Process payment to eligible service	Process payment to eligible	Process payment to eligible	-	-	-

Proj no.	Project Description	Ward	Village	Target			Budget		
				2013/14	2014/15	2015/16	2013/14	2014/15	2015/16
	Service			provider within 30 days.	service provider within 30 days.	service provider within 30 days.			
14	Reconciliations (Creditors, Petty Cash, VAT and EMP)	-	-	Perform reconciliations on a monthly basis.	Perform reconciliation s on a monthly basis.	Perform reconciliatio ns on a monthly basis.	-	-	-
15	Voucher Control	-	-	Proper Filing of voucher on a weekly basis	Proper Filing of voucher on a weekly basis	Proper Filing of voucher on a weekly basis	-	-	-
16	Accurate and verified payment to all eligible employees and third parties.	-	-	Process salaries to employees on the 25 th of each month and third parties before the 7 th of each month.	Process salaries to employees on the 25 th of each month and third parties before the 7 th of each	Process salaries to employees on the 25 th of each month and third parties before the 7 th of each	-	-	-

Proj no.	Project Description	Ward	Village	Target			Budget		
				2013/14	2014/15	2015/16	2013/14	2014/15	2015/16
					month.	month.			
17	Managing debt book of the municipality	-	-	Reduce debt book on a monthly basis.	Reduce debt book on a monthly basis.	Reduce debt book on a monthly basis.	-	-	-
18	Update indigent register.	-	-	Accurate indigent register annually.	Accurate indigent register annually	Accurate indigent register annually	-	-	-
17	Billing and month closure	-	-	Ensure that consumer statements are issued before the 7 th of each month.	Ensure that consumer statements are issued before the 7 th of each month.	Ensure that consumer statements are issued before the 7 th of each month.	-	-	
18	Compilation of valuation roll.	-	-	All property rated on annual basis	Supplementary valuation roll.	Supplementary valuation roll.	R4000 000	R1 500 000	R1 500 000

Proj no.	Project Description	Ward	Village	Target			Budget		
				2013/14	2014/15	2015/16	2013/14	2014/15	2015/16
19	Updating asset register (Asset Addition) and Bar-coding of new assets	-	-	Ensure that the assets register is GRAP compliance and newly acquired assets are added.	Ensure that the assets register is GRAP compliance and newly acquired assets are added.	Ensure that the assets register is GRAP compliance and newly acquired assets are added.	-	-	-
20	Compilation of financial statements.	-	-	To prepare financial statements and ensure that is ready by the 10 th August each year.	To prepare financial statements and ensure that is ready by the 10 th August each year.	To prepare financial statements and ensure that is ready by the 10 th August each year.	R500 000	R500 000	R500 000
21	Stock count	-	-	Physical stock count on a quarterly basis.	Physical stock count on a quarterly basis.	Physical stock count on a quarterly basis.	-	-	-

Proj no.	Project Description	Ward	Village	Target			Budget		
				2013/14	2014/15	2015/16	2013/14	2014/15	2015/16
22	Procurement of goods and services	-	-	Ensure that we procure goods within our turnaround time and that SCM policies are adhered to.	Ensure that we procure goods within our turnaround time and that SCM policies are adhered to.	Ensure that we procure goods within our turnaround time and that SCM policies are adhered to.	-	-	-

8.2 6 TECHNICAL SERVICES

TECHNICAL SERVICES									
Proj No.	Project Description	Ward	Village	Target			Budget		
				2013/14	2014/15	2015/16	2013/14	2014/15	2015/16
Electrical Department									
1	Electrical Master plan and civil work of substation(Main)						-	R5 000 000.00	-

TECHNICAL SERVICES									
Proj No.	Project Description	Ward	Village	Target			Budget		
				2013/14	2014/15	2015/16	2013/14	2014/15	2015/16
Electrical Department									
2	Replace 11KV cable from Muller to Premier substation.						-	R 1000 000.00	-
3	Replace of old breakers						-	R 1000 000.00	-
4	Revise high voltage protection.						-	R 500 000.00	-
5	Crane truck						-	R 15 000000.	-
6	LDV Bakkies						-	R 60 000.00	-
7	Workshop furniture						-	R 100 000.00	
8	Connection of high mast	all					-	R1600 000.00	-
9	New transformers						-	R500 000.00	-

TECHNICAL SERVICES									
Proj No.	Project Description	Ward	Village	Target			Budget		
				2013/14	2014/15	2015/16	2013/14	2014/15	2015/16
Electrical Department									
10	Electrical Hoist						-	R75000 00.00	-
11	Material and equipment						-	R5000 000.00	
12	New connections	all					-	R 18 075 000	-
13	70mm ² x4+35mm(3 drums(500m) each							R300 000.00	

TECHNICAL SERVICES									
Proj No.	Project Description	Ward	Village	Target			Budget		
				2013/14	2014/15	2015/16	2013/14	2014/15	2015/16
ROADS & STORM WATER DIVISION									
1	Purchase TLB X2 130m	All			Procure of 2 X TLB			R -	R1 600 000.00

TECHNICAL SERVICES									
Proj No.	Project Description	Ward	Village	Target			Budget		
				2013/14	2014/15	2015/16	2013/14	2014/15	2015/16
ROADS & STORM WATER DIVISION									
2	Purchase 10m ³ Tip Trucks x 3	All			Procure of 10m ³ Tip Trucks x 3			R -	R4,500,000.00
3	Flatbed 7 Ton with Crane x 1	All			Procure of Flatbed 7Ton with Crane x 1			R1,200,000.00	
4	LDV's x4 purchase	All			Procure of 4LDV's			R460,000.00	
5	Graders x 2 Purchase	All			Procure of 2x graders				R4,200,000.00
6	Purchase 4 Ton Truck	All			Procure of 4 Ton Truck				R1,800,000.00

TECHNICAL SERVICES									
Proj No.	Project Description	Ward	Village	Target			Budget		
				2013/14	2014/15	2015/16	2013/14	2014/15	2015/16
ROADS & STORM WATER DIVISION									
	With crane x 3				with crane x3				
7	Reseal + chip +spray Tar Street	7	Piet Retief		Reseal + chip +spray Of Tar Street			R 1600,000.00	R 1 800,000.00
8	Reseal + chip +spray Tar Street	10	Kempville & Retiefville		Reseal + chip +spray of Tar Street			R1, 500,000.00	
9	Reseal + chip +spray Tar Street	14	Harmony park		Reseal+ chip +spray Of Tar Street			R500,000.00	
10	Rehabilitation Zuidend-Street 230m	7	Piet Retief		Complete 230m of Zuidend-Street rehab			R2,900,000.00	

TECHNICAL SERVICES									
Proj No.	Project Description	Ward	Village	Target			Budget		
				2013/14	2014/15	2015/16	2013/14	2014/15	2015/16
ROADS & STORM WATER DIVISION									
11	Rehabilitation Kruger Street and Du-Toit Street 130m	7	Piet Retief		Complete 130m of Du-Toit Street rehab.			R1,400,000.00	
13	Rehabilitation Mark Street 1,100m	7	Piet Retief		Complete 1,100m of Mark street rehab.			R 5,000,000.00	
14	Rehabilitation Kotze Street 1,100m	7	Piet Retief		Complete 1,100m of Kotze street rehab.				R14,000,000.00
15	Regravel gravel roads	All			Daily Task			Operation & Maintenance Budget	
16	Blade gravel roads	All			Daily Task			Operation & Maintenance Budget	

TECHNICAL SERVICES

Proj No.	Project Description	Ward	Village	Target			Budget		
				2013/14	2014/15	2015/16	2013/14	2014/15	2015/16
ROADS & STORM WATER DIVISION									
17	Blade sports grounds	All			Daily Task			Operation & Maintenance Budget	
18	Pot hole repair	7	Piet Retief		Daily Task			Operation & Maintenance Budget	
19	Pot hole repair	10	Kempville & Retiefville		Daily Task			Operation & Maintenance Budget	
20	Pot hole repair	11	EThandukukh anya		Daily Task			Operation & Maintenance Budget	
21	Pot hole repair	12	Harmony park		Daily Task			Operation & Maintenance Budget	
22	Pot hole repair	13	EThandukukh anya		Daily Task			Operation & Maintenance Budget	
23	Pot hole repair	14	Harmony park		Daily Task			Operation & Maintenance Budget	

TECHNICAL SERVICES									
Proj No.	Project Description	Ward	Village	Target			Budget		
				2013/14	2014/15	2015/16	2013/14	2014/15	2015/16
ROADS & STORM WATER DIVISION									
24	Pot hole repair	16	EThandukukh anya		Daily Task			Operation & Maintenance Budget	
25	Pot hole repair	17	EThandukukh anya		Daily Task			Operation & Maintenance Budget	
26	Maintenance of storm Water systems	All			Daily Task			Operation & Maintenance Budget	
27	Graves preparation in all cemeteries	All			Daily Task			Operation & Maintenance Budget	
28	Pavement maintenance	All			Daily Task			Operation & Maintenance Budget	

TECHNICAL SERVICES DEPARTMENT						
Proj	Project Description	Ward	Village	Target		Budget

No.				2013/14	2014/15	2015/16	2013/14	2014/15	2015/16
PROJECT MANAGEMENT UNIT									
MIG/ MP06 68/W/ 07/10	Installation of Water Reticulation in eThandukukhanya Ext 6 & 8	17	Mangosuthu and Phoswa	Water reticulation for 677HH	Completion of 6MI concrete reservoir	-	R 8 886 734.71	R -	
MIG/ MP00 669/S /07/0 9	Extension of Mkhondo WWTW	10	Retiefville	Extension of Piet Retief WWTW from 4ML to 8MI per day	Extension of Piet Retief WWTW from 4ML to 8MI per day		R 26055416.07	R 11 321 233.95	
MIG/ MP10 88/CL /11/1 3	Installation of High Mast Lights	1,2, 8,9, 10, 13, 14,15, 17,18, 19	Various	Installation of 18 high mast lights			R 3674225.73	R -	
MIG/ MP05 71/R,S T/07/ 11	Bus and Taxi Route in eThandukukhanya	11, 13	EThandukukhanya				R5 000 000	R 5 690 120.29	-
MIG/ MP05 71/R,S T/07/ 11	Fencing of Municipal	11 ,12	Various	Fencing of			R 3367 410.97	R -	

TECHNICAL SERVICES DEPARTMENT

Proj No.	Project Description	Ward	Village	Target			Budget		
				2013/14	2014/15	2015/16	2013/14	2014/15	2015/16
MP11 01/F/ 11/14	Infrastructure								
	PMU Management		N/A				R 2 624 920.00	R 2 547 000.00	
	Bulk Water (Group 10)							R 6, 762,510	
	Extension Sewer Treatment							R 11,758,354	
MIG/ MP04 9/W/0 6/08	Upgrading of Water Bulk line to Group 10		Group 10	Upgrading of Water Bulk line to Group 10	Upgrading of Water Bulk line to Group 10		R 497 490.30	R 127 625.70	
MIG/ MP11 19/W/ 11/14	Construction of Water Reticulation Network at Iswepe and Haartebeesfontein	4	Iswepe and Haartebeesfontein	Water reticulation			R 12 882 486.34	R -	

TECHNICAL SERVICES DEPARTMENT

Proj No.	Project Description	Ward	Village	Target			Budget		
				2013/14	2014/15	2015/16	2013/14	2014/15	2015/16
MIG/MP11 91/RS T/13/16	Rehabilitation of Gerald Bermer Road (eThandukukhanya Main Access Road)		EThandukukhanya	Construction of 2km road using block pavers			R 7 302 499.20	R 140 000.00	
MIG/MP11 90/RS T/13/16	Construction of Amsterdam Main Access Road	5, 19	Amsterdam	Construction of 1km road using block pavers	Construction of road using block pavers		R 3 564 302.69	R 1 400 000.00	
MIG/MP11 20/W/12/14	Mega (Construction of Driefontein to Iswepe and Haartebeesfontein Water Bulk Line)	4	Iswepe and Haartebeesfontein Water	Construction of Driefontein to Iswepe and Haartebeesfontein Water Bulk Line	Construction of Driefontein to Iswepe and Haartebeesfontein Water Bulk Line		R 10 000 000.00	R 19 000 000.00	
	Mega (Installation of	8 & 17	Rustplaas,	Installation	Installation		R 10 000 000.00	R 10 000 000.00	

TECHNICAL SERVICES DEPARTMENT

Proj No.	Project Description	Ward	Village	Target			Budget		
				2013/14	2014/15	2015/16	2013/14	2014/15	2015/16
	Water Bulk Line to Rustplaas, Maphepheni and Malayinini and Forest View)		Maphepheni and Malayinini and Forest View	of Water Bulk Line to Rustplaas, Maphepheni and Malayinini and Forest View	of Water Bulk Line to Rustplaas, Maphepheni and Malayinini and Forest View				
MIG/MP11/92/CF/13/14	Rehabilitation of Taxi Rank in Mkhondo Town	7	Mkhondo	Rehabilitation of Taxi Rank in Mkhondo Town			R 1783 587.20	R -	
MIG/MPO5/10/W/06/08	Upgrade of Water Treatment Plant in Amsterdam Phase 1	5	Amsterdam	Dam dredging			R 1583 926.79	R -	
	Installation of VIP's	All rural wards	Various		Installation of VIP's in all rural wards		R -	R -	

TECHNICAL SERVICES DEPARTMENT

Proj No.	Project Description	Ward	Village	Target			Budget		
				2013/14	2014/15	2015/16	2013/14	2014/15	2015/16
					in Mkhondo				
	Construction of Driefontein Bus and Taxi Route		Driefontein				R -	R -	
	Construction of Main Access road in Sand Bank	6	Sandbank				R -	R 6 244 136.03	
	Installation of Gabions on the community main Stream at eThandukukhanya		EThandukukhanya				R -	R 955 863.94	
	MPCC Amsterdam							R 15 000 000.00	

8.3 ESKOM PROJECTS TO BE IMPLEMENTED AT MKHONDO LOCAL MUNICIPALITY FOR 2014/15 FINANCIAL YEAR

District Municipality	Local Municipality	Projects Name	Planned Capex	Project Name	Planned connections	Comments
DC30 Gert Sibande	MP 303 Mkhondo	Ezakheni	R 1 653 000.00	Households	57	Busy with design
		Idalia	R 1 798 000.00		62	
		Weldrend	R 1 653 000.00		57	
		Nkonjaneni	R 3 248 000.00		112	
		Skudada / Mampondweni	R 2 204 000.00		76	
		Dlothovu	R 1 798 000. 00		62	
		New Belfast	R 696 000.00		24	
		Rustplaas 1&2	R 7 685 000.00		265	
		Lushaba	R 870 000.00		30	
		Bothahop/emalandeni	R 2 349 000.00		81	
		Zoar	R 1 392 000.00		48	
		Blesbokspruit/ Odaka	R 270,000.00		18	
		Mkhondo Infills	R 1 260,000.00		315	
		TOTAL	R 26, 876,000.00		1207	

8.4 GERT SIBANDE DISTRICT MUNICIPALITY CAPITAL PROJECTS IMPLEMENTED ON BEHALF OF MKHONDO LOCAL MUNICIPALITY FOR 2014/2015 FINANCIAL YEAR

GSDM No.	LOCALITY	Project Description	2014/15	2015/16	Comments
55/2012	Driefontein	Construction of Driefontein STP - Feasibility Study and Planning	0	6 000 000	Draft Budget - Continuation project
80/2012	Driefontein, Donkerhoek, Nkosanati, Lindelani, Mashambisami, Mkhize Village, Panbult, Iswepe.	Regional Bulk Infrastructure	752 620	2 000 000	Draft Budget - Continuation project
81/2012	Madunduluza Cross Border Scheme Connector to - Simdlangentsha Central Regional Water Supply Scheme	Regional Bulk Infrastructure	500 000	1 000 000	Draft Budget - Continuation project
	ALL	Operations & Maintenance Support	0	4 000 000	Draft Budget - Request from LM's in terms of Section 88 of Municipal Structures Act.
	ALL	Water Quality Testing - Blue & Green Drop	400 000	600 000	Draft Budget - Water Co-operation Agreement
	ALL	Installation of VIP's	1 000 000	2 500 000	Draft Budget - New project
	ALL	New Boreholes	1 000 000	1 500 000	Draft Budget - New project

GSDM No.	LOCALITY	Project Description	2014/15	2015/16	Comments
	MKHONDO	Construction of Roads - Kotze street	0	3 000 000	Draft Budget - New project
157/2013	Dirkiesdorp	Construction of 2 ML Concrete Reservoir in Dirkiesdorp	3 000 000	0	Draft Budget - Continuation project
	GRAND TOTAL:		6 652 620	20 600 000	

8.5 MONDI SCIENCE AND CAREER FET CENTRE

ACTIVITY	PLANNED ANNUAL OUTPUT	ANNUAL ESTIMATED BUDGET	RESPONSIBILITY
MONDI SCIENCE CENTRE	Appoint Science Centre Manager and SAASTA recruit more volunteers to enhance the workforce. Maintenance of science center equipment and exhibits. Installation of Air conditioners for auditoriums and exhibition halls.	R655 000. 00	Mpumalanga Department of Education & Mondi EDC SAASTA Mpumalanga department of education & Mondi EDC
MOBILE LABORATORY	To reach 10 000 learners who are unable to visit the center, who know science as not practical or fun. To procure consumable, apparatus and chemicals.	R54 000. 00	Mondi EDC & Mpumalanga Department of Education
MONDI CAREER GUIDANCE CENTRE	Procured auditorium sound system 30 ultimate career guide and career discs.	R76 000. 00	Mondi EDC & Mpumalanga Department of Education

ACTIVITY	PLANNED ANNUAL OUTPUT	ANNUAL ESTIMATED BUDGET	RESPONSIBILITY
ICT CENTRE	100 MST Teachers trained in content and practical skills. Ongoing teacher support programs conducted e.g. dial-support. Procure Overhead projector.	R5 000. 00 R10 000	Mondi EDC & Mpumalanga Department of Education Mkhondo municipality
MoSTEM LIBRARY	Procure more books and to Appoint librarian.		Mpumalanga education department SAASTA-DST Mkhondo municipality
PROJECT : • CAREER WEEK	Invites schools around Gert Sibande District municipality which is Mkhondo, Msukwaligwa, Chief Abert Luthuli, Lekwa and Goven Mbheki municipality. Presenters from private sector companies and High institutions to facilitate the weekly activities and invite grade 10 – 12 learners.	Bookings - R56 000 00 Catering & Tent s – R18 000 00	Mondi EDC & Mpumalanga Department of Education Mkhondo municipality
• NATIONAL SCIENCE WEEK	Invites schools around Gert Sibande District municipality which is Mkhondo, Msukwaligwa, Chief Abert Luthuli, Lekwa and Goven Mbheki municipality. This Focus Week is a national event for Science and Technology awareness to arouse interest and promote science in our communities including learners. Accommodate Presenters that will be facilitating weekly activities.	Transport – 12 0 000.00 Bookings - R4 9 000 00 Catering & Tent s – R18 000 00	DST through agency NRF/SAASTA Mpumalanga education department
• ASTRO - QUIZ	Competition for only Grade 07	R38 000.00	DST through agency NRF/SAASTA
• PSGI	To develop new Green house, dark house and procure Telescope.	R500 000 00	DST through agency NRF/SAASTA Mpumalanga education department

8.6 MONDI

KPA	PROJECTS	JAN – DEC 2014	BUDGET
Education	Donates papers to 25 school	Jan- Dec 2014	R 327 000.00
	Bursaries for 7 student		
Community Engagement	R 40 000.00		
Health	Mobile clinic		R 135 000.00
Welfare	OVC Projects Isibindi		R 353 000.00
Village development	Professional service		R 1,7M
	Technical		R 1M
	Land		
	EIA's		R0,35M
	Direct support to households		R 6,9M

8.7 TWK

KPA	PROJECTS	BENEFICIARIES	YEAR 2014
Mentorship & management	<ol style="list-style-type: none"> 1. Training 2. Silviculture 3. Harvesting 4. Marketing 	CPA with forestry	Ongoing
Small scale vegetation grower		Individuals plantation 10 growers	Ongoing
Seedling deport	TWK supply with seedlings	10 deports in rural areas	Ongoing
Skills development	Agriseta training	Emerging farmers	

8.8 KANGRA COAL MINE

RESPONSIBLE COMPANY	NAME OF PROJECT	SERVICE RECIPIENT	PROGRESS	CHALLENGES	SOLUTION	ASSISTANCE REQUIRED FROM OTHER STAKEHOLDERS	VALUE IN RANDB	WARD	PERIOD
Kangra Coal	Construction of 23 households	Residents of Driefontein who reside next to the Wash plant.	Contractor appointed. Project steering committee established	Scope of work exceeds available budget	To ensure compliance with legislated requirements	Co-operation in provision of information where necessary.	R8 M	18	March 2014 – December 2014
Kangra Coal	Renovation of Vukubone School.	Sec. Vukubone School	Local contractors appointed and proceeding	None	None	To instil sense of ownership to beneficiaries.	R1 M	1	November 2013 – April 2014
Kangra Coal	Driefontein Road Marshals	Driefontein Road Users	Ongoing	Lack of co-operation from road users.	Continuous education of road users.	None	R470 000 per annum	18	December 2013 - ongoing

RESPONSIBLE COMPANY	NAME OF PROJECT	SERVICE RECIPIENT	PROGRESS	CHALLENGES	SOLUTION	ASSISTANCE REQUIRED FROM OTHER STAKEHOLDERS	VALUE RANDBS	IN WARD	PERIOD
Kangra Coal	Resettlement of households from the Mining area	Residents within the farm of the Mine	Ongoing as per need and Mining plans	Quality of workmanship sometimes questionable.	Enforcing compliance to local builders	None	Amounts vary per household	1	Ongoing
Kangra Coal	Soccer Tournament	Driefontein Soccer teams	Ongoing	None	None	None	R100 000 per annum	1,2,18	Every December
Kangra Coal	Construction of 90 houses in Driefontein	Driefontein residents	Awaiting Sec. 102 approval from DMR	None	None	DMR to provide necessary approvals	R15 M		March 2015-
Kangra Coal	Skills Centre	Driefontein residents	Awaiting Sec. 102 approval from DMR	None	None	DMR to provide necessary approvals	R1,5 M	TBA	March 2015-

8.9 Comprehensive rural development programme for 2014/2015 (CRDP)

The CRDP is different from past government strategies in rural areas because it is premised on a proactive participatory community-based planning approach rather than an interventionist approach to rural development. It is aimed at being an effective response to poverty and food insecurity by maximising the use and management of natural resources to create vibrant, equitable and sustainable rural communities. The CRDP must improve the standards of living and welfare and rectify past injustices through rights-based interventions and by addressing skewed patterns of distribution and ownership of wealth and assets.

The strategic objective of the CRDP is therefore to facilitate integrated development and social cohesion through participatory approaches in partnership with all sectors of society.

This will be done by:

- contributing to the redistribution of 30% of the country's agricultural land
- improving food security of the rural poor
- creating business opportunities
- decongesting and rehabilitating overcrowded former homeland areas
- Expanding opportunities for rural women, youth, people with disabilities and older persons.

The CRDP is premised on three phases:

- Phase One, which has meeting basic human needs as its driver;
- Phase Two, which has large-scale infrastructure development as its driver;
- Phase Three, with the emergence of rural industrial and credit financial sectors, which are driven by small, medium and macro-enterprises and village markets.

By October 2011, the CRDP was being implemented at 65 sites across the country. Some 33 560 hectares (ha) of agricultural land had been acquired to provide emerging farmers with access to land. Some 116 farms had been recapitalised by providing funds for, among other things, infrastructure, mechanisation, seeds, livestock and the transfer of skills by commercial farmers to enhance the productivity of transferred farms

In areas where the CRDP is being implemented, a new vibrancy has been created around working together, involving communities, the three spheres of government and the private sector. This has enabled communities to mobilize resources from all sectors of government to enhance delivery.

An inclusive CRDP stakeholder participation model has been developed in the form of the CoS, which function as partners in planning, implementation and monitoring. Through these inclusive bodies, communities themselves have become central to their own development.

Through the work undertaken at the CRDP sites, and in conjunction with fellow departments at national, provincial and local government level, the Department of Rural Development and Land Reform erected infrastructure such as housing, water, sanitation, pack-sheds, community halls, multipurpose centres, fencing, early childhood development centres, satellite police stations and renovated schools and clinics.

DRAFT CRDP BUSINESS PLAN FOR 2014/ 2015

COMPREHENSIVE RURAL DEVELOPMENT PROGRAMME (CRDP) - TEMPLATE BUSINESS PLAN 2013/14									
	Key Activity	Activities	Ward/ Village	Responsible Institutions	Jobs		Beneficiaries	Performance Indicators	BUDGET 2014/15
					Temp	Perm			
Output 1 : Sustainable agrarian reform with small and large scale farming									
Project 1.1: Livestock Development Programmer (Masibuyele Esibayeni)									
1.1.1	Animal handling facilities construction and livestock improvement	Construction of livestock handling facilities		DARDLA	10	-	120	1 Animal handling facilities constructed	625,000
1.1.2	Animal and veld Management programmer			DRDLR					-
1.1.3	Fencing Infrastructure	Supply and erection of grazing camp fence infrastructure		DARDLA	15	-	- Km Grazing camp fence infrastructure completed	-
		Fencing of communal grazing land	Vezubuhle	DARDLA	10	-	3,300	7 KM grazing lang fenced	190,000
		Fencing of communal grazing land	Emalandeni	DARDLA	10	-	3,300	7 KM grazing lang fenced	190,000
1.1.4	Livestock Improvement	Provisioning and supply of livestock		DARDLA					11,800,000
1.1.5	Integrated poultry Projects			DARDLA					

1.1.6	Red meat Abattoir			DARDLA					
1.1.7	Aquaculture Facilities			DARDLA					
1.1.8	Veterinary Clinic	Construction of a Veterinary Clinic	Kemp Ville	DARDLA	30	-	12,000,000	1 Construction of a Veterinary Clinic	12,805,000
					75	-	12,006,720		25,610,000
Project 1.2: Land Reform Farms Revitalization programmer									
1.2.1	Land Reform farms revitalization	Mkhondo Pilot Site	Donkerhoek	DARDLA	40	0	6,000	Pilot site project completed	6,400,000
1.2.2	Land Reform Farms Recapitalization	Recapitalization of Grootlaagte and Schoonderzigt project (portion 1 of Grootlaagte 70HT and R/E of ptn 0 of Schoonderzigt 68 HT)	Grootlaagte	DRDLR	-	0	-	Grootlaagte and Schoonderzigt project recapitalized	3,253,900
	Village Development	Professional service		Mondi	-	0	-	Professional service done	1,700,000
		Technical		Mondi	-	0	-	Technical services done	1,000,000
		EIA's		Mondi	-	0	-	EIA's done	350,000
		Direct support to households		Mondi	-	0	-	Direct support to households done	6,900,000
	Township Establishment	Feasibility study and EIAs . Community facilitation to determine the needs of the community.	Amsterdam	MLM	-	0	-	Feasibility study and EIAs done .	1,000,000
			Enkonjaneni	MLM	-	0	-	Community facilitation to determine the needs of the community done.	300,000
			Dirkiesdorp	MLM	-	0	-		1,000,000
			Forestviev	MLM	-	0	-		500,000
					40	-	6,000		22,403,900
Total Output 1					115	-	12,012,720		48,013,900

Output 2 : Improved access to affordable and diverse food									
Project 2.1: Masibuyele Emasimini (Crop Production)									
2.1.1	Plough, planting and harvesting provision	Planting and ploughing of 6 500 ha linked with ME	All wards with land & agrarian farms	DARDLA	40	40	37,261	6 500 ha ploughed and planted with various commodities linked with ME	8,032,142
					40	40	37,261		8,032,142
2.1.2	Project 2.2 : Integrated nutrition programmer								
2.1.3	Provision of school nutrition to all learners in all the CRDP schools in the quintile 1-3	31 626 learners will be provided with nutritious food for 196 school days.	All Wards	DoE	196	-	31,626	31 626 learners provided with nutritious food for 196 school days.	15,662,585
					196	-	31,626		15,662,585
Total Output 2					236	40	68,887		23,694,727
Output 3 : Improved rural services to support livelihoods									
Project 3.1: Primary Health and Home Based Care Services									
3.1.1	CHC Construction	Construction of a new CHC (National Dept. of Health Funding)	Mkhondo	DOH	30	-	4,000	New CHC constructed	3,200,000
3.1.2	CHC Construction	Construction of one CHC		DOH	-	-	-		
3.1.3	Renovation and addition of wards and construction of a helipad	Renovation and addition of wards and construction of a helipad		DOH	-	-	-		

3.1.4	NPOs & CBO services	NPOs & CBO services provision		DOH	-	-	-		-
3.1.5	PHC outreach teams	Establishment of PHC outreach teams		DOH	-	-	-		-
3.1.6	Training of Medical Doctors in Cuba	Training of Medical Doctors in Cuba		DOH	-	-	-		-
	Mobile clinic	Provision of a mobile clinic		Mondi	-	-	3,000	Mobile clinic provided	135,000
	OVC Projects Isibindi	OVC Projects Isibindi		Mondi	-	-	800	OVC Projects implemented	353,000
	HIV / Aids awareness programmes	Co-ordinate HIV / Aids awareness programmes	All Wards	MLM	-	-			350,000
					30	-	7,800		4,038,000
Project 3.2 : Provision of Infrastructure & Services for Early Childhood Development & Quality Education									
3.2.1	Schools Construction & renovation	Upgrades and construction of the Grade R facilities at Ezakheni boarding school. Phase 2		DOE	70	-	-	Additions of Grade R Facilities will be constructed	13,464,000
		Construction (Finishing phase) of Ubuhle Buzile Secondary School		DOE	70	-	-	New school with all facilities constructed	13,809,000
		Amsterdam Boarding School		DOE	200	-	-		46,330,000
		Refurbishment of the storm damaged Nganana Primary School		DOE	8	-	-	School refurbished and rehabilitated	853,335
		Construction of Grade R facility at Malibongwe Primary School		DOE	30	-	-	Grade R Facility constructed	2,748,050

		Construction of Grade R Facility at Umlambo Priamary School		DOE	30	-	-	Grade R Facility constructed	2,242,880
		Provision of Sanitation facility at Etshondo Primary School		DOE	10	-	-	Sanitation and proper toilet facilities will be provided	590,400
		Construction of Thathukusa School		DRDLR	15	-	-		490,000
		Construction of Phaphamani school		DRDLR	30	-	-	School constructed	4,000,000
		Construction of ECD centre in Mhlongamvula CPA		DRDLR	15	-	-	ECD Centre constructed	2,300,000
		Construction of ECD Centre in Jabulani		DRDLR	15	-	-	ECD Centre constructed	2,500,000
		Renovation of Vukubone Secondary School	Driefontein	Kangra Coal	30	-	2,000	School renovated	1,000,000
3.2.2	Cooked meals / Food and Nutritional development centre	8000 people accessing food through through DSD feeding scheme		DSD	20	-	8,000	Cooked meals provided to people poverty stricken	-
3.2.3	ECDs funding	Funding 30 ECDs: to provide daily nutritious food, toys, and provision of stipends to ECD Practitioners		DSD	-	-	-	30 ECDs supported	-
3.2.4	Office construction	Construction of 20 offices at Amsterdam		DSD	20	-	4,000	20 offices constructed	-
	Food Hub / Depot	2000 people accessing food through food security		DSD	-	-	2,000	2000 people accessed food through food security	-

	Education Bursaries	Provision of bursaries for 7 students and supply of papers to 25 schools		Mondi	7	-	21	7 students provided with bursaries	327,000
					570	-	16,021		90,654,665
Project 3.3 : Provision of Community Service Centers for access to basic services									
3.3.1	Youth Development programmer	Funding of 5 youth development centres to facilitate the following workshops to young people: Life Skills, Career Guidance, Entrepreneurship, Basic Computer Literacy and Job Preparedness.		DSD	25	10	3,000	5 youth development centres funded	1,625,000
3.3.2	Drop in Centers	Drop in Centers		DSD	-	-	-	Drop in Centers	-
3.3.3	construction of library	construction of library		DCSR	-	-	-	Library constructed	-
3.3.4	Sport field	Sport field			-	-	-	Sport field	-
3.3.5	Community Assets	Community Assets			-	-	-	Community Assets	-
3.3.6	SMME hub	SMME hub			-	-	-	SMME hub	-
		Construction of Multi Purpose Community Centre	Amsterdam	MLM	30	-	3,000	Multi Purpose Community Centre constructed	15,000,000
		Construction of Municipality Offices (Rebuild)	Amsterdam	MLM	20	-	3,000	Municipality Offices constructed	2,100,000
		Construction of Community Centre	Kwa Ngema	DRDLR	20	-	-	Community Centre constructed	12,506,982
	Property Renovations and Management	Renovations of hall		MLM	10	-	-	Hall renovated	300,000

		Renovations of hall	Kwathandeka	MLM	5	-	1,800	Hall renovated	100,000
		Renovations of hall	Winnie Mandela Park	MLM	5	-	-	Hall renovated	100,000
		Renovations of change rooms at stadiums	Kempville	MLM	5	-	-	Change rooms at stadium renovated	100,000
		Renovations of change rooms at stadiums	Masekeni	MLM	5	-	-	Change rooms at stadium renovated	50,000
		Renovations of change rooms at stadiums	Kwa Thandeka	MLM	5	-	1,800	Change rooms at stadium renovated	100,000
		Renovations of waterworks	Piet Retief	MLM	5	-	-	Waterworks renovated	80,000
		Renovations of waterworks	Amsterdam	MLM	5	-	3,000	Waterworks renovated	50,000
		Renovations of Sewer plant offices	Kempville (10)	MLM	5	-	-	Sewer plant offices renovated	20,000
		Renovations of Offices	Piet Retief & Amsterdam	MLM	5	-	5,000	Offices renovated	100,000
		Renovations of Mkhondo stores	Piet Retief	MLM	10	-	-	Mkhondo stores renovated	250,000
		Renovations of standalone houses, units and flats	Botha and Grobler	MLM	10	-	-	Standalone houses, units and flats renovated	120,000
		Renovations of standalone houses, units and flats	Tourism Centre	MLM	5	-	-	Standalone houses, units and flats renovated	100,000
		Renovations of standalone houses, units and flats	Du toit street	MLM	10	-	-	Standalone houses, units and flats renovated	150,000
					185	10	20,600		32,851,982
3.4	Project 3.4 : Housing Programmer								

3.4.1	Construction of Houses	Construction of 165 informal settlement houses	Mahamba road, Driefontein, Eziphunzi and Emagadeni	DHS	30	-	495	Informal settlement houses constructed	16,995,000
		Construction of 100 rural housing	Oosloop	DHS	20	-	300	Rural housing constructed	10,300,000
		Construction of 1 social and economic facilities	Thanduku khanya and Sithulihleza	DHS	20	-	2,000	Social and Economic facility constructed	13,000,000
		Construction of 100 PHP's	Phoswa	DHS	20	-	300	PHPs constructed	10,300,000
		Construction of 90 houses	Driefontein	Kangra Coal	30	-	270	90 houses constructed	15,000,000
		Construction of 23 houses	Driefontein east	Kangra Coal	10	-	69	PHPs constructed	8,000,000
3.4.2	Solar	Provision of Households solar geysers	Driefontein	DRDLR	15	-	90	Household solar geysers provided	1,200,000
		Provision of Households solars	Mhlonga mvula	DRDLR	15	-	90	Household solars provided	1,500,000
					160	-	3,044		76,295,000
3.5	Project 3.5 : Water Supply for both domestic and agricultural services								
3.5.1	Boreholes domestic & gardens provision			DARDLA	-	-	-		-
3.5.2	Provision of Water	Construction and upgrading of bulk water supply through Regional Bulk Infrastructure Grant (RBIG) in Amsterdam	Amsterdam	DWA	60	-	-	Number of bulk infrastructure schemes under construction	44,000,000

		purchasing of water pumps and installation of Rainwater tanks to assist emerging farmers through Resource poor farmers programme (RPF)	All	DWA	-	-	-	Number of poor resource farmers have access to water	250,000
		Upgrading of Water Bulk line to Group 10	Group 10	MLM	5	-	1,600	Water Bulk line to Group 10 upgraded	127,625
		Construction of Driefontein to Iswepe and Haartebeesfontein Water Bulk Line	Iswepe and Haartebeesfontein	MLM / MEGA	30	-	2,200	Driefontein to Iswepe and Haartebeesfontein Water Bulk Line constructed	20,000,000
		Installation of Water Bulk Line to Rustplaas, Maphepheni and Malayinini and Forest View	Rustplaas, Maphepheni, Malayinini and Forest View	MLM / MEGA	30	-	2,400	Water Bulk Line to Rustplaas, Maphepheni and Malayinini and Forest View installed	20,000,000
3.5.4	Sanitation	Extension of Piet Retief WWTW	Retiefville	MLM	30	-	1,000	Piet Retief WWTW extended	11,321,233
					155	-	7,200		95,698,858
Project 3.6: Access roads & drainage facilities									
3.6.1	Roads Construction, Upgrading and renovations	Paving of 6.3km road	Donkerhoek/Driefontein	DRDLR	35	-	7,000	Road paved	4,500,000
3.6.2		Donkerhoek footbridge	Donkerhoek	DPWRT	15	-	6,000	Footbridge constructed	1,000,000
3.6.3				DPWRT					-
		Reseal, chip and spray tar streets	Piet Retief	MLM	20	-	4,700	Tar streets resealed, chipped and sprayed	1,600,000

		Reseal, chip and spray tar streets	Kempville & Rietville	MLM	20	-	2,900	Tar streets resealed, chipped and sprayed	1,500,000
		Reseal, chip and spray tar streets	Harmony Park	MLM	20	-	3,300	Tar streets resealed, chipped and sprayed	500,000
		Rehabilitation of Zuidend street	Piet Retief	MLM	30	-	4,700	230 M Street rehabilitated	2,900,000
		Rehabilitation of Du Toit street	Piet Retief	MLM	15	-	4,700	130 M Street rehabilitated	1,600,000
		Rehabilitation of Kruger street	Piet Retief	MLM	15	-	4,700	130 M Street rehabilitated	1,600,000
		Rehabilitation of Mark street	Piet Retief	MLM	40	-	4,700	1100 M Street rehabilitated	5,000,000
		Construction of Main Access road	Sand Bank	MLM	20	-	2,000	Main Access road in Sand Bank constructed	6,244,136
		Installation of Gabions on the community main Stream	Thandukukhanya	MLM	20	-	8,000	Gabions on the community main Stream at eThandukukhanya installed	955,863
		Bus and Taxi Route in	Thandukukhanya	MLM	20	-	8,000	Bus and Taxi Route in eThandukukhanya	5,690,120
		Rehabilitation of Gerald Bermer Road (eThandukukhanya Main Access Road)	Thandukukhanya	MLM	10	-	8,000	Rehabilitation of Gerald Bermer Road (eThandukukhanya Main Access Road)	140,000
		Construction of main access road	Amsterdam	MLM	20	-	3,000	Main access road constructed	2,000,000
					300	-	71,700		35,230,119
	Project 3.7: Electricity Supply								
	Electricity Supply	Electrification of Ezakheni (57 connections)	Ezakheni	Eskom	10	-	171	57 houses electrified	1,653,000
		Electrification of Idalia (62	Idalia	Eskom	10	-	186	62 houses electrified	1,798,000

		connections)							
		Electrification of Wildrend (57 connections)	Wildrend	Eskom	10	-	171	57 houses electrified	1,653,000
		Electrification of Enkonjaneni (112 connections)	Enkonjaneni	Eskom	20	-	336	112 houses electrified	3,248,000
		Electrification of Skudada/ Mampondweni (76 connections)	Skudada	Eskom	10	-	228	76 houses electrified	2,204,000
		Electrification of Dlothovu (62 connections)	Dlothovu	Eskom	10	-	186	62 houses electrified	1,798,000
		Electrification of New Belfast (24 connections)	New Belfast	Eskom	5	-	72	24 houses electrified	696,000
		Electrification of Rustplaas 1&2 (265 connections)	Rustplaas 1 & 2	Eskom	20	-	795	265 houses electrified	7,685,000
		Electrification of Lushaba (30 connections)	Lushaba	Eskom	5	-	90	30 houses electrified	870,000
		Electrification of Bothashm Alandeni (81 connections)	Bothashm	Eskom	10	-	243	81 houses electrified	2,349,000
		Electrification of Zoar (48 connections)	Zoar	Eskom	10	-	144	48 houses electrified	1,392,000
		Electrical Master plan and civil work of substation(Main)		MLM	20	-		Electrical Master plan and civil work of substation(Main)	5,000,000
		Replace 11KV cable from Muller to Premier substation.		MLM	20	-		11KV cable from Muller to Premier substation replaced	1,000,000
		Replace of old brokers		MLM	20	-		Old brokers replaced	1,000,000
					180	-	2,622		32,346,000
		Total Output			1,580	10	128,987		367,114,624

3									
Output 4 : Improved employment opportunities (linked to Outcome 4):									
Project 4.1 : Job creation through EPWP and cooperatives development programmes									
4.1.1	Gardners Employment	Provide job opportunities to 76 gardners		DoE	76	-	76	76 gardeners employed	766,080
4.1.2	Employment of food handlers	Provide job opportunities to 160 food handlers		DoE	160	-	160	160 food handlers employed	1,728,000
4.1.3	Cooperative site development			DARDLA	-	-	-		-
4.1.4	Training of cooperatives	2 cooperative trained in line with SABS and with equipment's		DEDET	2	-	2	2 cooperative trained in line with SABS and with equipment's	940,000
		10 cooperatives trained on Business Skills and 1 awareness workshop conducted		DEDET	10	-	10	10 cooperatives trained on Business Skills and 1 awareness workshop conducted	175,000
		Youth skilled in rural development initiatives: 154 NARYSEC new recruits		DRDLR	154	-	462	154 youth trained through NAYSEC training program	200,200
4.1.5	Support the Implementation of CRDP projects (Training and Empowerment)	Operationalization of water bottling		MEGA	-	-	-	Water bottling plant Operationalized	4,200,000

		Renovation of environmental centre in Amsterdam		DEDET	-	-	-	Renovation of environmental centre in Amsterdam	2,100,000
		Enterprise development i.e. skills development for 15 cooperative members and job creation for 8 people		DRDLR	83	-	249		336,980
4.1.6	Construction training	Skills Training, Incubation and Employment opportunities.	All wards	MRTT	90	8	270	90 trained and placed learners	3,250,000
4.1.7	ECD Practitioners	Training of 10 practitioners on ECD NQF level 4 and 5 & pay their stipend.		DoE	10	-	30	10 practitioners on ECD NQF level 4 and 5 trained	700,000
4.1.8	Child Minders	Training of 15 child-minders and paying their stipends for 0-4 cohort		DoE	15	-	45	Training of 15 child-minders for 0-4 cohort trained	150,000
4.1.9	Jobs Creation	1500 community works programmer participants employed	All wards	CoGTA	1,500	-	4,500	1500 participant will continue to work for 8 days per month doing health , agriculture, education and construction work in communities	13,000,000
4.1.10	Farmer and capacity development courses offered to farmers and extension officers			DARDLA	-	-	-		-
4.1.11	Employment of Tourism safety monitors	30 Tourism Safety Monitors employed	Piet Retief / Mahamba / Nerston	DCSSL	30	-	90	30 Tourism Safety Monitors employed	694,980
4.1.12	Employment of Road safety Councils	10 Road Safety Councils employed	Piet Retief	DCSSL	10	-	30	10 Road Safety Councils employed	120,000

4.1.13	Cleaning of tourist places			MLM	-	-	-		-
	Road Marshals	Employment of road marshals	Driefontein	Kangra Coal	10	-	2,000	10 road marshals employed	470,000
	Bakery	Bakery upgrade	Driefontein	DRDLR	15		24	Bakery upgraded	5,000,000
	Brick making project	Establishment of a Brick making project	Driefontein	DRDLR	10	-	18	Brick making project established	1,600,000
	Formalize and Upgrade 4 Carwash	Formalize and Upgrade 4 Carwash	Piet Retief	MLM	10	-	-	Upgrading of existing carwash	300,000
	Capacity Building	Capacity Building of cooperatives and SMME'S		MLM	-	-	-	4 cooperatives provided 4 training sessions	100,000
	Cooperatives and SMME'S Support	Support agriculture cooperatives and SMME'S		MLM	-	-	-	Support 4 agriculture cooperatives and SMME'S	100,000
		Support agriculture cooperatives and SMME'S		GSDM (MRDI)	-	-	-	Support 5 agriculture cooperatives and SMME'S	500,000
	Digital doorways	Provision of digital doorways	Driefontein/ Rustplaas	DRDLR	4	-	-	Digital doorways provided	600,000
					2,169	8	5,966		37,031,240
Project 4.2 : Agricultural Hubs									
4.2.1	Fresh Produce Market	Secondary cooperatives support		DARDLA	-	-	-	Secondary cooperative supported	6,875,000
				DRDLR	-	-	-		-
		Development of Agri Hubs		MEGA	-		-	Agri Hubs developed	6,500,000

					-	-	-		13,375,000
Total Output 4					2,169	8	5,966		50,406,240
Output 5: Enabling institutional environment for sustainable and inclusive growth									
Project 5.1 : Human Capital & Effective Institutional Arrangements at Local Level for Service Delivery									
5.1.1	Municipality Integration	Integrating CRDP project into IDP through participating in IDP processes, and facilitating workshops	All	DARDLA	-	-	-		250,000
5.1.2	CoS Representatives	All departments having a Deputy Director serving in the Council of Stakeholders forum	All	DARDLA	-	-	-		-
5.1.3	CoS Meetings	An effective Council of Stakeholders forum meeting bi-weekly	All	DARDLA	-	-	-		2,500,000
					-	-	-		2,750,000
Project 5.2 : Social Cohesion through Sporting Activities									
5.2.1	mass participation of schools			DCSR					-
5.2.2	Appointment of volunteers supply of equipment and attire			DCSR					-
5.2.3	Mass participation programmer			DCSR					-
5.2.4				DCSR					-
5.2.5				DCSR					-

									-
5.2.6				DCSR					-
5.2.7				DCSR					-
5.2.8	National Commemoration Day	none		DCSR					-
	Soccer tournament	Soccer tournament	Driefontein	Kandra Coal	-	-	3,000	1 soccer tournament held	1,000,000
					-	-	3,000		1,000,000
Project 5.3 : Oversight role for Monitoring and Evaluation									
5.3.1	Cabinet outreach			OTP					-
					-	-	-		-
Project 5.4 : Community Policing Programmer									
5.4.1	Community Safety Forum	coordinate and support	all	DCSSL				Community safety coordinated	10,000
5.4.2	Functionality of CPFs	monitor and support	all	DCSSL				CPF's monitored and supported	-
	Community Engagement	Community Engagement		Mondi	-	-	12,000		40,000
					-	-	12,000		50,000
Project 5.5 : Deploy Tourism Safety Monitors									
5.5.1	Implement traffic law enforcement and safety awareness programmers			DCSSL					-
					-	-	-		-
Project 5.6 : Educational campaigns									

5.6.1	Integrated social crime prevention programmers	conduct awareness campaigns on human trafficking	all	DCSSL	-	-	-	number of awareness campaigns on human trafficking conducted	10,000
-------	--	--	-----	-------	---	---	---	--	--------

		conduct awareness campaigns on trio crimes	all	DCSSL	-	-	-	number of awareness campaigns on trio crimes conducted	10,000
		conduct outreach programmers (imbizo)		DCSSL	-	-	-	1 outreach programmer (imbizo) conducted	-
5.6.4				DCSSL	-	-	-		-
5.6.5	Integrated School sports facilities	none		DOE	-	-	-		-
5.6.6		none		DOE	-	-	-		-
					-	-	-		20,000
Total Output 5					-	-	15,000		3,820,000
TOTAL FOR MKHONDO					4,100	58	12,231,560		493,049,491

8.10 COMMUNITY WORKERS PROGRAMME

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

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

COMMUNITY INVOLVEMENT

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

-
- Significantly expand service delivery in poor communities through the use of appropriate and effective community development and community participation strategies.
 - Improve the day-to-day lives of vulnerable, poor and marginalized communities by helping to organise activities that communities feel are meaningful for them.
 - Empower communities to address their core problems and meet basic needs while restoring the pride of communities in their environment.

COMMUNITY WORKS PROGRAMME (CWP) FOR MKHONDO MUNICIPALITY 2014/2015

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

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

CWP BUDGET 2014/2015						
Wages	Supervisor Costs	Project Management	Training and Technical Support	Tools Materials	Protective Clothing	Total

CWP Site Budget 2014/15:									Budget Non- Wage					Ratios		
	CWP Sites	IA	Province	District	Municipality	Target Participation Rates	Target Work Days	Budget Wages	Bank Charge	Protective Gear	Tools and Materials	Training and Technical Support	Budget Non-wage	TOTAL SITE BUDGET	Wage	Non - Wage
Mpumalanga																
58	Mkhondo	DF	Mpumalanga	Gert Sibande	Mkhondo LM	1 500	162 600	8 222 400	246 672	1 050 000	1 800 000	657 792	3 754 464	11 976 864	69%	31%
					TOTAL	1 500	162 600	8 222 400	246 672	1 050 000	1 800 000	657 792	3 754 464	11 976 864	11%	5%

IDP PLANS PER WARD

IDP PLAN / KEY ISSUE	PLANNED IDP ACTIVITIES	KEY DEVELOPMENT ISSUE TO ADDRESS BY CWP (ANCHOR SECTOR)	CEP CONTRIBUTION (USEFULWORK)	WARDS	STAKEHOLDERS
Agriculture	Establish & increase resources & support for community gardens	Food security	Fencing, irrigation, training, market linkage, supply goods & services	1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 12, 13, 14, 15, 16, 17, 18, 19	Mkhondo LM, Gert Sibande DM, Traditional Leaders, Councilors, CPAs, DARDLA, DEDET, Mondi, HBC FORUM, , CRDP, DRDLR, Community
Health and Social	Addressing health care issues, facilities and poverty relief	Health and well being	Fencing around soup kitchen, renovations to orphans house and building of soup kitchen	1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 12, 13, 14, 15, 16, 17, 18, 19	Mkhondo LM, Gert Sibande DM, Traditional Leaders, Councilors, CPAs, DARDLA, DEDET, Mondi, HBC FORUM, , CRDP, DRDLR,

IDP PLAN / KEY ISSUE	PLANNED IDP ACTIVITIES	KEY DEVELOPMENT ISSUE TO ADDRESS BY CWP (ANCHOR SECTOR)	CEP CONTRIBUTION (USEFULWORK)	WARDS	STAKEHOLDERS
					Community
Infrastructure				1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 12, 13, 14, 15, 16, 17, 18, 19	Mkhondo LM, Gert Sibande DM, Traditional Leaders, Councilors, CPAs, DARDLA, DEDET, Mondi, HBC FORUM, , CRDP, DRDLR, Community
Environment				1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 12, 13, 14, 15, 16, 17, 18, 19	Mkhondo LM, Gert Sibande DM, Traditional Leaders, Councilors, CPAs, DARDLA, DEDET, Mondi, HBC FORUM, , CRDP, DRDLR, Community

IDP PLAN / KEY ISSUE	PLANNED IDP ACTIVITIES	KEY DEVELOPMENT ISSUE TO ADDRESS BY CWP (ANCHOR SECTOR)	CEP CONTRIBUTION (USEFULWORK)	WARDS	STAKEHOLDERS
Education	Improving level of education	School support	Building, maintenance, repairs and provision of support to 3 selected crèches	1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 12, 13, 14, 15, 16, 17, 18, 19	Mkhondo LM, Gert Sibande DM, Traditional Leaders, Councilors, CPAs, DARDLA, DEDET, Mondi, HBC FORUM, , CRDP, DRDLR, Community
Economic	Co-operative development	Enterprise development	Capacitating the participants to establish co-operatives and facilitating of co-operative development. Partnering with existing co-operative to boost capacity	1, 2, 3, 4, 5, 6, 8, 9, 10, 11, 15, 17, 18, 19	Mkhondo LM, Gert Sibande DM, Traditional Leaders, Councilors, CPAs, DARDLA, DEDET, Mondi, HBC FORUM, , CRDP, DRDLR, Community

IDP PLAN / KEY ISSUE	PLANNED IDP ACTIVITIES	KEY DEVELOPMENT ISSUE TO ADDRESS BY CWP (ANCHOR SECTOR)	CEP CONTRIBUTION (USEFULWORK)	WARDS	STAKEHOLDERS
Sports and Recreation	Football for youth		Training of young coaches as per SAFA targets	1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 12, 13, 14, 15, 16, 17, 18, 19	DHLADHLA FOUNDATION , SAFA

8.11 UNFUNDED PROJECTS FOR 2014-2015 FINANCIAL YEARS (NO FUNDS TO IMPLEMENT)

NO.	PROPOSED PROJECTS	ESTIMATED AMOUNT	NARRATIVE
1.	Construction of offices for Mkhondo Municipality to address lack of office space	R 20 000 000	Funding still needs to be sourced
2.	Purchase of Teammate Audit Management System which consists of the following: <ul style="list-style-type: none"> • Audit planning and risk assessment • Working paper preparation feature • Working paper review feature • Automated reporting features 	R 60 000	Funding still needs to be sourced
3.	Construction of a transfer station in Driefontien. This station will also cater for Dierkiesdorp, Kwangema and the surrounding areas		Funding still needs to be sourced
4.	Construction of another test yard to optimize the currently services that are being provided by the municipality		Funding still needs to be sourced
5.	Construction of the best model registration authority		Funding still needs to be sourced

6.	Establishment of recreational park to ensure that recreational areas that are properly done are available for communities to use (Emagadeni: phase 2)		Funding still needs to be sourced
7.	Purchase/construction of accommodation for a Business Advisory Centre, in order to enable SEDA to provide advisory services for SMMEs and cooperatives within Mkhondo Municipality		Funding still needs to be sourced
15.	Sewer system for rustplaas	R 2 000 000	Funding still needs to be sourced
16.	Water Reticulation Iswepe for 500 RDP houses	R 1 495 000	Funding still needs to be sourced
17.	Water Bulk line Driefontein	R 2 500 000	Funding still needs to be sourced
18.	eThandakukhanya Bus & Taxi Route	R 30 000 000	Funding still needs to be sourced
19.	KwaThandeka Bus & Taxi Route	R 32 000 000	Funding still needs to be sourced
20.	Amsterdam Substation	R15 000 000	Funding still needs to be sourced

21.	Piet Retief substation	R30 000 000	Funding still needs to be sourced
22.	Upgrading of ageing cables	R25 000 000	Funding still needs to be sourced
23.	Land Fill site in Amsterdam (Transfer Station)	R 7 000 000	Funding still needs to be sourced
24.	Heavy Duty Bypass	R2 000 000	Funding still needs to be sourced
25.	CBD surface road maintenance	R15 000 000	Funding still needs to be sourced
27.	Establishment of Bio-diesel plant		Funding still needs to be sourced
28.	Drilling of 226 boreholes across rural wards	R 2 000 000	Funding still needs to be sourced
29.	ICT Upgrade	R 1 000 000	Funding still needs to be sourced
30.	Demand site analysis to increase revenue		Funding still needs to be sourced
Proposed Forest View Projects			
	Access to Water		

1.	Water: Rising main extension	R153, 000	Funding still needs to be sourced
2.	Water: Pump station upgrade	R50, 000	Funding still needs to be sourced
3.	Access to Sanitation		
3.1	New outfall sewer 5Km plus upgrade of Ezinkonjaneni pump	R880, 000	Funding still needs to be sourced
4.	Access to Electricity		
4.1	Electricity: 11kv overhead line from Luneburg station	R315, 000	Funding still needs to be sourced
5	Access to Municipal Roads		
5.1	Taxi collector Roads	R228, 456	Funding still needs to be sourced
6.	Housing subsidies		
6.1	Township establishment EIA, planning and design	R720, 000	Funding still needs to be sourced
Proposed Watersmead Projects			
	Access to Water		

1.	Water: Rising main extension		Funding still needs to be sourced
2.	Water: Pump station upgrade		Funding still needs to be sourced
3.	Access to Sanitation		
4.	Access to Electricity		
4.1	Electricity: 11kv overhead line station		Funding still needs to be sourced
5	Access to Municipal Roads		
5.1	Taxi collector Roads		Funding still needs to be sourced
6.	Housing subsidies		
6.1	Township establishment EIA, planning and design		Funding still needs to be sourced

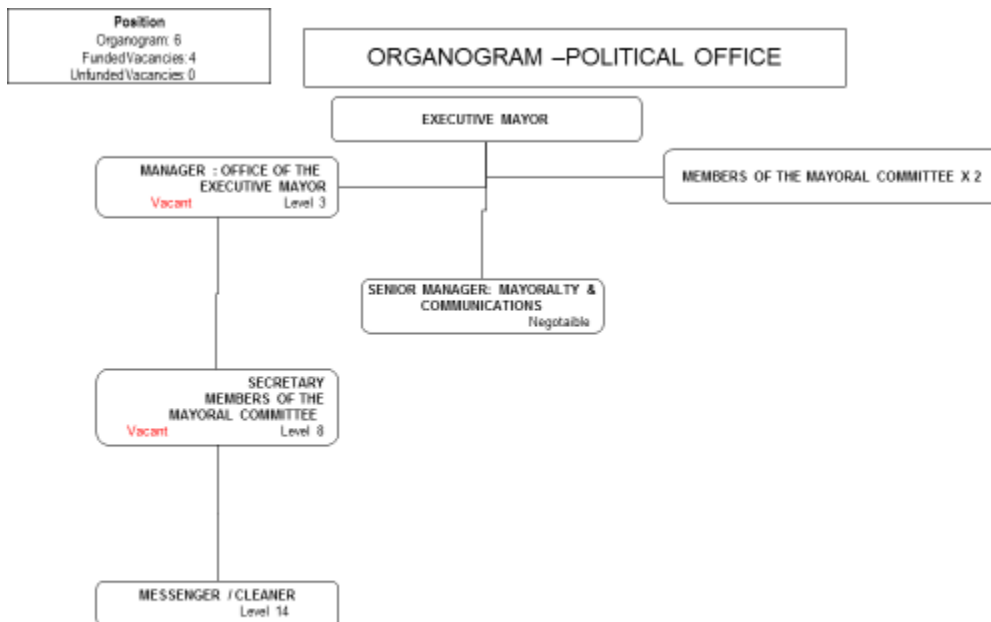
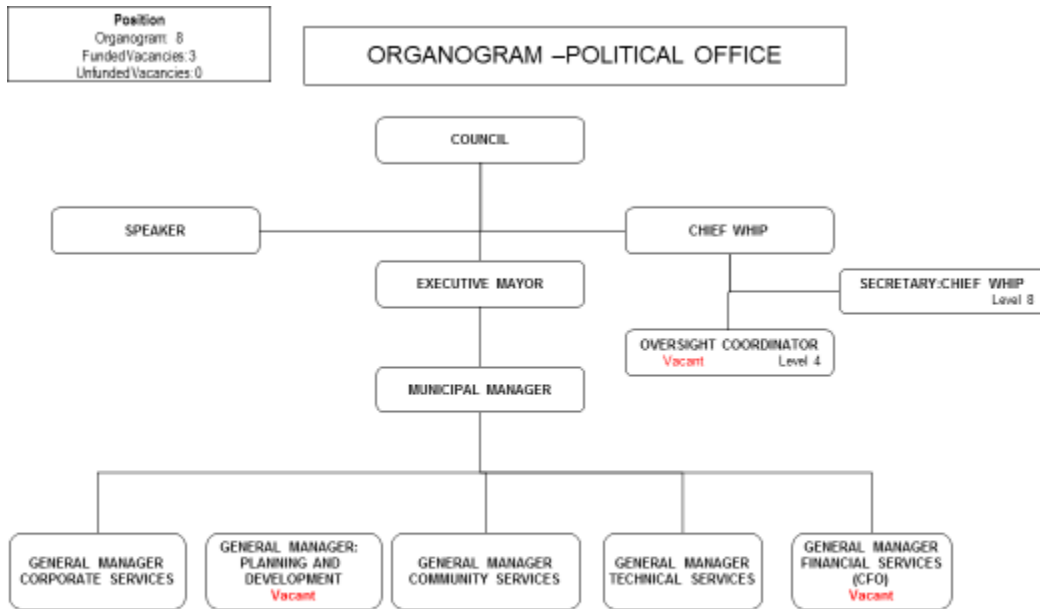
8.9 JABULANI AGRI-VILLAGE CRDP PROJECTS

Item	Description	Funding required
Water Bulk	Electrical supply to the 2 boreholes (transformer and switchgear)- pump installations on main and back up boreholes, rising mains - reservoir.	R 1,206,688
Water reticulation potable and agricultural	Distribution network- 110 connections to yard taps, meters, yard tap, on 1 m2 concrete plinth and outlet pipe to garden	R 3,356,513
Sanitation residential sites	110 double chamber urine diversion composting toilets	R 1,034,842
Waste water treatment facility for social facilities	DEWATS type Anaerobic baffled reactor for ECD, MPC, Food for Forests Kitchen	R 210,000
Storm water	Single side drains along road network, 423m SW piping , 2 dissipaters	R 658,796
Sub surface drains	800m of subsoil cut off drains	R 1,662,325
Solid waste management	Domestic composting unit for 110 plots, waste bins, fenced and surfaced 3 skip refuse transfer station	R 150,000
Electrical	Domestic electrical connections to 110 agrivillage residential food plots	R 960,000
TOTAL FUNDING REQUIREMENT		R 9,239,164



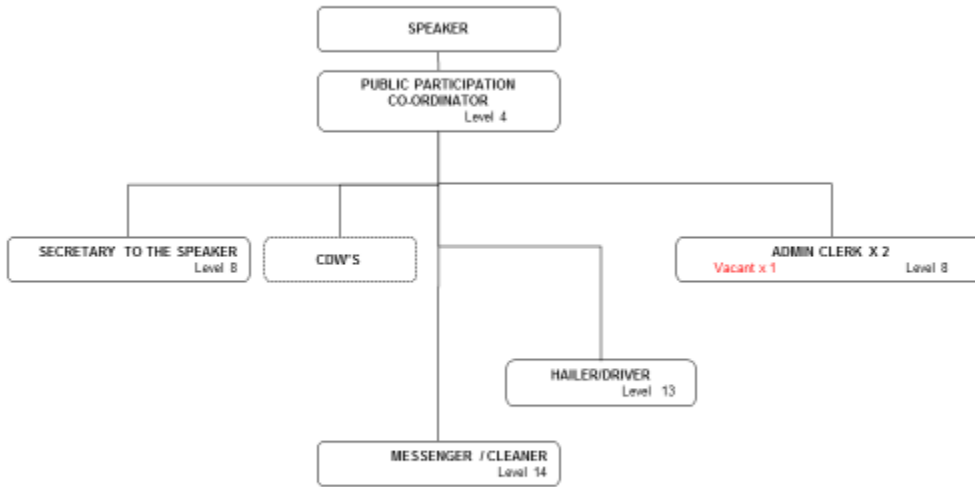
Chapter 2

ORGANIZATIONAL STRUCTURE OF MKHONDO LOCAL MUNICIPALITY



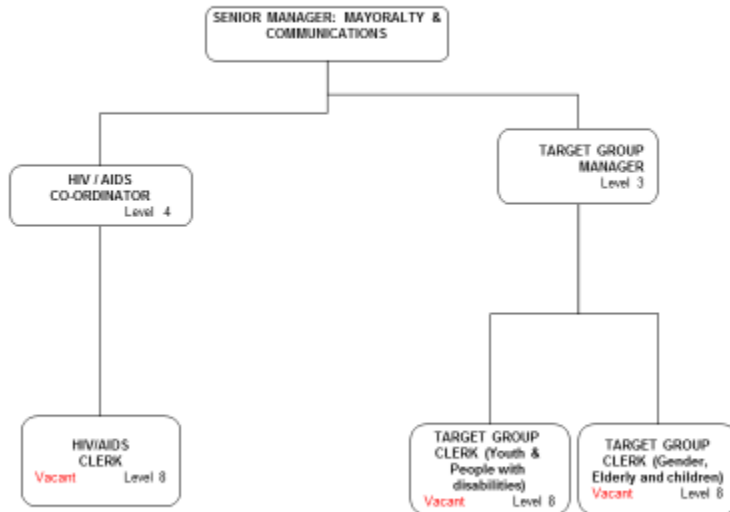
Position
 Organogram: 6
 Funded vacancy: 1
 Unfunded vacancy: 0

ORGANOGRAM –POLITICAL OFFICE CONTINUE



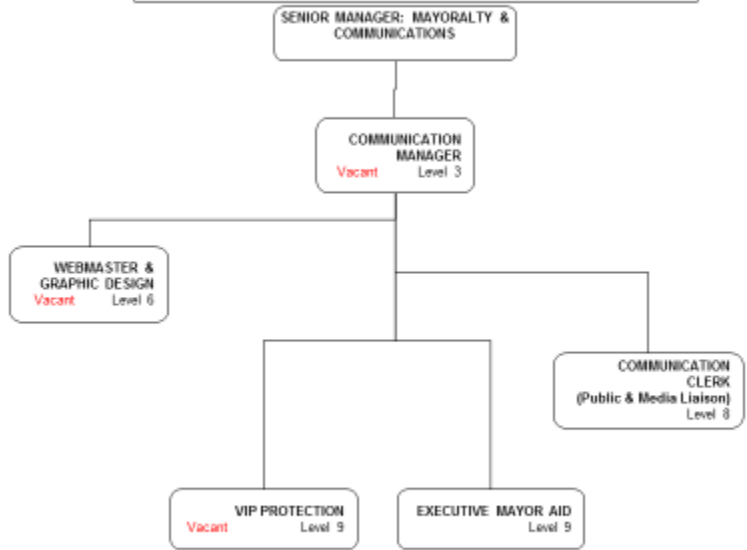
Position
 Organogram: 5
 Funded vacancy: 3
 Unfunded vacancy: 0

ORGANOGRAM –POLITICAL OFFICE



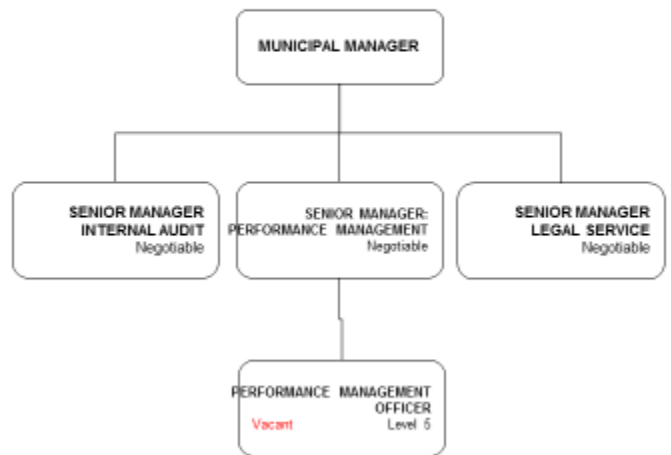
Position
 Organogram: 5
 Funded vacancy: 3
 Unfunded vacancy: 0

ORGANOGRAM –POLITICAL OFFICE CONTINUE



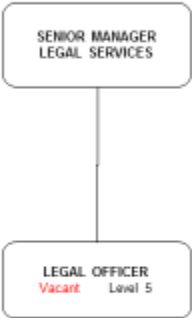
Position
 Organogram: 4
 Funded vacancy: 1
 Unfunded vacancy: 0

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



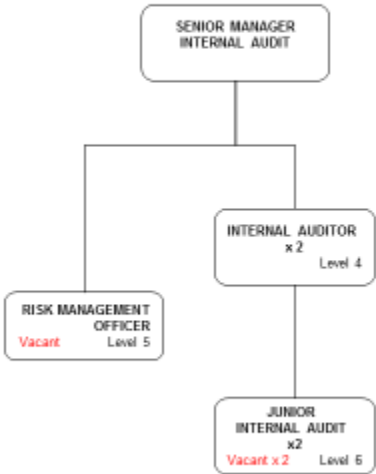
Position
Organogram: 1
Funded vacancy: 1
Unfunded vacancy: 0

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



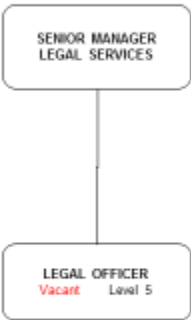
Position
Organogram: 5
Funded vacancy: 3
Unfunded vacancy: 0

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



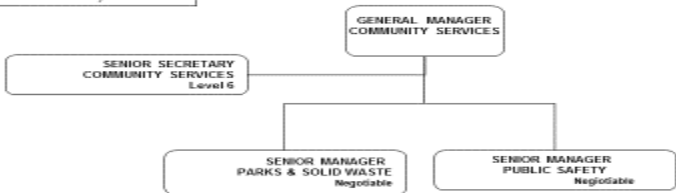
Position
Organogram: 1
Funded vacancy: 1
Unfunded vacancy: 0

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

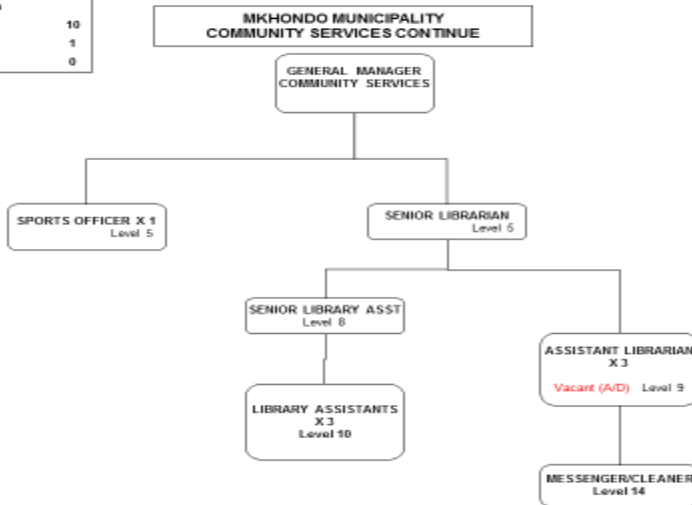


Position
Organogram: 3
Funded vacancy: 0
Unfunded vacancy: 0

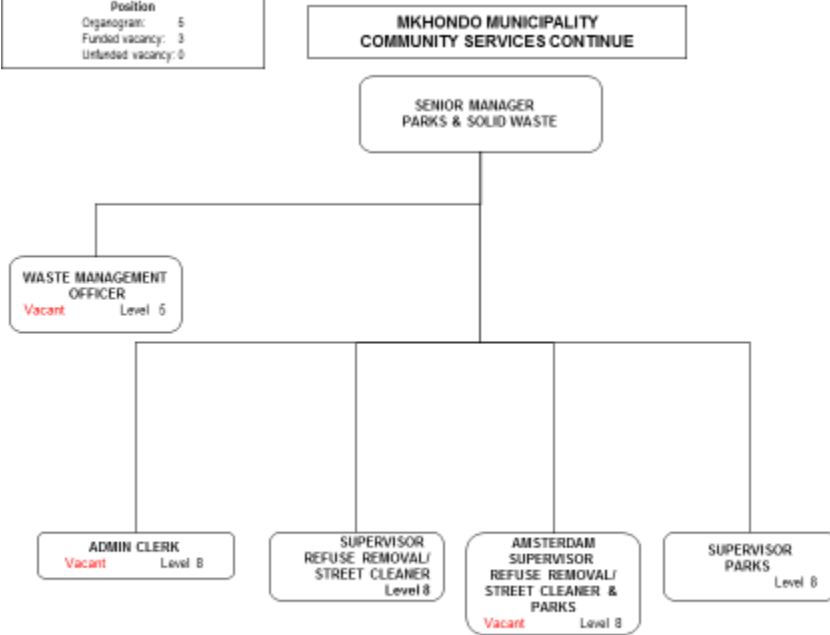
**MKHONDO MUNICIPALITY
COMMUNITY SERVICES**



Position	
Organogram:	10
Funded vacancy:	1
Unfunded vacancy:	0

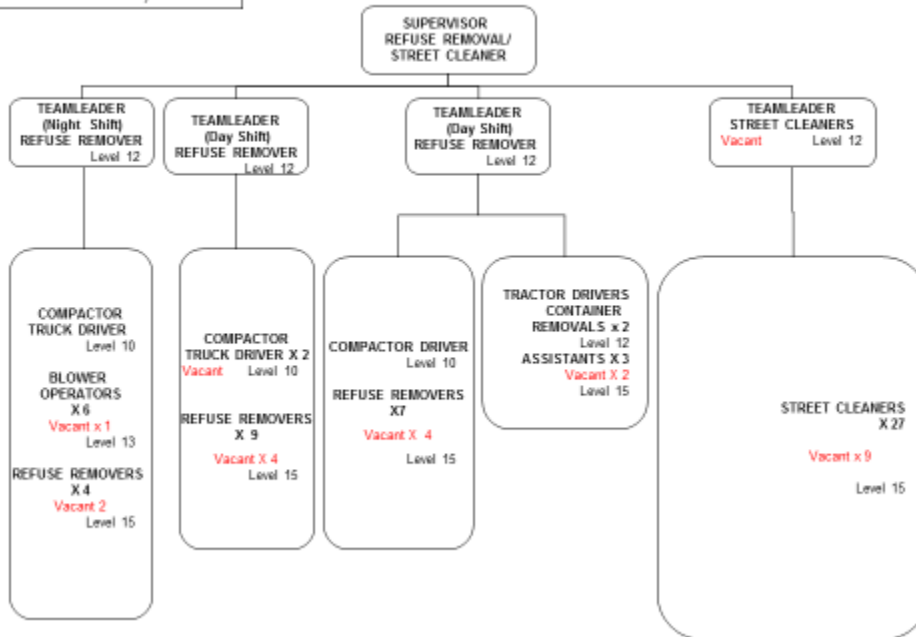


Position	
Organogram:	5
Funded vacancy:	3
Unfunded vacancy:	0



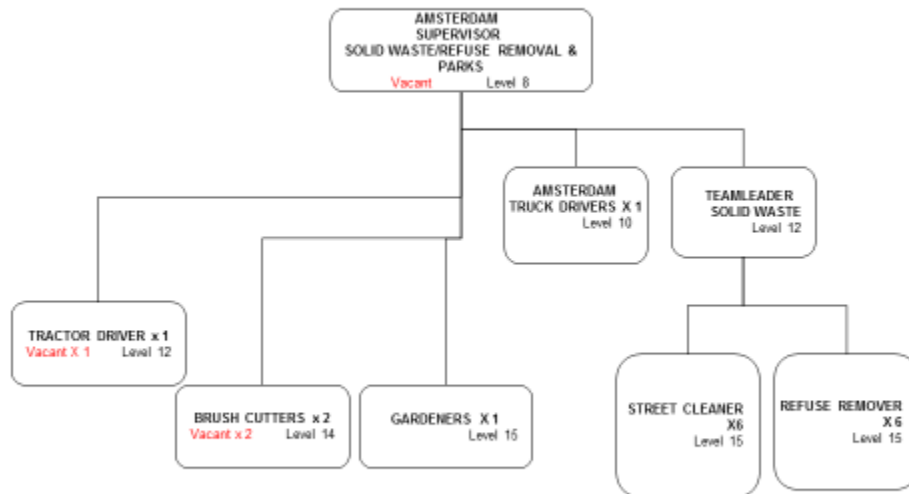
Position
 Organogram: 66
 Funded vacancy: 24
 Unfunded vacancy: 0

**MKHONDO MUNICIPALITY
 COMMUNITY SERVICES CONTINUE**



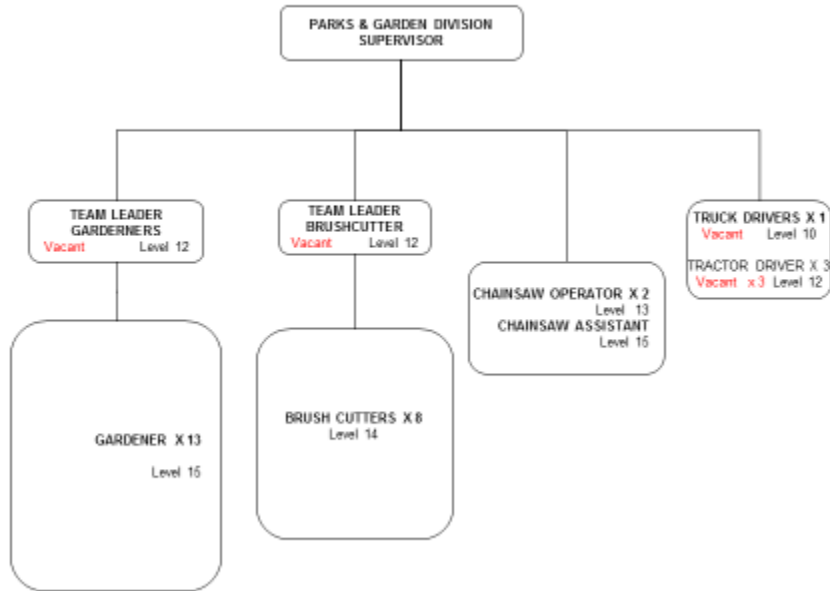
Position
 Organogram: 18
 Funded vacancy: 3
 Unfunded vacancy: 0

**MKHONDO MUNICIPALITY
 COMMUNITY SERVICES CONTINUE**



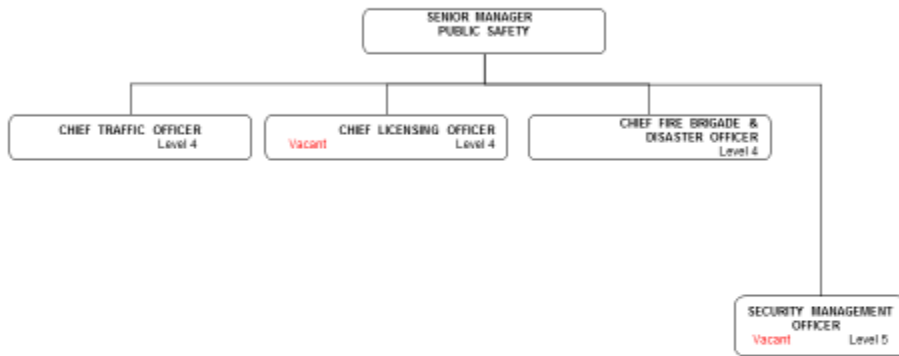
Position
 Organogram: 30
 Funded vacancy: 6
 Unfunded vacancy: 0

**MKHONDO MUNICIPALITY
 COMMUNITY SERVICES CONTINUE**



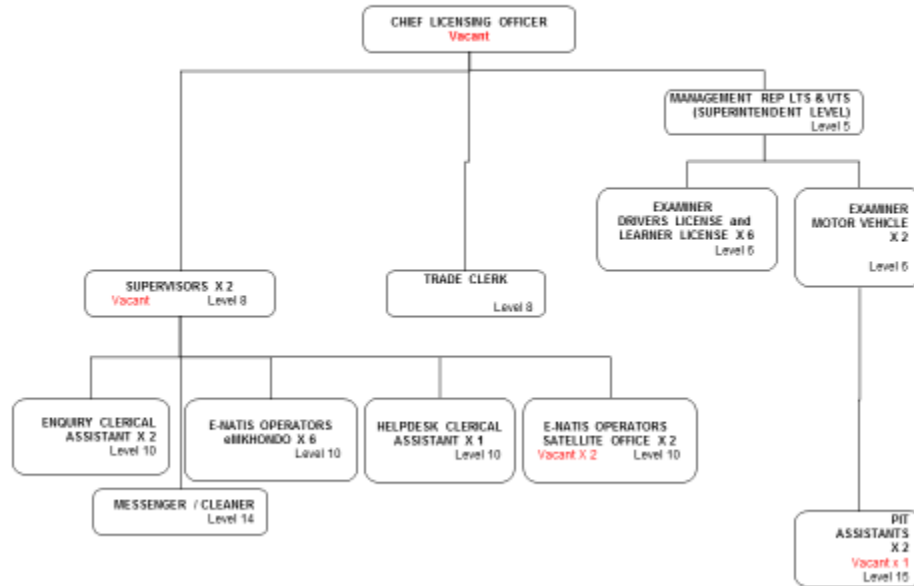
Position
 Organogram: 4
 Funded vacancy: 2
 Unfunded vacancy: 0

**MKHONDO MUNICIPALITY
 COMMUNITY SERVICES CONTINUE**



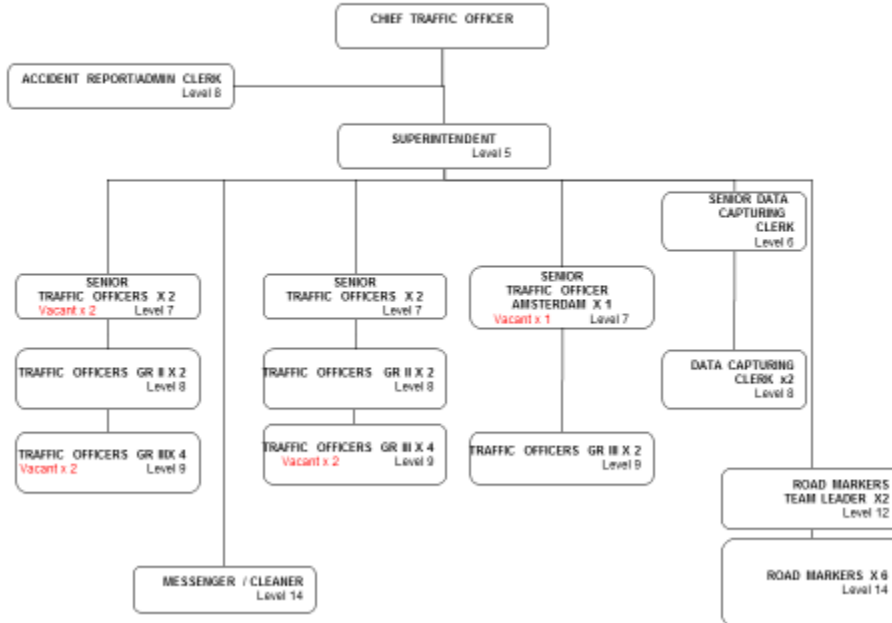
Position
 Organogram: 26
 Funded vacancy: 3
 Unfunded vacancy: 0

**MKHONDO MUNICIPALITY
 COMMUNITY SERVICES CONTINUE**



Position
 Organogram: 33
 Funded vacancy: 7
 Unfunded vacancy: 0

**MKHONDO MUNICIPALITY
 COMMUNITY SERVICES CONTINUE**



Position	
Organogram:	12
Funded vacancy:	6
Unfunded vacancy:	0

**MKHONDO MUNICIPALITY
COMMUNITY SERVICES CONTINUE**



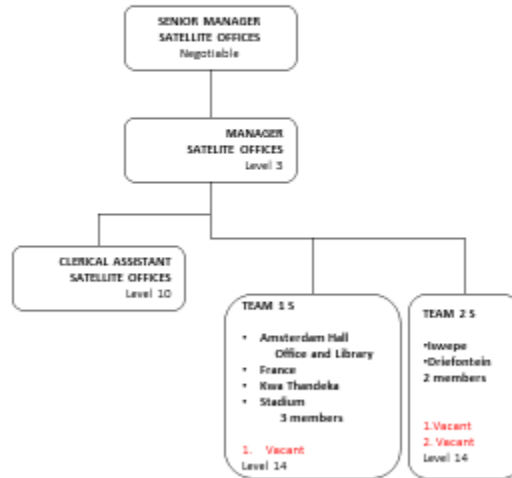
Position	
Organogram:	12
Funded vacancy:	6
Unfunded vacancy:	0

**MKHONDO MUNICIPALITY
COMMUNITY SERVICES CONTINUE**



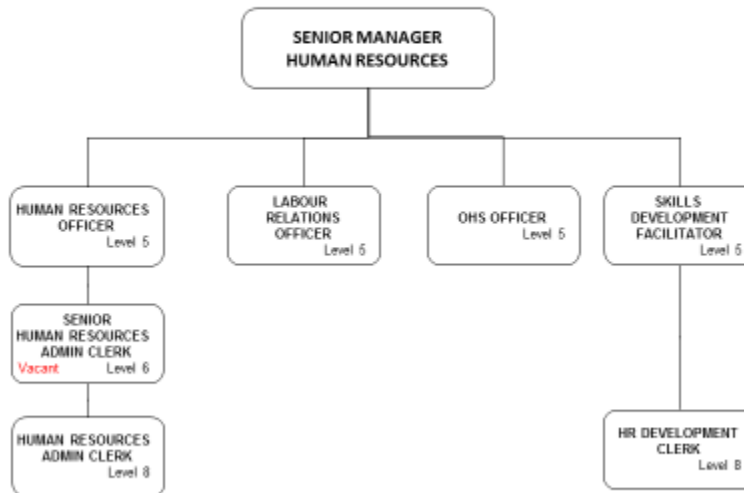
Position
 Organogram: 7
 Funded vacancy: 3
 Unfunded vacancy: 0

**MKHONDO MUNICIPALITY
 DEPARTMENT CORPORATE SERVICES
 ORGANOGRAM**



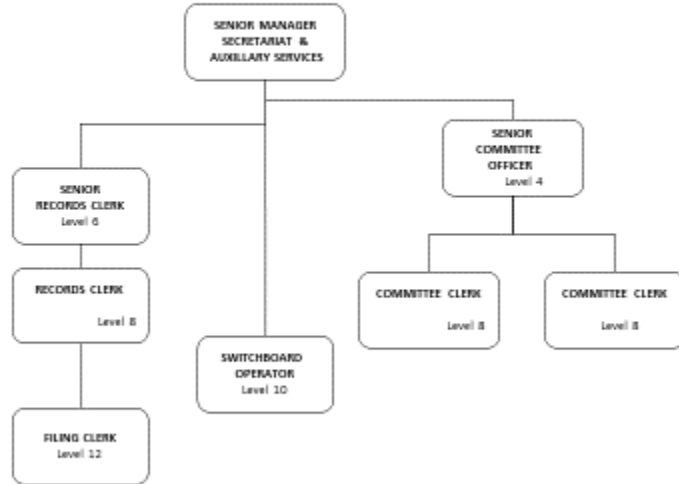
Position
 Organogram: 7
 Funded vacancy: 1
 Unfunded vacancy: 0

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



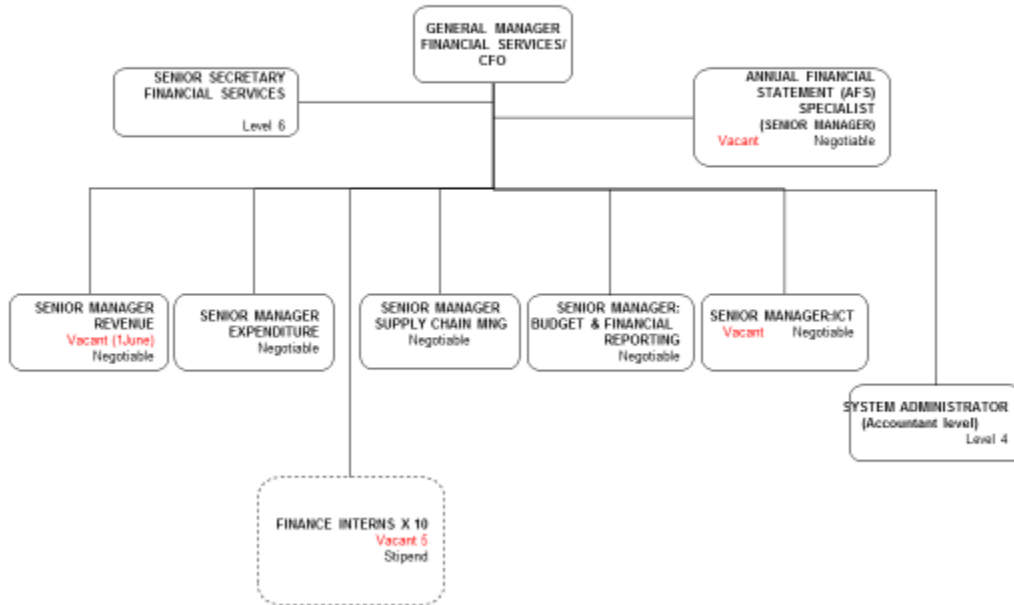
Position
 Organogram: 7
 Funded vacancy: 0
 Unfunded vacancy: 0

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



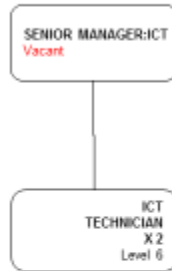
Position
 Organogram: 8
 Funded vacancy: 3
 Unfunded vacancy: 0

DEPARTMENT FINANCIAL SERVICES ORGANOGRAM



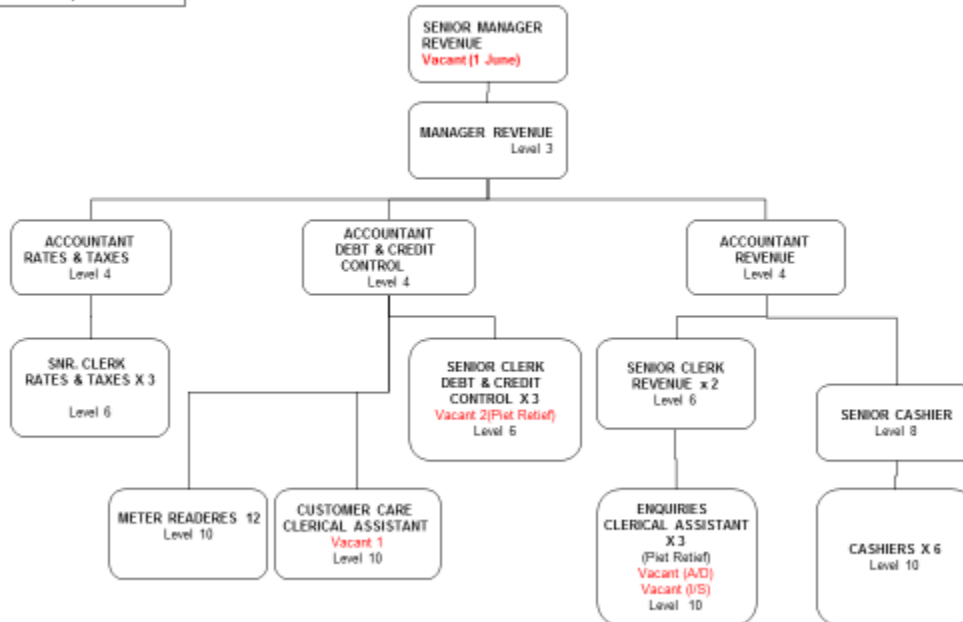
Position	2
Organogram:	0
Funded vacancy:	0
Unfunded vacancy:	0

DEPARTMENT FINANCIAL SERVICES ORGANOGRAM - CONTINUE



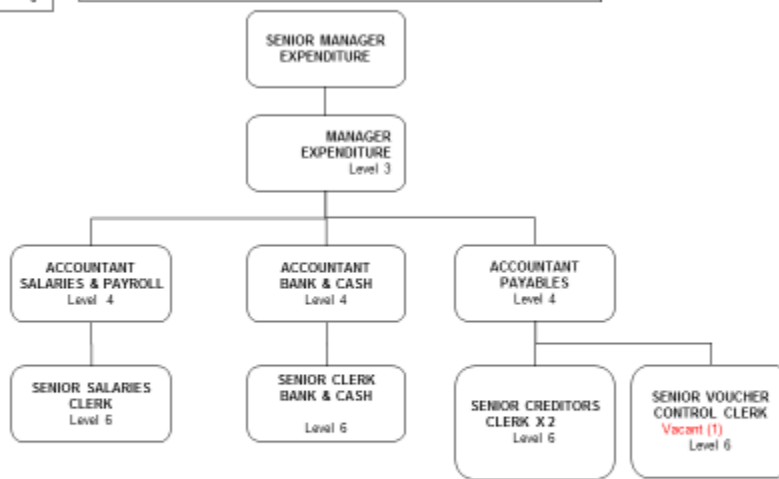
Position	35
Organogram:	5
Funded vacancy:	0
Unfunded vacancy:	0

DEPARTMENT FINANCIAL SERVICES ORGANOGRAM - CONTINUE



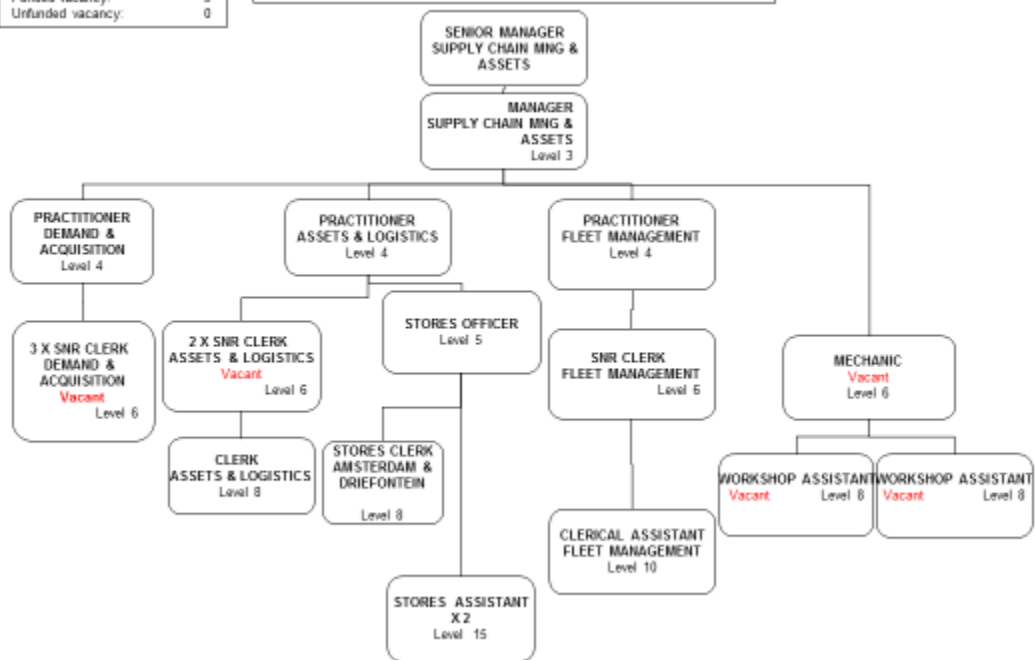
Position	9
Organogram:	1
Funded vacancy:	0
Unfunded vacancy:	0

DEPARTMENT FINANCIAL SERVICES ORGANOGRAM - CONTINUE



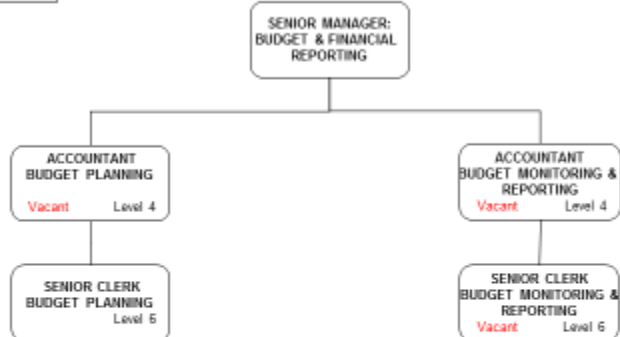
Position	19
Organogram:	5
Funded vacancy:	0
Unfunded vacancy:	0

DEPARTMENT FINANCIAL SERVICES ORGANOGRAM - CONTINUE



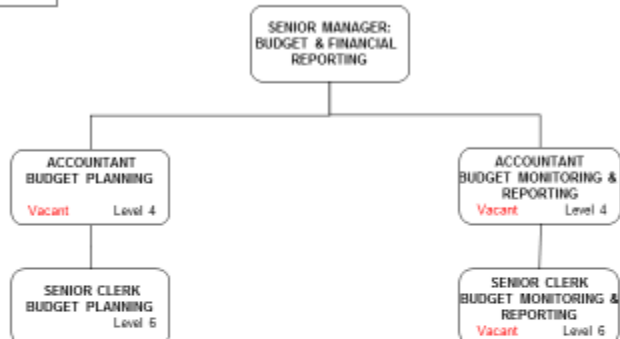
Position	4
Organogram:	3
Funded vacancy:	0
Unfunded vacancy:	0

DEPARTMENT FINANCIAL SERVICES ORGANOGRAM - CONTINUE



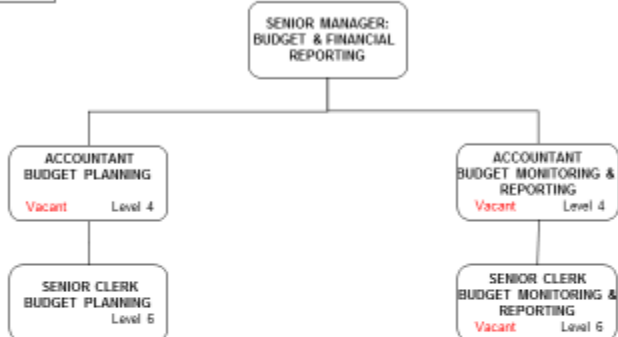
Position	4
Organogram:	3
Funded vacancy:	0
Unfunded vacancy:	0

DEPARTMENT FINANCIAL SERVICES ORGANOGRAM - CONTINUE



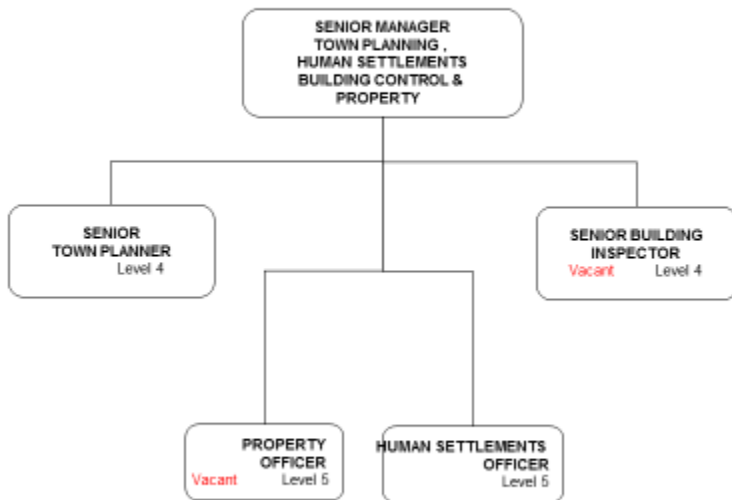
Position	4
Organogram:	3
Funded vacancy:	0
Unfunded vacancy:	0

DEPARTMENT FINANCIAL SERVICES ORGANOGRAM - CONTINUE

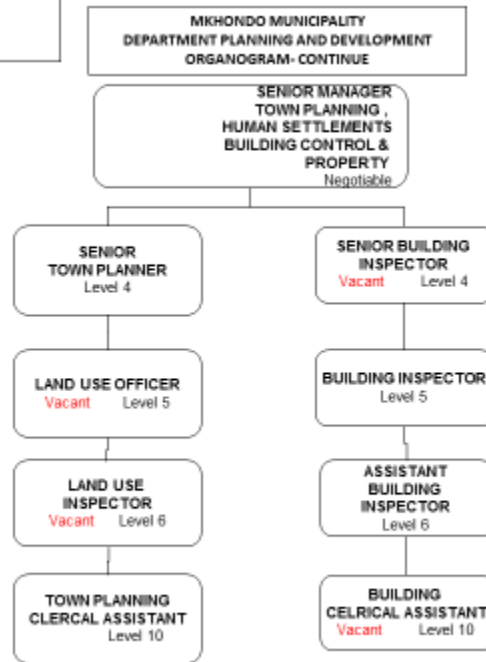


Position	4
Organogram:	2
Funded vacancy:	0
Unfunded vacancy:	0

**MKHONDO MUNICIPALITY
DEPARTMENT PLANNING AND DEVELOPMENT
ORGANOGRAM- CONTINUE**

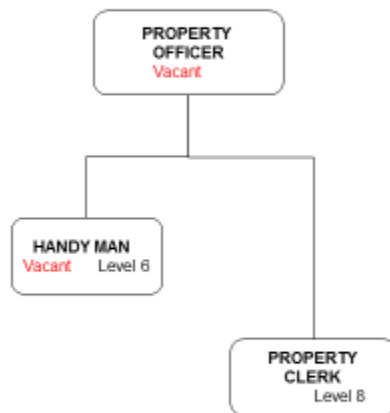


Position
 Organogram: 8
 Funded/vacancy: 4
 Unfunded/vacancy: 0



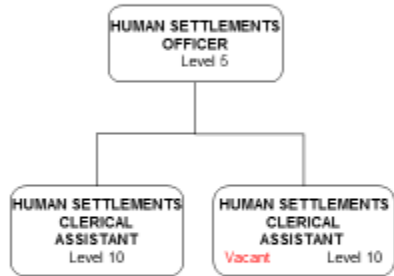
Position
 Organogram: 3
 Filled: 2
 Funded:

**MKHONDO MUNICIPALITY
 DEPARTMENT PLANNING AND DEVELOPMENT
 ORGANOGRAM- CONTINUE**



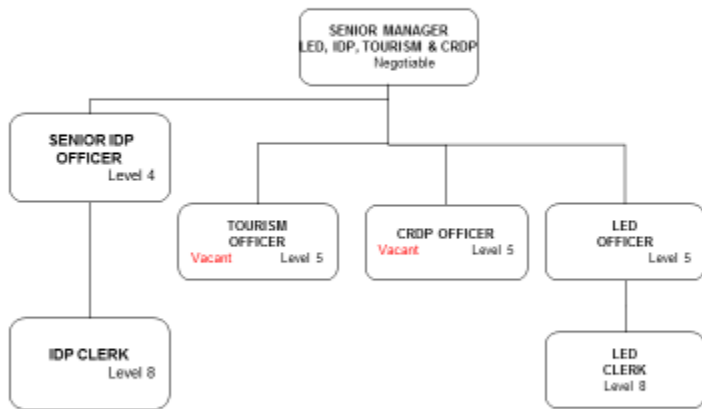
Position
Organogram: 3
Funded vacancy: 1
Unfunded vacancy: 0

**MKHONDO MUNICIPALITY
DEPARTMENT PLANNING AND DEVELOPMENT
ORGANOGRAM- CONTINUE**

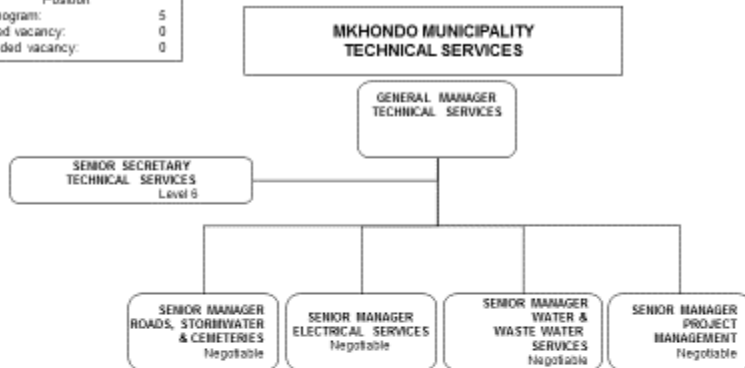


Position
Organogram: 6
Funded vacancy: 2
Unfunded vacancy: 0

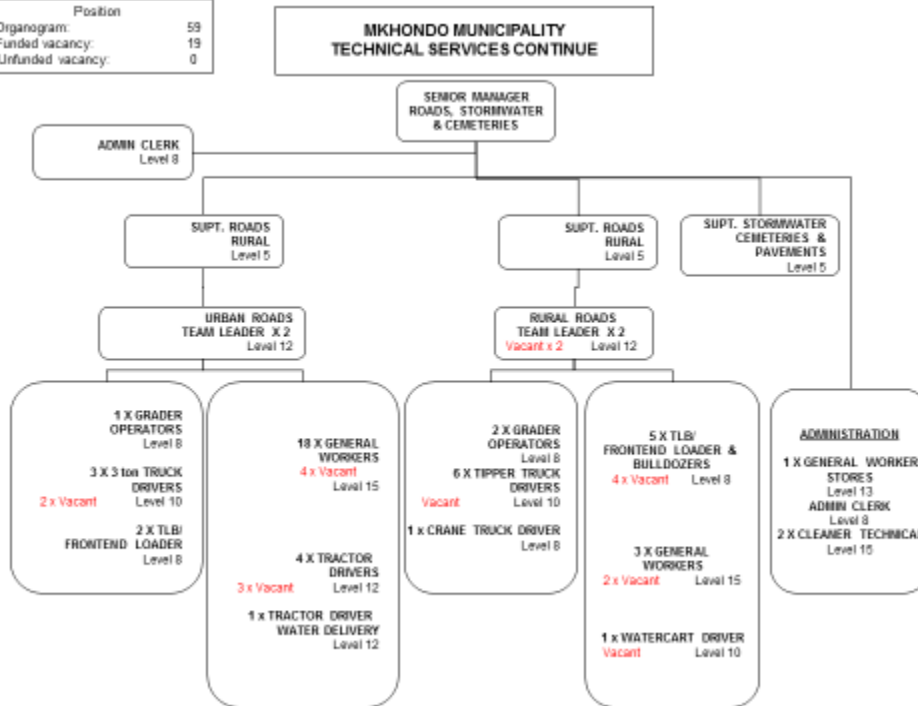
**MKHONDO MUNICIPALITY
DEPARTMENT PLANNING AND DEVELOPMENT
ORGANOGRAM- CONTINUE**



Position	5
Organogram:	0
Funded vacancy:	0
Unfunded vacancy:	0



Position	59
Organogram:	19
Funded vacancy:	0
Unfunded vacancy:	0



Position	14
Organogram:	3
Funded vacancy:	0
Unfunded vacancy:	0

**MKHONDO MUNICIPALITY
TECHNICAL SERVICES CONTINUE**

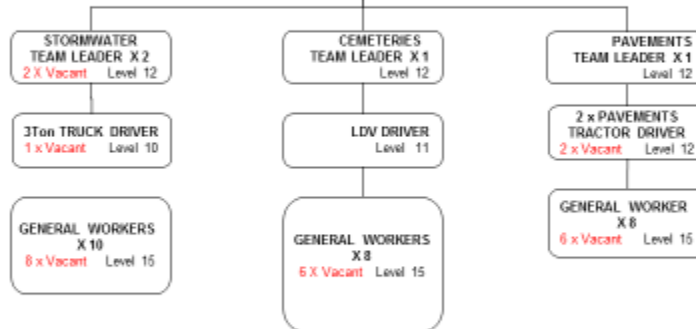
AMSTERDAM ROADS,
CEMETERIES STORMWATER
FOREMAN
Vacant Level 6

1 X TRACTOR
DRIVERS
Level 12
10 X GENERAL
WORKERS
Level 15
GENERAL WORKER
CEMETERIES X 2
Vacant x 2 Level 15

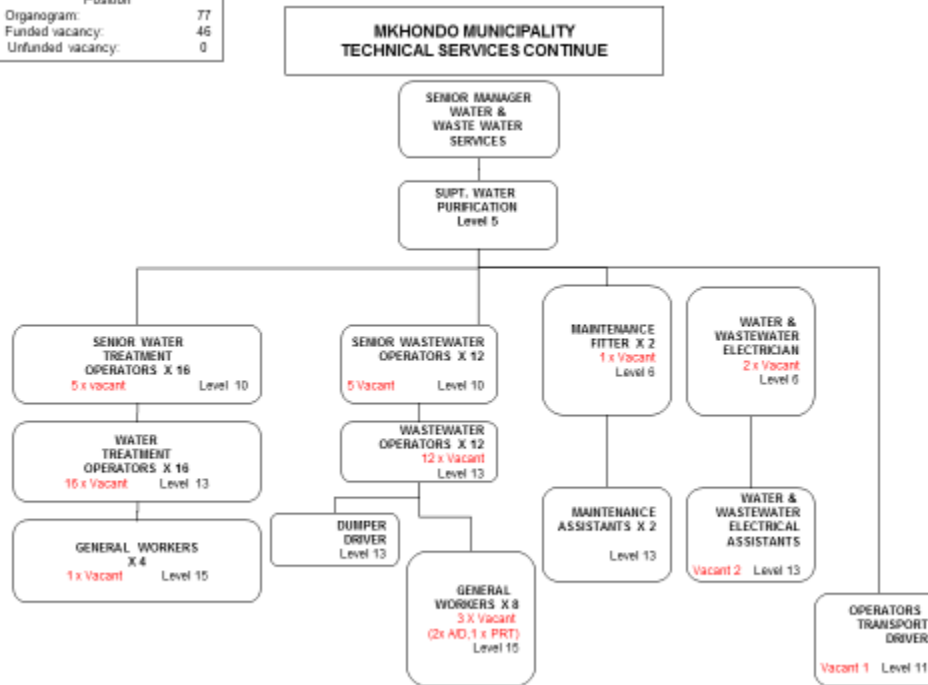
Position	34
Organogram:	25
Funded vacancy:	0
Unfunded vacancy:	0

**MKHONDO MUNICIPALITY
TECHNICAL SERVICES CONTINUE**

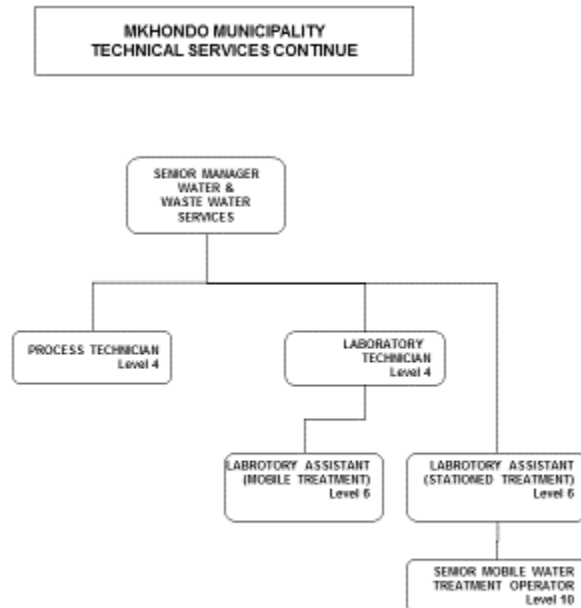
SUPT. STORMWATER
CEMETERIES &
PAVEMENTS



Position	77
Organogram:	46
Funded vacancy:	0
Unfunded vacancy:	0

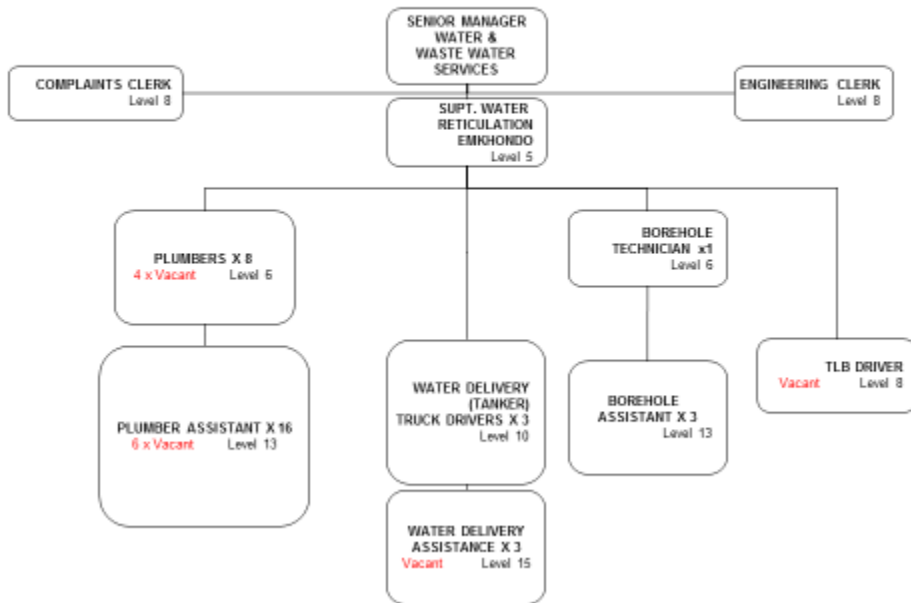


Position	5
Organogram:	0
Funded vacancy:	0
Unfunded vacancy:	0



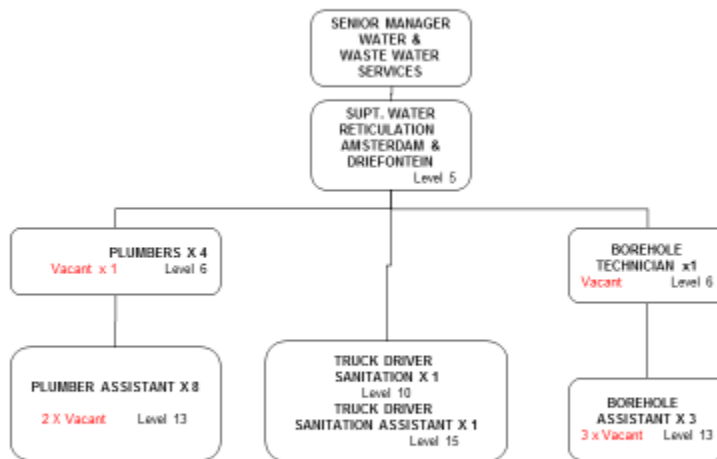
Position	38
Organogram:	12
Funded vacancy:	0
Unfunded vacancy:	0

**MKHONDO MUNICIPALITY
TECHNICAL SERVICES CONTINUE**

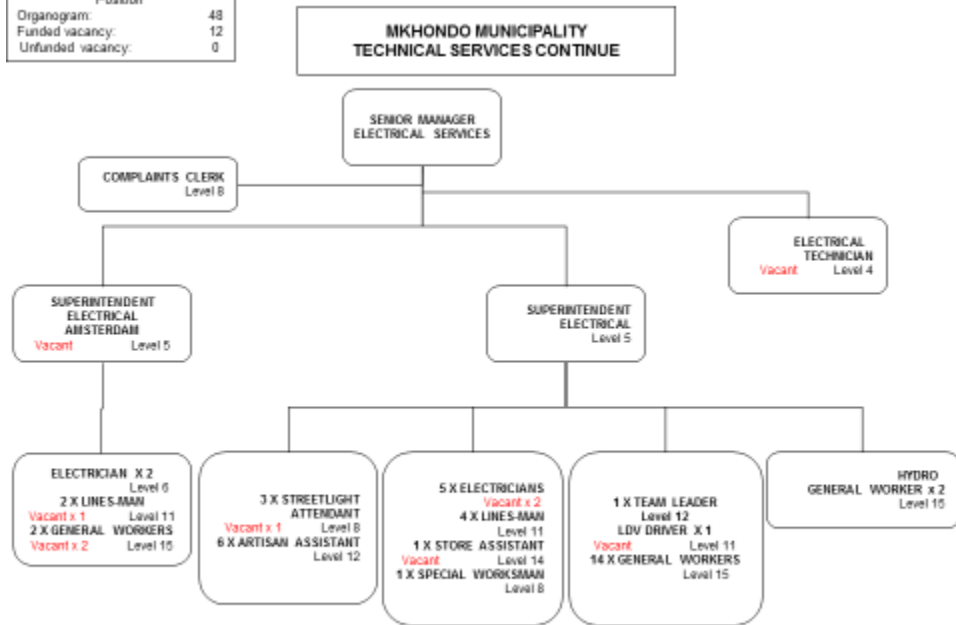


Position	18
Organogram:	7
Funded vacancy:	0
Unfunded vacancy:	0

**MKHONDO MUNICIPALITY
TECHNICAL SERVICES CONTINUE**



Position	48
Organogram:	12
Funded vacancy:	0
Unfunded vacancy:	0



Position	5
Organogram:	2
Funded vacancy:	0
Unfunded vacancy:	0

