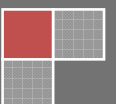


2010/  
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# Mkhondo Local Municipality Integrated Development Plan (IDP)

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ABET	Adult Based 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
CPTR	Current Public Transport Record	LRAD	Land Redistribution for Agricultural Development
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	Municipal Systems Improvement Grant
DTI	Department of Trade and Industry	MSP	Master Systems Plan
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 Performance Areas
EPWP	Expanded Public Works Programme	REDS	Regional Electricity Distribution System
FBS	Free Basic Services	RSC	Regional Service 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 and Administration
GSDM	Gert Sibande District Municipality	SANAC	South African National AIDS Council
HDI	Human Development Index	SANCO	South Africa National Civic Organisation
HOD	Head of Department	SAPS	South African Police Service
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
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

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**i FOREWORD BY ADMINISTRATOR**

The 2010/2011 IDP will go down in history as a profound statement of belief in the organisational turnaround of Mkhondo Municipality as there is a myriad of challenges facing the municipality, yet we have hope for a better future for the communities of this municipality.

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 reviewed IDP is a reflection of collective work championed by the Municipal Council, engineered by the administration (of all spheres of government) and supported by the communities of Mkhondo. As leader of the second phase of intervention by the Mpumalanga Provincial Government under the aegis of Section 139 (1) (b) of the Constitution of the Republic of South Africa, 1996, 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 15 wards of the municipality. Likewise, I would like to thank the officials of the municipality and sector departments that provided the information that makes the IDP a credible document which reflects commitments that will be implemented during the 2010/2011 financial year. In this regard, the Mpumalanga Department of Co-operative Governance and Traditional Affairs stands out as a true synergistic partner that convened and facilitated the IDP/budget alignment workshop which was well-attended by many key stakeholders.

It is 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 quarterly 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. This approach is premised on the fact that even though there are three distinct spheres of government, people on the ground, almost invariably, refer to the three spheres as 'government' without paying much attention to the differentiation that is characterised by powers, functions and competencies each sphere possesses.

To ensure accelerated turnaround during my tenure as administrator, I undertake to ensure that there is adequate institutional capacity to implement the IDP, municipal by-laws and Council resolutions with improved speed, passion and commitment. As I detest fraud, corruption, mismanagement, maladministration, abuse of power and state resources, with all of my heart, I declare war on these social ills and will do my best to uproot them with all the might of the office I am privileged to occupy as a servant of the people. The principles Batho Pele and continuous improvement will be inculcated within the administration of the municipality.

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 such LED projects as the proposed biodiesel plant, the location of the proposed University of Mpumalanga's agriculture and forestry campus in Mkhondo and the truck stop, to mention but three. The maintenance of roads and improved water supply will also be enhanced as top priorities of the IDP.

May your reading of this IDP inspire you to avail yourself as a synergistic partner of Mkhondo Municipality. 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!

***KHAYO E. MPUNGOSE***

***ADMINISTRATOR***

# 1. INTRODUCTION AND BACKGROUND

## 1.1. INTRODUCTION

Integrated Development Planning is a process through which a Municipality, its constituencies, and various stakeholders come together to identify development needs, outline clear objectives, and formulate strategies which serve to guide the allocation and management of resources within the area of jurisdiction of the Municipality. From this planning process emanates a municipal Integrated Development Plan (IDP) with its main objective being the improvement of coordination and integration of planning, budgeting, service delivery, and development within the municipal area.

Within the above context the IDP is used by the Municipality to fulfil its role of 'developmental local governance'.

In addition to the legal requirement for every Municipality to compile an Integrated Development Plan as referred to above, the Municipal Systems Act, Act 32 of 2000 (MSA) also requires that:

- The IDP be implemented;
- The Municipality monitors the implementation of the IDP;
- The Municipality evaluates its performance with regard to the IDP's implementation;
- The IDP be reviewed annually to effect improvements where necessary; and
- The IDP be aligned with the municipal budget and/or the budgets of service providers operating within the municipality's area of jurisdiction.

This document represents the revised Integrated Development Plan as prepared by the Mkhondo Local Municipality (MLM) as part of its 2010/2011 IDP Review process and budgeting cycle.

It is submitted and prepared in fulfilment of the Municipality's legal obligation in terms of Section 34 of the Local Government: Municipal Systems Act, 2000 (Act 32 of 2000).

As far as the report outline is concerned, the following:

**Chapter 1** comprises the Introduction and Background. It highlights the purpose of Integrated Development Planning and the legislative background thereto, followed by the Vision, Mission, Core Values and Key Strategic Objectives of the Mkhondo Municipality (Section 1.2).

Then follows an overview of national and provincial policy guidelines applicable to Mkhondo (1.3), the IDP process followed (1.4), the public consultation process (1.4) followed; and a summary of developmental issues and needs identified per ward (section 1.5), followed by a Conclusive Summary on IDP Process related challenges and Issues identified (section 1.6).

**Chapter 2** provides a multi-sectoral Situational Analysis on the current features, challenges and issues experienced in the municipal area. It deals with spatial matters, economic features, engineering services

and community facilities, demographic characteristics of the population, and the institutional structure of the Mkhondo Municipality.

This chapter concludes with a SWOT analysis (2.3) highlighting the strengths, weaknesses, opportunities and threats prevalent in the area, as well as a summary of the main service delivery issues (2.3) and associated service delivery objectives (2.4) for the municipality.

**Chapter 3** provides multi-sectoral strategies for a comprehensive range of development disciplines, with a strong emphasis also on information contained in existing sectoral studies conducted for the municipality/district.

In **Chapter 4** a summary of projects nominated from the Mkhondo Municipality (4.1), Gert Sibande District Municipality (4.2) and Mpumalanga Provincial Departments (4.3) is given, while **Chapter 5** contains an assessment on the level of horizontal and vertical alignment achieved.

## 1.2. VISION, MISSION, CORE VALUES AND KEY STRATEGIC OBJECTIVES

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

### *Vision*

A community-driven, tranquil and model municipality of excellence

### *Mission*

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

### *Municipal Core Values*

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

- Honesty
- Openness
- Punctuality
- Excellence

### Strategic Objectives

#### 1.2.1 FOCUS AREAS

Emanating from the goals set by the Municipal Council, the following focal areas are envisioned:

**FOCAL AREA 1:** Internal Restructuring and Transformation

**FOCAL AREA 2:** Inter-governmental Relations, Social and Community Services using planning tools e.g. Sector Plans

**FOCAL AREA 3:** Strategic planning for long term development

**FOCAL AREA 4:** Socio-economic development

**FOCAL AREA 5:** Bulk infrastructure and technical services

**FOCAL AREA 6:** Increased implementation in priority areas

### 1.2.2 OBJECTIVES

In order to give effect to these goals, the operations of the municipality will be organized in such a way to achieve five main objectives

#### OBJECTIVE ONE

To provide adequate, sustainable service delivery infrastructure

#### OBJECTIVE TWO

To provide effective, affordable and accessible community services to all

#### OBJECTIVE THREE

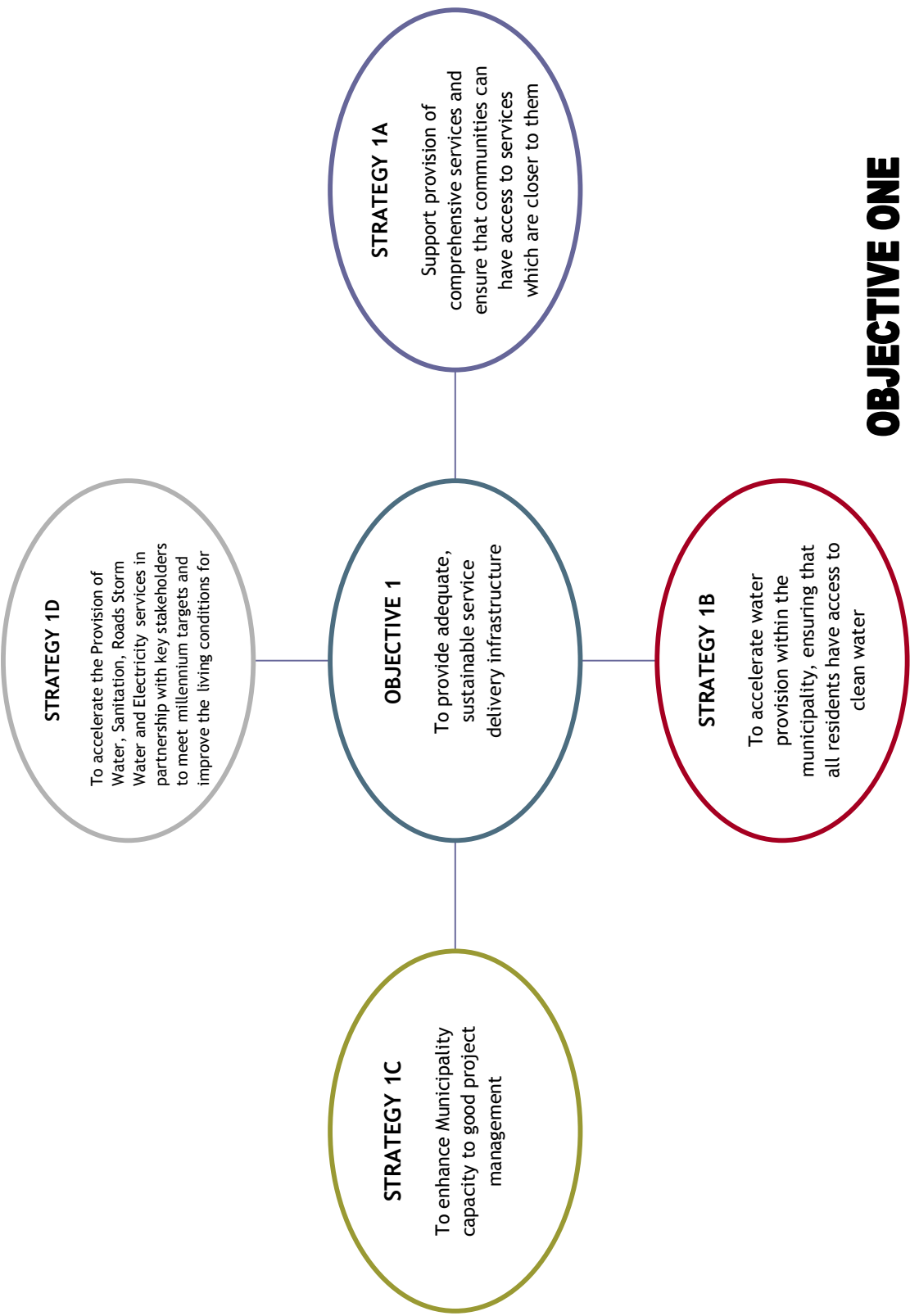
To provide safety and security services to the communities of Mkhondo

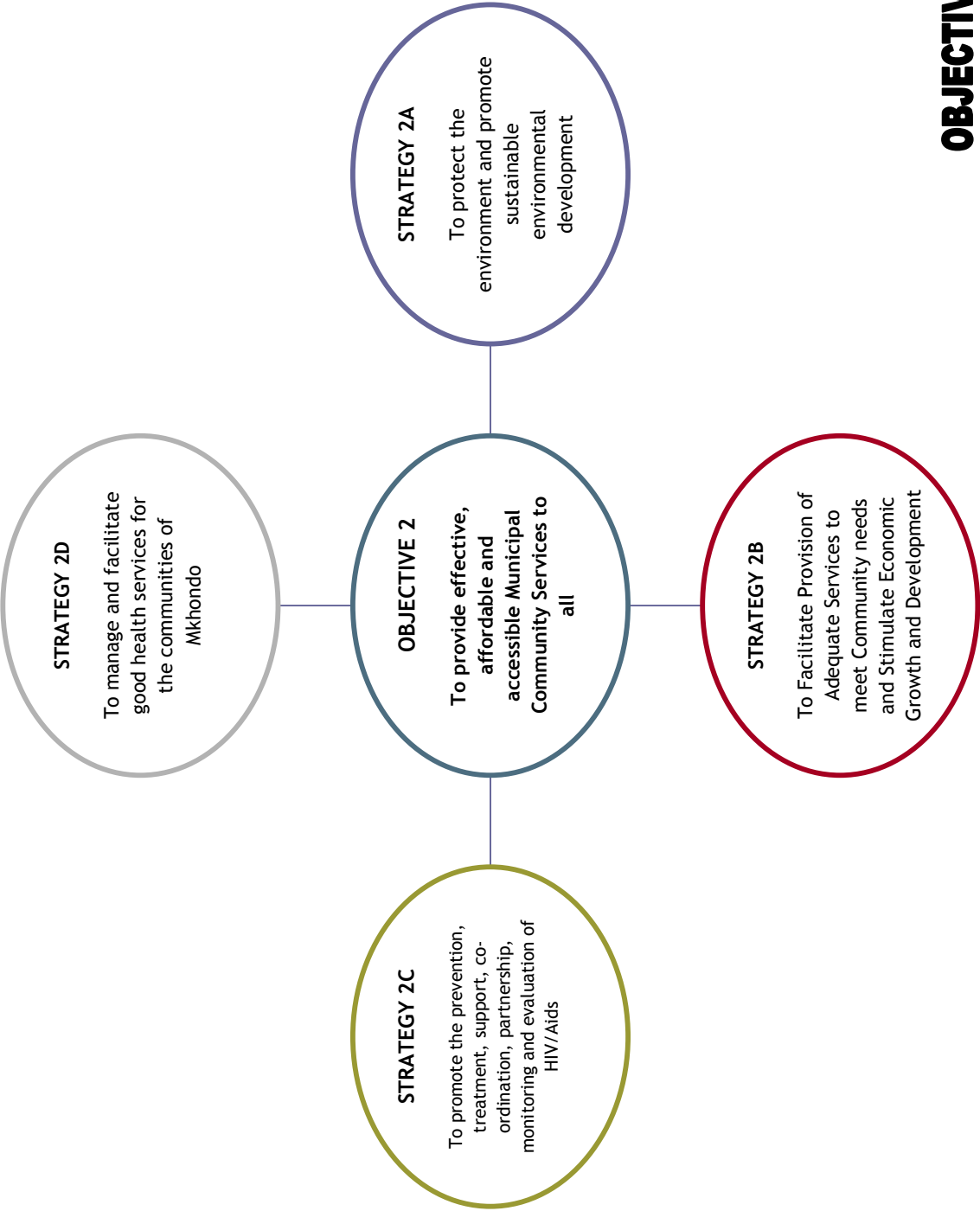
#### OBJECTIVE FOUR

To provide effective, transparent and accountable financial management services within the municipality

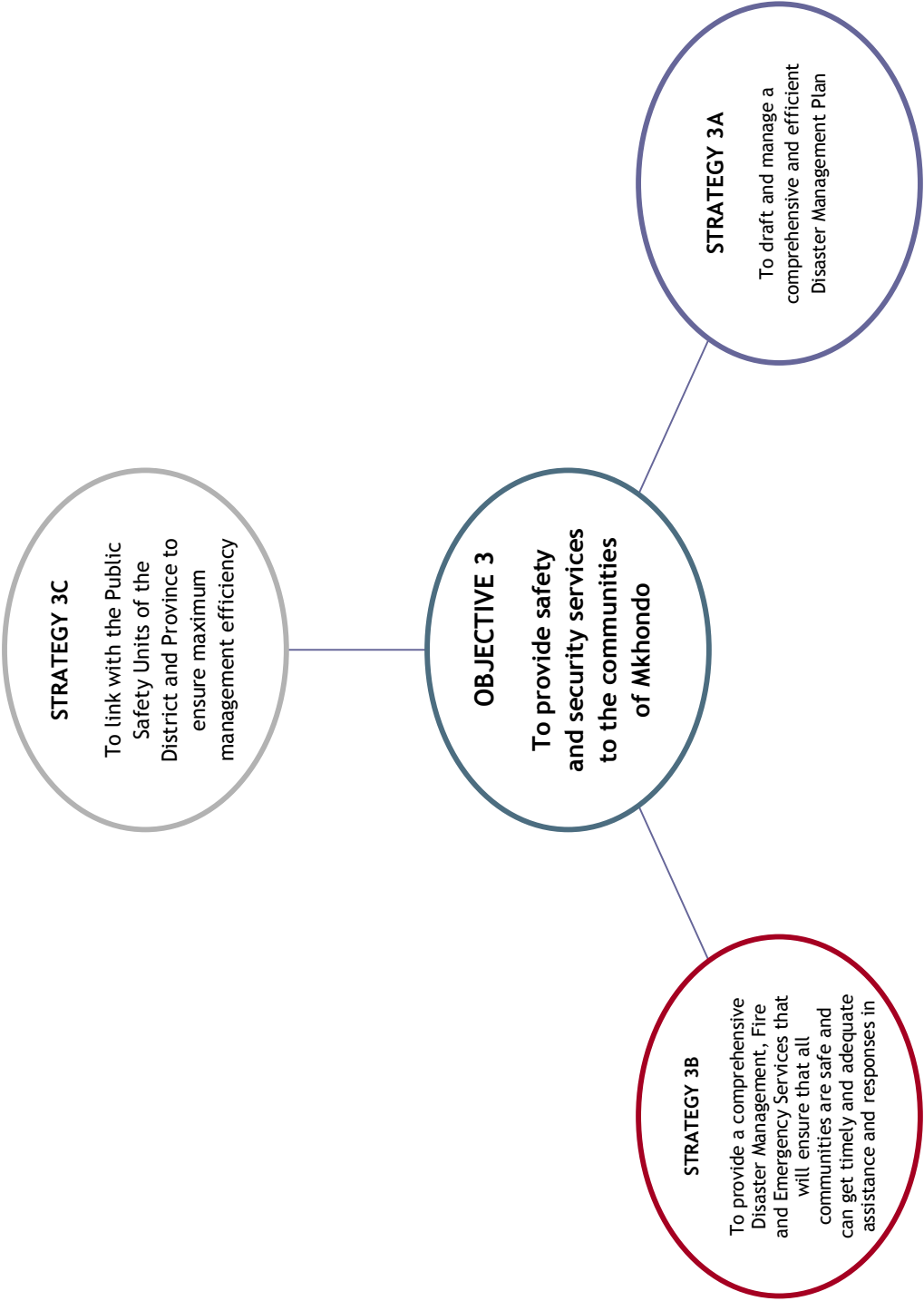
#### OBJECTIVE FIVE

To ensure sound corporate governance

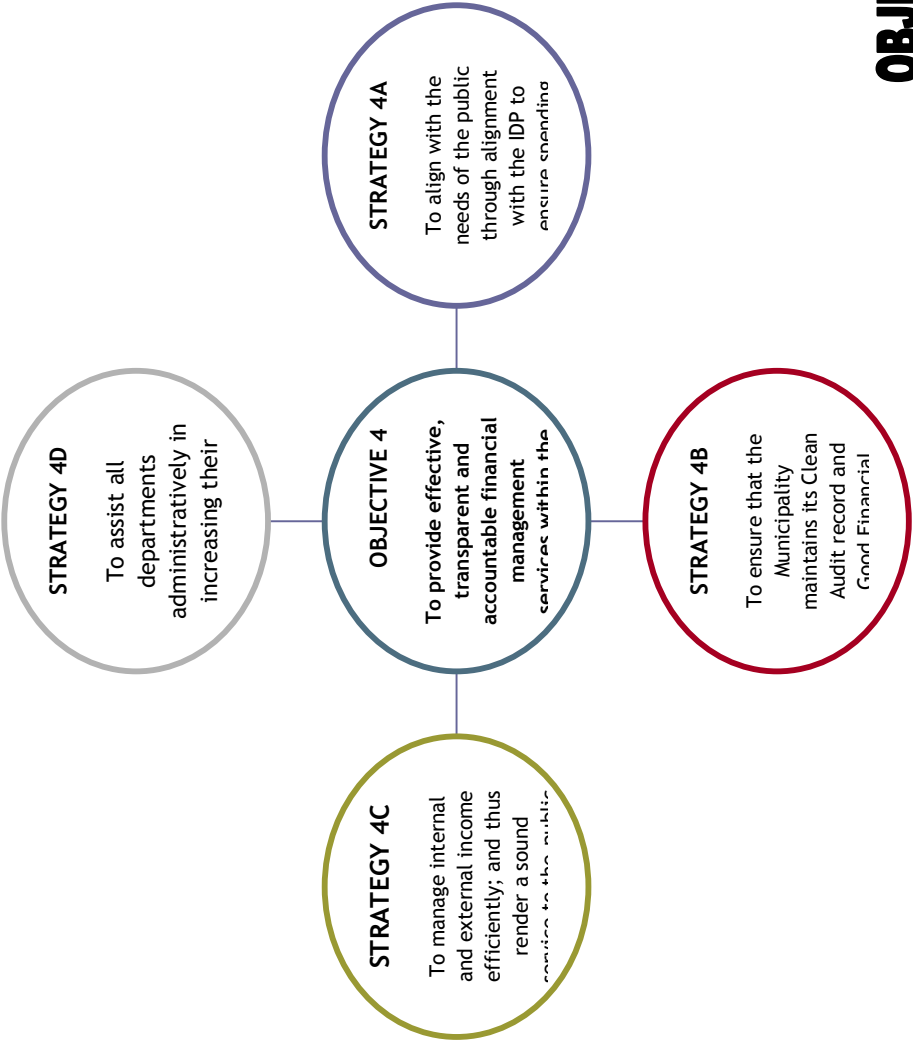




**OBJECTIVE TWO**



**OBJECTIVE THREE**



# OBJECTIVE FOUR



**OBJECTIVE FIVE**

## 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.

The following section briefly deals with each, and highlights the most salient aspects emanating from the aforementioned plans/policies.

### 1.3.1 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 the research conducted, and with key trends and issues identified, the NSDP currently delineates a number of guidelines for infrastructure investment in South Africa.

The rationale behind the guidelines is rooted in the argument of rather than investing in physical infrastructure to improve the quality of life of people living in low productivity areas, government should instead invest in people. The logic of the latter argument 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. 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.

### 1.3.2 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 programme. The Provincial Growth and Development Strategy was compiled within the parameters set by the National Spatial Development Perspective, as well as the Integrated Sustainable Rural Development Strategy as defined by national government.

A 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, a 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 then, the Provincial Growth and Development Strategies are 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 PGDSs’ 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, Mpumalanga Province 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.

### 1.3.3 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/AIDS:** plan, design and implement relevant strategies in order to cope with HIV/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.

## 1.3. IDP PROCESS REVIEW

The Mkhondo Local Municipality is compelled under the Municipal Systems Act (Act 32 of 2000) to undertake and annually review the municipality’s Integrated Development Plan (IDP) for its area of jurisdiction.

Other legislation that influences the Municipality’s efficient planning and utilization of its resources includes the Municipal Finance Management Act, (56 of 2003), and the Municipal Planning and Performance Management Regulations (2001).

In 2009/2010 the Municipality successfully completed its third Integrated Development Plan (IDP) Review process in terms of the legislative requirements, and submitted it to Province for evaluation and consideration.

The main imperative for this fourth IDP review (2010/2011) is to bring the document in line with the comments of the MEC, and to amend it to meet the needs derived from ever changing circumstances within the municipal area, and as gathered from the local communities during the public consultation processes, as well as to ensure that the IDP reflects the current financial status of the Municipality.

In order to ensure thorough consultation, and therefore a comprehensive and representative IDP review, the following groups were identified as stakeholders within the Mkhondo Municipality during the IDP review process:

- Mkhondo Local Municipality Officials
- Mkhondo Local Community
- Ward Committees
- Councillors and Administration
- Provincial and National Government Departments
- SMMEs
- Business Community
- Mkhondo Business Chamber
- Gert Sibande District Municipality
- NGOs (Non Governmental Organisations)
- CBOs (Community Based Organisations)
- Faith-based organisations
- IDP Representative Forum

#### 1.4. IDP REVIEW PUBLIC CONSULTATION

The Mkhondo IDP Review Process Plan was adopted on 03 June 2010, and following from this an extensive number of public meetings was held throughout the municipal area. The comprehensive IDP Review Process Plan is contained in **Annexure A** of this document. After the adoption of the Process Plan, a schedule of ward community meetings was drafted as reflected in **Table 1** below. Communities were informed about the meetings through the hailing system across the 15 wards.

**TABLE 1: IDP COMMUNITY MEETINGS PER WARD**

WARD	AREA	DATE	TIME	MEETING VENUE
1	Driefontein	07/06/2010	10:00	Driefontein Hall
2	KwaNgema North	07/06/2010	13:00	Phaphamani P. School
3	Mabola	07/06/2010	15:00	Londoloza
4	Iswepe	08/06/2010	10:00	Iswepe Hall
5	Amsterdam KwaThandeka	08/06/2010	14:00	KwaThandeka Hall
6	Rustplaas	10/06/2010	10:00	Apostolic Church
7	Piet Retief	14/06/2010	17:00	Piet Retief Town Hall
8	Ajax	10/06/2010	15:00	Sports Ground
9	Khalambazo	12/06/2010	13:00	Khalambazo Sports Ground
10	Kempville / Retief Ville	09/06/2010	17:00	Kempville Hall
11	Eziphunzini	13/06/2010	14:00	Sports Ground
12	eThandukukhanya	09/06/2010	15:00	Emadlelo Secondary
13	eThandukukhanya	13/06/2010	10:00	Thandakukhanya Community Hall
14	eThandukukhanya	13/06/2010	08:00	eSkeyfini
15	eNtombe	11/06/2010	10:00	Ntombe Community Hall

Apart from a few logistic issues, participation to the process was significant, with almost 100% of the ward meetings having been completed successfully. Detailed needs were captured for each of the wards within the municipal area, and **Table 2** below summarises the Development Issues, Nature of the Issue/Problem, and the Location thereof per each of the wards within the municipal area as captured during the consultation process held in June 2010. The locations of the respective wards are spatially depicted in **Figure 1**.

TABLE 2: COMMUNITY ISSUES/NEEDS PER WARD

## WARD 1 &amp; 2: COUNCILLORS N M YENDE &amp; THELA

#	Description	Specific Area	Value/Number	Comment
1.	Water	New stand Lindelani Nkosinathi		We do not have access to clean water. 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	Ward 1 & 2		VIP toilets have been provided in some areas but more people still need access to toilets
3.	Housing	Ward 1 & 2		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.	Community Hall	Central point	1	For community events, and social development
5.	Street lights (Apollo floodlights)	Whole ward		Crime prevention
6.	Police station	Central point	1	To allow for criminal activities to be reported and addressed immediately
7.	Bridges	Whole ward		Where learners cross the river or the main roads to go to school
8.	Dumping site or Waste removal	RDP/Mkhize village		Waste is being dumped everywhere which poses a health hazard
9.	Cemeteries & Fencing	Ward 1 & 2		Current cemeteries are rapidly getting full and fencing is necessary to restore dignity & privacy to avoid vandalism on tombstones.
10.	Shopping complex	Central point	1	Currently people have to travel to Piet Retief for shopping and the centre would further provide opportunities for employment of locals.
11.	Roads	Whole ward		Gravel roads need to be leveled and/or graded to improve accessibility to remote areas
12.	Recreation & Sport facilities (Stadium)	Central point	1	Youth do not have access to recreation and sports facilities to occupy their spare times.
13.	Agricultural gardens	Ward 1 & 2		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	Ward 1 & 2		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	Ward 1&2		The community feels that they are not benefiting from the coal mine as they are suppose to.

**WARD 3: COUNCILLOR N M DLAMINI**

#	Description	Specific Area	Value/Number	Comment
1.	Toilets	KwaNgema Etsheni Phaphamani Dirkiesdorp		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.
2.	Water	Etheni KwaNgema Mabola Phaphamani Dirkiesdorp		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.
3.	Township Establishments	Dirkiesdorp		Township is not formalized makes service delivery difficult.
4.	Houses	Dirkiesdorp Phaphamani KwaNgema		The mud houses are dilapidated and falling apart. Others still live in plastic shacks. Sands are not available to allow people to build houses on their own.
5.	Electricity	Farms		Residents on farms, which are mainly private owned still face a challenge as they do not have access the basic needs.
6.	Roads	KwaNgema Dirkiesdorp and farms KwaNgema		Gravel roads need to be levelled and/or graded regularly. Roads are not useable after heavy rains
7.	Bridges	One inside Dirkiesdorp and farms		We have overflowing rivers and no bridges
8.	Pedestrian bridge	Dirkiesdorp and KwaNgema		School children cross national roads and other big and busy roads.
9.	Traffic Humps	Dirkiesdorp and KwaNgema		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
10	Street lights and/or Apollo lights	Dirkiesdorp	Main roads  8 Apollo lights	Lights will assist with reducing the levels of crime in the area.

11	Community clinic	Dirkiesdorp	1	The town is growing into a township and therefore needs its own health facility.
12	Sports Facility	Dirkiesdorp	1	Big need for the community recreational facilities: Sports fields
13	Community Halls	Dirkiesdorp and kwaNgema	1 2	There is a need for community halls in the three areas
14	Crèches	Dirkiesdorp and kwaNgema	2 2	Crèches are needed in the 2 areas because of the growing demand.
15	Educational Facilities	Dirkiesdorp and kwaNgema	2 1	There is population increase and an increasing demand for Educational facilities.
16	Sewer system	Dirkiesdorp		There is a high need for sewer system in the area
17	Land	Entire area		There is a high demand in the area for land.
18	Orphanage Centre	Mabola	1	There is need for an orphanage in the area as the number of orphans increases.

**WARD 4: COUNCILLOR D THWALA**

#	Description	Specific Area	Value/ Number	Comment
1	Water	Khalambazo, New Komponi, kwaManqe Kasholobane, Watersmit EMaphongolo, Emsinyane, Kathukhu Tyson, Emahoqo Kadumdum KaEllo	About 20 additional boreholes needed	kwaMaqele - No potable water at all in this area. People drink together with animals.  Where there are boreholes  - more are needed - they need maintenance as they break - others are no longer working  The community has indicated that they would like to have piped water connected from the dam into their households as opposed to boreholes.
2	Sanitation (Toilets)	eMahoqo, eDubizane Diepens, Ngwempisi(Pine), eMaphongothe KaMthukuzane, Zoar Watersmit, kaNongena	9 Villages	No toilets in these areas. Toilets were dug in kwaNongena but are incomplete and 21 more in this village are needed. The 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	Drieapan, Haarstebees, Boesman, Msinyane, Ngwempisi, Watersmit kwaDumdum, Tyson, Zoar kwaMthumizane	10 Villages	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	Township Establishment	Haartebeesfontein		Township is not formalized make services delivery limited
5	Housing and Grading of roads	eMsinyane, Wermer & Haartebeesfontein		The mud houses are falling and those that are staying on the Mondl property are concerned about the houses that they say are dilapidated and could fall on them at anytime. Roads are in a bad state making access to houses and cemeteries difficult.
6	School	Msinyane, Panbult	High school Primary school Special School for the differently enabled	In Watersmit parents had started building a school. They building is about on 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
7	Police	Drieapan	1	Crime rate is high and Piet Retief police station is far to travel.

	station			
8	Library	Driepan	1	No library at all to cater for the needs of school children.
9	Taxi rank	Driepan	1	No taxi rank at all
10	Sports facilities	Driepan	1	No sports facilities

## WARD 5: COUNCILLOR S N NKAMBULE

#	Description	Specific Area	Value /Number	Comment
1.	Sewer pipes	Entire Town		There are sewer problems even in town where people have to dig their own sewer collectors and dispose of waste themselves.
2.	VIP toilets	Nkolovane farm, Veld School	45 13	They use bushes for toilet purposes.
3.	Houses	kwaThandeka Frans Nkolovane Veldschool	45 6	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.
4.	Pedestrian bridge	From Thandeka to Winie Mandela park & Frans to KaThandeka	2	People have to cross the river to access the other townships and it poses a hazard.
5.	Hall fencing and furniture	Amsterdam, kwaThandeka, Frans	3	The halls are empty and need chairs and tables as they are rented out to the community for various events. The halls also need to be fenced around so that they are secure. 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.
7.	Sports field renovation	kwaThandeka location	1	The stadium has no lights and the gates do not close
8.	Skid fixing	Amsterdam town	1	Cattle are not controllable, they get to town.
9.	Cemetery	kwaThandeka, Winie Mandela park		Cemetery is an urgent need.

10.	Land	Winie Mandela park	1	The population is growing, another high school is of an urgent need.
11.	Additional Residential Sites	Entire Ward		Growth of the population increases the demand for residential sites
12	Renaming of all streets and Government Buildings			

**WARD 6: COUNCILLOR T S MAFUYEKA**

#	Description	Specific Area	Value/Number	Comment
1	Water	Whole ward	More needed. boreholes	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
2	Toilets	Rustplaas, Thokozani, Stafford, Wolvenkop Ezakheni Sihanahana Wolvenkop Athole farm		Additional toilets needed for those that have not received them yet because currently they share toilets.
3	Electricity	Rustplaas (eMarondweni) Ezakheni Sihanahana Wolvenkop Athole farm		Household connections and to reduce crime rates
4	Housing	Rustplaas	Additional	Promises for housing have been made but not yet received. Majority are still living in mud houses

		(eMarondweni), Thokozani, Stafford Wolwenkop Ezakheni Athole farm			which erode after heavy rains. eMarondweni, houses leak very bad during rains.
5	Clinics	Thokozani Rustplaas Stafford Ezakheni Athole farm	3 central villages to service the surrounding areas		Mobile clinic no longer coming through as scheduled. People die as a result of not getting medical assistance on time.
6	Community Hall	Thokozani Rustplaas Stafford	3 central villages to service the surrounding areas		To hold meetings and for the community to rent for events
7	Satellite police station	Thokozani Rustplaas Stafford Ezakheni Athole farm	3 central villages to service the surrounding areas		To prevent crime and enable the community to report criminal activities immediately
8	MTN /Networking	Rustplaas Velvekoop Die hoop Ezakheni Athole farm			No communication is difficult.
9	Schools	Entire ward			Fully equipped with all facilities according to grades.
10	Job Opportunities	Entire ward			Unemployment rate among the community is very high.
11	Township establishments	Ezakheni Rustplaas Athole farm Stafford			Township establishments are needed in order for services to be installed.
12	Roads and sports ground grading	Entire ward			Roads need to be graded as well as the sports fields.

**WARD 7: VACANT**

#	Description	Specific Area	Value/Number	Comment
1.	Storm water drainage	Entire ward		Water runs into houses.
2.	Stands	Entire ward		Additional serviced stands are needed for people to be able to build their own houses.
3.	Schools	Harmony park	1	Children from Harmony Park attend high school in eThandakukhanya and primary school children attend primary school in Harmony Park. Children are in danger of being run down by speeding cars on the N2 because they stop at the intersection and ask for lifts.
4.	Street Lighting	Group 10		Street lighting needed on the exit road to Mahamba Borderpost.
5.	Roads	Entire ward		Roads in the CBD are incomplete, some roads need to be repaired 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.
6.	Extension & Upgrade of the clinic			The clinic is very small and cannot cater for the number of people who visit.
7.	Cemetery & fencing of current cemeteries	Central point		The graveyards are full and more space is needed. Current cemeteries are being vandalized and need to be fenced around
8.	Hall	Group 10		The hall that was in Group 10 burnt down but was never rebuilt. The community wants the hall rebuilt.
9.	Community Parks	South Street		Parks need to be upgraded and equipped with more swings, and bicycle pads. There is also a need for new parks.
10.	Public Swimming pool	Central point		Addition of more recreational facilities for everyone to access.
11.	Job Opportunities/skills development			There is a high rate of unemployment therefore youth need skills development and job opportunities

12. Electrical Substation	Central Point		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	Central point		The existing network cable is old and needs upgrading.
14. Municipal Dump			The existing municipal dump needs attention so that it can function properly.
15. Road signs and Street naming	Entire ward		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.
16. Railings, sidewalks and Bridges	CBD		The existing bridges are in a bad state, there are neither railings nor sidewalks, it makes it more difficult for pedestrians to walk across.
17. Streets resealing	<b>Pretorius Street</b> from Theo Mocke to Hospital Street <b>Muller Street</b> from Theo Mocke to Smit Street <b>Retief Street</b> from Kerk to Von Brandis Street <b>Brand Street</b> from Kerk to Oos Street <b>Draad Street</b> from DeJager to Kotze Street <b>Vond Brandis Street</b> from Tosen to Draad Street <b>Draad Street</b> from Mark to Jacques Street <b>Measroch street</b> from Kotze to Muller Street <b>Hansen Street:</b> from Kotze to	20	These streets are in town and need urgent attention.

		<p>Muller Street <b>Residency Street</b> from Kotze to Muller Street <b>Noordend Street</b> from Kotze to Muller Street <b>Du Toit Street</b> from Kerk to Muller Street <b>Oos Street from</b> Olivier to Clarence Street <b>Clarence Street</b> from Oos to Engelbrecht Street <b>Clarence street</b> from Republiek to Pretorius Street <b>De Wet Street</b> from Kerk to Pretorius Street <b>Kerk Street from</b> Theo Mocke to Hospital <b>Grobler Street</b> from Westend to Jacques Street <b>Jacques Street:</b> from Kruger to Draad street <b>Botha Street from</b> Westend to Jacques Street</p>		
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**WARD 8: COUNCILLOR T C SHABANGU**

#	Description	Specific Area	Value/Number	Comment
1.	Land	Ward 8		The availability of land is limited which makes development difficult.
2.	Water	Entire Ward		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.	Sanitation (Toilets)	Ward 8	The whole ward	Protect the environment by transporting the pits waste water.
4.	Electricity	Ward 8		Basic need and it makes life easy.
5.	Housing	Entire ward		Safe housing is needed. Old people are staying in dilapidated houses that are a hazard and can fall any time.
6.	Clinic	Ward 8	2	Visiting mobile clinic are sporadic and people have to travel to Piet Retief for health care.
7.	Road		The whole ward	Gravel access roads needs constant levelling and grading. It is not convenient to move especially after rains.
8.	More classes	Ward 8	5 (x5 classes per school)	Schools are overcrowded.
9.	School & Crèche	Ward 8		Additional primary & high school needed
10.	Network	Ward 8	3	It is difficult to get cell phones to work at all.
11.	Sports facilities	Ward 8	4	Youth have no sports facilities at all to keep themselves busy and away from crime
12.	Satellite police station	Ward 8	2	Crime rate is high and it takes more than 2 hours for police to get to the ward.
13.	Township Establishment	Ward 8		Township establishment will better lives of all ward 8 residents.

**WARD 9: COUNCILLOR E V NHLENGETHWA**

#	Description	Specific Area	Value/Number	Comment
1.	Water	Mahamba, Delfkom Emborjani, eBhedu, Khalambazo, Commondale, Berbies, Bergplaas, kaMahlobo, eXhosi, Langfontein, Emgubaneni, kaHeaman (farm), kaMabulala, eMkhunyane, kaJacob, Mantonga	Additional boreholes	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, Commondale, khalambazo, Bergplaas, Sprinkoppies, eXhosi, eMagesini, Langfontein		Some areas have got VIP toilets but additional toilets are required.
3.	Electricity	Delfkom, Berbies, Commondale, kaMahlobo, eMagesini, eMgubaneni, kamabulala		Household connections and Apollo lights
4.	Clinic	Khalambazo, Commondale, Moolman, Delfkom, kaMahlobo	3 central villages	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	kaMahlobo, Delfkom		kaMahlobo, 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			
7.	Grading gravel roads	In all 11 villages	11 villages	Access to communities is difficult.
8.	Community hall	Berbis, Sulphersprings,	6	If there is a big meeting / event no venues to accommodate people
9.	Additional classrooms and Crèche	To the existing schools	3 per school	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)	All villages	300	All the villages are made out of mud houses

**WARD 10: N C NDLOVU**

#	Description	Specific Area	Value/ Number	Comment
1.	Township establishment	Osloop		The area has not yet been formalized, this makes development difficult.
2.	Water borne toilets	Osloop		There is no sanitation at all, National priorities which is 5:1 is not met at all, after all it is basic.
3.	Electricity	Osloop		The new settlement needs electricity, the number of households increases by day because the area is not formalized.
4.	Housing	Retiefville, Kempville, Magadeni		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
5.	Stands	Osloop, Retiefville, Kempville		People are still staying with their parents in overcrowded houses and need areas where they can build houses for themselves.
6.	Street Lights & Apollo lights	Magadeni Retief Ville, Retiefville stadium Kemp Ville school, Osloop		Champa road 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.
7.	Cemetery	Central point		Cemeteries are full and additional space is needed, fencing is of utmost concern.
8.	Clinic	Kempville		The current clinic is overcrowded and needs expansion and renovations: fencing should be done urgently.
9.	Stadiums Shelter and renovations & flood lights	Retief Ville Kemp Ville Emasenkeni		People are uncomfortable during sunny and rainy days
10.	Pedestrian Bridge	1. Between Magadeni & Thokozani (ethandukukhanya) 2. Osloop to eThandukukhanya		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.
11.	Additional classrooms	Kempville (Piet Retief Combined School)		The school is full to its optimum and unable to admit nearby learners. Learners had to cross the dangerous and deadly N2 to Harmony Park.
12.	Access to houses from street	Sgodiphola		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.
13.	Pre-school	Osloop	5-6 years olds	Proper foundation should be laid for learners. Promotion of ECD.

14.	Multi-purpose centre	Retief Ville	800 people	Youth women and older person need to get a place where they can operate
15.	Establishment of community vegetable garden	All six areas	Ward 10	Most people do not work. This will be part of poverty alleviation.

**WARD 11: VACANT**

#	Description	Specific Area	Value/Number	Comment
1.	Housing	Ezinkonjaneni		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		People living in RDP housing but have access to water. They have to rely on jojo tanks.
3.	Sites & stands	Ezinkonjaneni		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.
4.	Crèche	Eziphunzini Ezinkonjaneni	2	Kids travel long distances to crèche and parents don't have money for transport.
5.	Clinic	Ezinkonjaneni	1	The residents have to visit the clinic in town which is always full.
6.	Cemetery	Ezinkonjaneni	1	Ward 14 is far as it is the only ward with cemetery
7.	Street lights	Ezinkonjaneni Eziphunzini	Whole ward	The crime rate is more at night
8.	Church sites	Ezinkonjaneni Eziphunzini	2 2	People work long distances to get to church
9.	Community hall	Ezinkonjaneni	1	The whole township has only one hall and the community is too big for the hall now.
10	Dumping site	Ezinkonjaneni	1	The waste tractors don't collect in our area.

**WARD 12: COUNCILLOR VUNDLA**

#	Description	Specific Area	Value/Number	Comment
1.	Road surfacing And storm water	Richards bay, Sbetha, Mafred, Long homes and eMaphayinini		Road is in a bad condition
2.	Tarring of roads to business areas	Richards bay business area	2	For easy access during rainy season
3.	Street humps	Long homes tar road and Thanda business road.	3	Speeding cars and buses are killing the community
4.	Residential sites / RDP's	Ward 12	1200	Lack of sites for ward 12 residents
5.	Fencing of grave yard	Richards bay cemetery	1	To prevent vandalism of tombstones.
6.	Pedestrian bridge	Thandakukhanya to Phola Park.	1	To be used by school learners and disabled in accessing school and disable community centre
7.	Clinic	Sthuli Hleza	1	There is no clinic in the area to access basic health facilities.
8.	Library	Sthuli Hleza	1	There is no Library to access basic information.
9.	Fencing of Community garden	Mafred Homes	1	The garden needs to be fenced to prevent theft of vegetables
10.	Sewerage	Mafred Homes	1	The sewage system is spilling on the road, therefore if it can be attended to, it can be mitigated.
11.	New Street	Emaphayinini	1	This street will make easy access to houses.
12.	Filling up of the hole	Emaphayinini	1	The hole is a big risk for the kids.

**WARD 13: VACANT**

#	Description	Specific Area	Value/Number	Comment
1.	Water	Entire ward		There is no water in the area, currently the community uses jojo tanks.
2.	Water borne toilets	Ext 5 (eziphunzini)	300	The VIP toilets smell too much in such a densely built area
3.	Electricity	Ext 5 (eziphunzini)	1000	Too much crime
4.	Grading roads	Whole ward		Gravel roads need grading every now and then.
5.	Ground	Ext 5	1	No sports activities.
6.	Clinic	Ext 5 (kwaMlungu)	1	One existing clinic and big population.
7.	Hall	Ext 5	1	To hold meetings and to have big events.
8.	Crèche	Ext 5	1	There is no crèche available
9.	Orphanage place	In between zone 4&5	1	No orphanage place at all.
10.	Old age	In between zone 4&5	1	No old age place at all.
11.	Places for car wash	Ext 5	1	Nothing at all

**WARD 14: VACANT**

#	Description	Specific Area	Value/Number	Comment
1.	Water	Mangosuthu, Phoswa Velvadin A part of Phola Park		People are drinking water from the dam together with animals
2.	Sewer	Polla Park Phoswa Mangosuthu		Unfinished RDP No survey No survey
3.	Apollo Electricity Crime reduction	Welverdien Phoswa Mangosuthu	2 3 4	Crime hot spot during the night due to no lights (darkness)
4.	Police satellite Offices	Between Phola park and Mangosuthu (Skeyfin)	1	SAPS take a long time to reach scene when called.
5.	Skill & Development Centre	Ward 14	1	To Develop Co-ops
6.	Piece of land (old age home)	Ward 14	1	Where old age and orphan will be accommodated.
7.	Primary school	Ward 14	1	Over flow number of children doesn't have access to school.
8.	ABET school	Mzamo primary school	1	No venue available to accommodate this people
9.	Concrete drive way	Ward 14 Phola park	Whole street	Difficult to enter the yard with a car
10.	Sport facilities	Ward 14	1	To keep youth busy & being away from drugs.
11.	Business site Church site	Ward 14		Are there but not given to the public.
12.	VIP toilets	Phoswa Mangosuthu Phola park		No infrastructure.
13.	Township Establishment	Phoswa and Mangosuthu		Part of the area has not been surveyed and formalized and that makes service delivery difficult.

**WARD 15: COUNCILLOR B H MTSHALI**

#	Description	Specific Area	Value/Number	Comment
1.	Boreholes (Water)	Entire Ward		Existing boreholes are too far from others. People are drinking unhealthy water. Water trucks are needed to deliver water.
2.	Toilets	Entire ward		No toilets and people have to use the bushes
3.	Housing	Entire Ward		People staying in mud houses. Most people staying on privately owned land
4.	Electricity	Entire ward		Electricity connections needed in the entire ward
5.	Bridge	Entire ward	10	Children are struggling to go to school, especially in summer when it is raining.
6.	Roads (grading)	Entire ward		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.
7.	Clinic	Mqikane Bears Vibisi	4	Clinic only at eNtombe and is far from other villages.
8.	Sports Field	eNtombe	1	Youth have no grounds for sports entertainment
9.	Crèche	eNtombe		No crèche in the whole area
10.	Furnisher for the hall			The eNtombe hall need to be furnished with chairs and tables

Based on the detailed needs reflected per ward in Table 2, **Table 3** below depicts the spatial distribution of the various developmental needs (per ward) as determined during the consultation process. The needs listed in Table 3 also reflect on provincial competencies and responsibilities (although not exclusively).

**TABLE 3: MKHONDO LOCAL MUNICIPALITY KEY PRIORITY NEEDS AND COMPETENCIES**

IDENTIFIED NEEDS		WARDS														
		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
1	Cemeteries	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x
2	Electricity (Streetlights/Apollo)	x	x	x	x	x	x		x	x	x	x		x	x	x
3	Housing	x	x	x	x	x	x		x	x	x	x		x	x	x
4	Electricity (Household Connection)	x	x	x	x	x	x		x	x	x				x	x
5	Clinics	x	x	x	x	x	x	x	x	x	x					x
6	Satellite Police Station	x	x	x	x	x	x		x	x	x				x	x
7	Roads (Levelling & Grading)	x	x	x	x	x	x		x	x	x					x
8	Agricultural Gardens	x	x	x	x	x	x		x	x		x				x
9	Water	x	x	x	x	x	x		x	x						x
10	Sanitation	x	x	x	x	x	x		x	x						x
11	Speed Humps					x	x	x		x	x	x	x	x	x	
12	Halls	x	x	x			x		x	x	x	x				
13	Stadiums	x	x	x	x	x	x									
14	Roads (Tarring)							x			x	x		x	x	
15	Stands / Sites					x	x				x	x				
16	Halls (Furnishing & Fencing)				x	x										x
17	Old Age Homes										x					
18	Orphanage			x				x						x		
19	Township Establishments			x	x		x				x				x	

Following from the above, the most common issues that were raised and which still remain major challenges in the Mkhondo municipal area include the following:

DEVELOPMENT CHALLENGE/NEED	DETAIL
Township Establishments	Most of the informal settlements are not formalised, hence this hinders development in those areas.
Water	<p>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 illness such as diarrhoea.</p> <p>There were wards where borehole infrastructures are available, but these are often not functioning or the water is soiled especially after rains.</p>
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 to 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, are either sporadic or they have ceased to visit at all. Some of the 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.

## 1.5. CONCLUSION: IDP REVIEW 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:

- Information on economic aspects, land use and transport is not available, but urgently required for development planning that meets the needs of communities in a sustainable way.
- The municipality is not getting all the funds that are due to it. This needs to be investigated as a matter of urgency to enable it to do more for communities. The municipality needs to engage with provincial government, 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).

## 2. SITUATIONAL ANALYSIS

### 2.1. MKHONDO MUNICIPAL PROFILE

#### 2.1.1 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 2**. 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 offices of the Mkhondo Local Municipality are located in Piet Retief town in the central part of the municipal area.

The municipality extends over an area of approximately 5000km<sup>2</sup> and accommodates just over 100 000 people residing in 15 wards. As reflected on **Figure 3** the area includes the following urban nodes:

- Piet Retief
- 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 Piet Retief/eThandakukhanya (see **Figure 4**). Piet Retief 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. Three major sawmills are located just outside Piet Retief, including Mondi, Tafibra and Bison Board 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, and hence taps into several sources for 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 Piet Retief and is largely a dormitory town, though in general it has access to engineering and social infrastructure. However, economically it depends on Piet Retief and the surrounding forestry and rural areas.

The second higher order urban area in Mkhondo is Amsterdam/KwaThandeka (**Figure 5**), which is situated at the intersection of road R65 from Ermelo to Swaziland, and road R33 from Carolina to Piet Retief. The town is situated amidst the forestry zone of the district and therefore found its origins 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 only basic needs are met. Rural nodes include, amongst others, Driefontein, KwaNgema (see **Figure 6**), Dirkiesdorp (**Figure 7**) Iswepe, Rustplaas and eNtombe (refer to Figure 3).

### 2.1.2 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 as is clearly visible from Figure 1. It stretches across the entire eastern and central regions and tapers out to the west of Piet Retief. 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 the Mondi wetlands project which aims to protect and rehabilitate important wetlands in South Africa. SAFCOL have 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 on their behalf, as the municipality holds no expertise regarding forestry.

### 2.1.3 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 lesser extent of cultivated agricultural land can be partly explained by a much lower soil fertility in this municipality when compared to soil fertility in more westerly municipalities.

### 2.1.4 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 Boards 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 Piet Retief 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 (tribal) land adjacent to the dam.

### 2.1.5 TRANSPORT NETWORK

The N2 is the only national road which traverses the area (refer to Figure 3). 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 needs to be maintained given its important connecting role. Three provincial roads traverse the area. These include:

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

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 or parcel transport.

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

### 2.1.6 ENGINEERING SERVICES

#### **Water Provision**

Sixty nine percent of households within the Mkhondo municipal area have direct access to clean reticulated water either in-house or on site. The remaining 31% of the population obtains water from streams, rivers or boreholes. It is a challenge for the Municipality to provide access to clean water for all citizens; however the Municipality is in a process of addressing the water provision backlog, together with the lack in sanitation services, to avoid serious environmental and health risks.

#### **Sanitation Services**

Sanitation services differ substantially throughout the area. Most of the newer urban areas have access to full sanitation reticulation e.g. Piet Retief, eThandakukhanya and Amsterdam ext 2 and 3, while the older urban areas still rely on septic tanks. A large percentage of the population (49%) (urban and rural) in this municipal area still rely on pit latrines, or chemical toilets, while 21% 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.

## Electricity

Slightly over 50% of households in urban areas obtain electricity from the MLM; the remainder of the urban areas rely on candles for lighting and paraffin, gas and other sources for energy. ESKOM supplies electricity to the rural areas.

**Figure 8** spatially depicts the areas within the municipality with the largest service backlogs. From this it is evident that the largest concentrations of service backlogs are recorded around Piet Retief/eThandakukhanya, Amsterdam/kwaThandeka, and Driefontein/kwaNgema.

### 2.1.7 SOCIAL/COMMUNITY SERVICES

There are several primary schools distributed widely throughout the area. These are not only centered in the urban areas, but generally also cover the rural areas, which is appropriate given the high percentage of rural based people (refer to **Figure 9**) residing in the Mkhondo area.

There are 15 secondary schools in the municipal area of 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 only one hospital in the municipal area which is located in Piet Retief. In addition there are 10 other health facilities which are mainly clinics. Of these, 3 of the facilities are located in Piet Retief and the other 7 distributed in the area, there are 2 Alcohol and Drugs rehab centres, 2 old age homes, 2 disabled centres and 2 orphanages. 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 4 police stations and 3 post offices in the Mkhondo municipal area (see **Figure 10**).

### 2.1.8 DEMOGRAPHIC AND SOCIO-ECONOMIC PROFILE

**Table 4** below compares the population numbers per municipality and per district in Mpumalanga Province between 2001 and 2007, while **Table 5** reflects the Mkhondo population distribution per ward.

**TABLE 4: POPULATION PER LOCAL AND DISTRICT MUNICIPALITY, 2001 VS 2007**

Region	Census 2001	%	%	Census 2007	%	%	Increment 2001 - 2007	Growth p.a. 2001 - 2007
<b>Mpumalanga</b>	<b>3,365,885</b>	<b>100%</b>		<b>3,643,435</b>	<b>100%</b>		<b>277,550</b>	<b>1.3%</b>
<b>Gert Sibande DM</b>	<b>900,007</b>	<b>27%</b>	<b>100%</b>	<b>890,698</b>	<b>24%</b>	<b>100%</b>	<b>-9,309</b>	<b>-0.2%</b>
Albert Luthuli Local Municipality	187,936		21%	194,083		22%	6,147	0.5%
Msukaligwa Local Municipality	124,812		14%	126,268		14%	1,456	0.2%
Mkhondo Local Municipality	142,892		16%	106,452		12%	-36,440	-4.8%
Seme Local Municipality	80,737		9%	65,932		7%	-14,805	-3.3%
Lekwa Local Municipality	103,265		11%	91,136		10%	-12,129	-2.1%
Dipaleseng Local Municipality	38,618		4%	37,873		4%	-745	-0.3%
Govan Mbeki Local Municipality	221,747		25%	268,954		30%	47,207	3.3%
<b>Nkangala DM</b>	<b>1,018,826</b>	<b>30%</b>	<b>100%</b>	<b>1,226,501</b>	<b>34%</b>	<b>100%</b>	<b>207,675</b>	<b>3.1%</b>
Delmas Local Municipality	56,208		6%	50,455		4%	-5,753	-1.8%
Emalahleni Local Municipality	276,413		27%	435,217		35%	158,804	7.9%
Steve Tshwete Local Municipality	142,772		14%	182,503		15%	39,731	4.2%
Emakhazeni Local Municipality	43,007		4%	32,840		3%	-10,167	-4.4%
Thembisile Local Municipality	257,113		25%	278,517		23%	21,404	1.3%
Dr JS Moroka Local Municipality	243,313		24%	246,969		20%	3,656	0.2%
<b>Ehlanzeni DM</b>	<b>1,447,052</b>	<b>43%</b>		<b>1,523,288</b>	<b>42%</b>		<b>76,236</b>	<b>0.9%</b>
Thaba Chweu Local Municipality	81,681		6%	87,545		6%	5,864	1.2%
Mbombela Local Municipality	476,593		33%	527,203		35%	50,610	1.7%
Umjindi Local Municipality	53,744		4%	60,475		4%	6,731	2.0%
Nkomazi Local Municipality	334,420		23%	338,095		22%	3,675	0.2%
Bushbuckridge Local Municipality	497,958		34%	509,970		33%	12,012	0.4%
Ehlanzeni DMA	2,656		0%	2,948		0%	292	1.8%

Source: STATS SA







































TABLE 5: POPULATION PER WARD











































































		2001	Percentage	2007
Ward 1	Driefontein	4754	3.3%	3542
Ward 2	Rural	8088	5.7%	6026
Ward 3	Dirkiesdorp/kwaNgema	15 925	11.1%	11 865
Ward 4	Iswepe	10 343	7.2%	7706
Ward 5	Amsterdam/KwaThandeka	9501	6.6%	7079
Ward 6	Rustplaas	9759	6.8%	7271
Ward 7	Piet Retief	12 303	8.6%	9166
Ward 8	Rural	12 262	8.6%	9136
Ward 9	Moolman/Sulphur Springs	14 475	10.1%	10 785
Ward 10	Thandakukhanya	4754	3.3%	3542
Ward 11	Thandakukhanya	2849	2.0%	2123
Ward 12	Thandakukhanya	4699	3.3%	3501
Ward 13	Thandakukhanya	4634	3.2%	3453
Ward 14	Rural	10 997	7.7%	8193
Ward 15	eNtombe	17 544	12.3%	13 071
<b>Total (Mkhondo Local Municipality)</b>		<b>142 884</b>	<b>100.0%</b>	<b>106 458</b>
<b>DC30: Gert Sibande District Municipality</b>		<b>900 010</b>		<b>890 697</b>

- From Table 4 it is evident that the Gert Sibande District recorded a net reduction in population (-9309 people) between 2001 and 2007, while both Nkangala District and Ehlanzeni District showed an increase.
- Within the Gert Sibande District the Mkhondo Local Municipality showed the largest decline in population during this period (-36 440 people).
- Based on these figures the Mkhondo Municipality has an estimated population of 106 452 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 5 which indicates that the rural wards (wards 4, 9 and 13) have significantly larger populations than the urban wards in Mkhondo Municipality.

**Table 6** 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 6: SALIENT DEMOGRAPHIC FEATURES OF MKHONDO LOCAL MUNICIPALITY, 2001 VS 2007**

		2001	%	2007	%	Comments
<b>Total Population</b>		 142,897		 106,457		<b>Population decreased by 36,440 people</b>
<b>Average Growth p. a. (%) 2001 - 2007</b>				<b>-5%</b>		
<b>Population Group</b>	African	 136,241	95%	 101,256	95%	Majority of population is African. The only increase was experienced in the Coloured population.
	Coloured	 603	0%	 772	1%	
	Asian	 840	1%	 306	0%	
	White	 5,213	4%	 4,123	4%	
	<b>Total</b>	<b>142,897</b>	<b>100%</b>	<b>106,457</b>	<b>100%</b>	
<b>Households</b>		 28,899		 29,927		Household size decreased and number of households increased.
<b>Household size</b>		<b>4.9</b>		<b>3.6</b>		
<b>Age</b>	0-4	18,584 	13.0%	14,342 	13.5%	A slight decrease in the % school going children was recorded.
	5-9	18,244 	12.8%	13,458 	12.6%	
	10-14	19,621 	13.7%	13,275 	12.5%	
	15-19	18,125 	12.7%	12,854 	12.1%	
	20-24	12,003 	8.4%	10,440 	9.8%	
	25-64	50,642 	35.4%	37,787 	35.5%	
	65+	5,671 	4.0%	4,295 	4.0%	
	<b>Total</b>	<b>142,890</b>	<b>100.0%</b>	<b>106,451</b>	<b>100.0%</b>	
<b>Gender</b>	<b>Male / Female</b>	<b>47 : 53</b>		<b>46 : 54</b>		% Males decreased.
<b>Highest Education</b>	No schooling	 31,419	22%	 12,681	12%	A definite increase in the number of people with a Tertiary education occurred.
	Primary School	 53,736	38%	 35,158	33%	
	Secondary School	 36,543	26%	 36,275	34%	
	Certificate / Diploma	 2,032	1%	 4,480	4%	
	Degree	 575	0%	 886	1%	
	Not applicable	 18,584	13%	 16,970	16%	
<b>Total</b>		<b>142,889</b>	<b>100%</b>	<b>106,450</b>	<b>100%</b>	

		2001	%	2007	%	Comments
<b>Total Population</b>		 142,897		 106,457		<b>Population decreased by 36,440 people</b>
<b>Average Growth p. a. (%) 2001 - 2007</b>				<b>-5%</b>		
<b>Gender</b>	<b>Male / Female</b>	<b>47 : 53</b>		<b>46 : 54</b>		% Males decreased.
<b>Employment Status</b>	Not Economically Active Population (incl <15 and >65)	98,159 	69%	71,094 	67%	The % of economically active population increased.
	Economically Active Population	44,737 	31%	35,362 	33%	
	<b>Total Population</b>	<b>142,896</b>	<b>100%</b>	<b>106,456</b>	<b>100%</b>	
	Employed	24,251 	54%	20,053 	57%	% Unemployment decreased.
	Unemployed	20,486 	46%	15,309 	43%	
	<b>Total Economically Active</b>	<b>44,737</b>	<b>100%</b>	<b>35,362</b>	<b>100%</b>	
<b>Average annual individual income</b>		<b>R 437.77</b>		<b>R 1,281.54</b>		
<b>Type of dwelling</b>	Houses	 9404	33%	 19924	67%	Number of houses increased significantly, whilst the Traditional units and Informal Units decreased.
	Traditional Dwellings	 14974	52%	 9188	31%	
	Flats/Rooms	 598	2%	 234	1%	
	Simplex; Duplex; Triplex	 233	1%	 154	1%	
	Backyard Units	 921	3%	 365	1%	
	Informal	 1654	6%	 62	0%	
	Other	 1115	4%	 0	0%	
	<b>Total</b>	 <b>28899</b>	<b>100%</b>	 <b>29927</b>	<b>100%</b>	
<b>Source of Lighting</b>	Electricity	 10209	35%	 20745	69%	Households having access to electricity more than doubled in the period.
	Gas	 176	1%	 32	0%	
	Paraffin	 294	1%	 285	1%	
	Candles	 17986	62%	 8711	29%	
	Solar	 39	0%	 48	0%	
	Other	 204	1%	 105	0%	
	<b>Total</b>	<b>28908</b>	<b>100%</b>	<b>29926</b>	<b>100%</b>	
<b>Refuse disposal</b>	Removed by local authority at least once a week	 9243	32%	 12572	42%	Regular removal of refuse increased significantly, whilst households with no rubbish removal service decreased.
	Removed by local authority less often	 482	2%	 148	0%	
	Communal refuse dump	 528	2%	 519	2%	
	Own refuse dump	 12362	43%	 12187	41%	
	No rubbish disposal	 6293	22%	 4501	15%	
	<b>Total</b>	<b>28908</b>	<b>100%</b>	<b>29927</b>	<b>100%</b>	
<b>Toilet facilities</b>	Flush toilet (connected to sewerage system)	 8462	29%	 12955	43%	Households connected to a sewerage system increased significantly. An increase was also noticed in pit latrines and bucket systems.
	Flush toilet (with septic tank)	 721	2%	 124	0%	
	Chemical toilet	 253	1%	 0	0%	
	Pit latrine with ventilation (VIP)	 2152	7%	 4553	15%	
	Pit latrine without ventilation	 10020	35%	 4234	14%	
	Bucket latrine	 1076	4%	 3213	11%	
	None	 6224	22%	 4847	16%	
	<b>Total</b>	<b>28908</b>	<b>100%</b>	<b>29926</b>	<b>100%</b>	
<b>Main water supply</b>	Piped water inside dwelling/Yard	 10795	37%	 20169	67%	Access to running water inside yards increased significantly.
	Piped water from access point outside the yard	 8704	30%	 3734	12%	
	Borehole/Spring/Rainwater tank	 2737	9%	 2971	10%	
	Dam / Pool/River/Stream	 5314	18%	 2382	8%	
	Water vendor	 475	2%	 193	1%	
	Other	 883	3%	 477	2%	
	<b>Total</b>	<b>28908</b>	<b>100%</b>	<b>29926</b>	<b>100%</b>	

- The 106 457 people residing in the Mkhondo Municipality represent about 29 927 households at an average household size of 3,6.
- An estimated 36% of the population is in the age bracket 25-65, while there was a slight decrease 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 high at 43%, but it did show a 3% reduction from 2001.
- The average annual income per individual increased by almost 150% to R1281,54, but is still very low in national context.
- The number of households residing in formal houses increased to about 67% (from 33% in 2001).
- Households having access to electricity more than doubled during this period, with an estimated 69% of all households having access to electricity.
- Households with sanitation services below RDP level decreased from 61% to 41% (pit latrines, bucket latrines and no systems).
- The number of households with access to piped water inside the dwelling/yard also increased drastically from 10 795 in 2001 to 20 169 in 2007 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 36% and community services at 18%.
- These sectors are followed by trade at 13% and manufacturing at 12%.
- 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 83% of households earn less than R3500.00 per month. These households 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.

### 2.1.9 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 (**Figure 11**):

- 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;
- Piet Retief 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.

### 2.1.10 INSTITUTIONAL ARRANGEMENTS, ROLES AND RESPONSIBILITIES

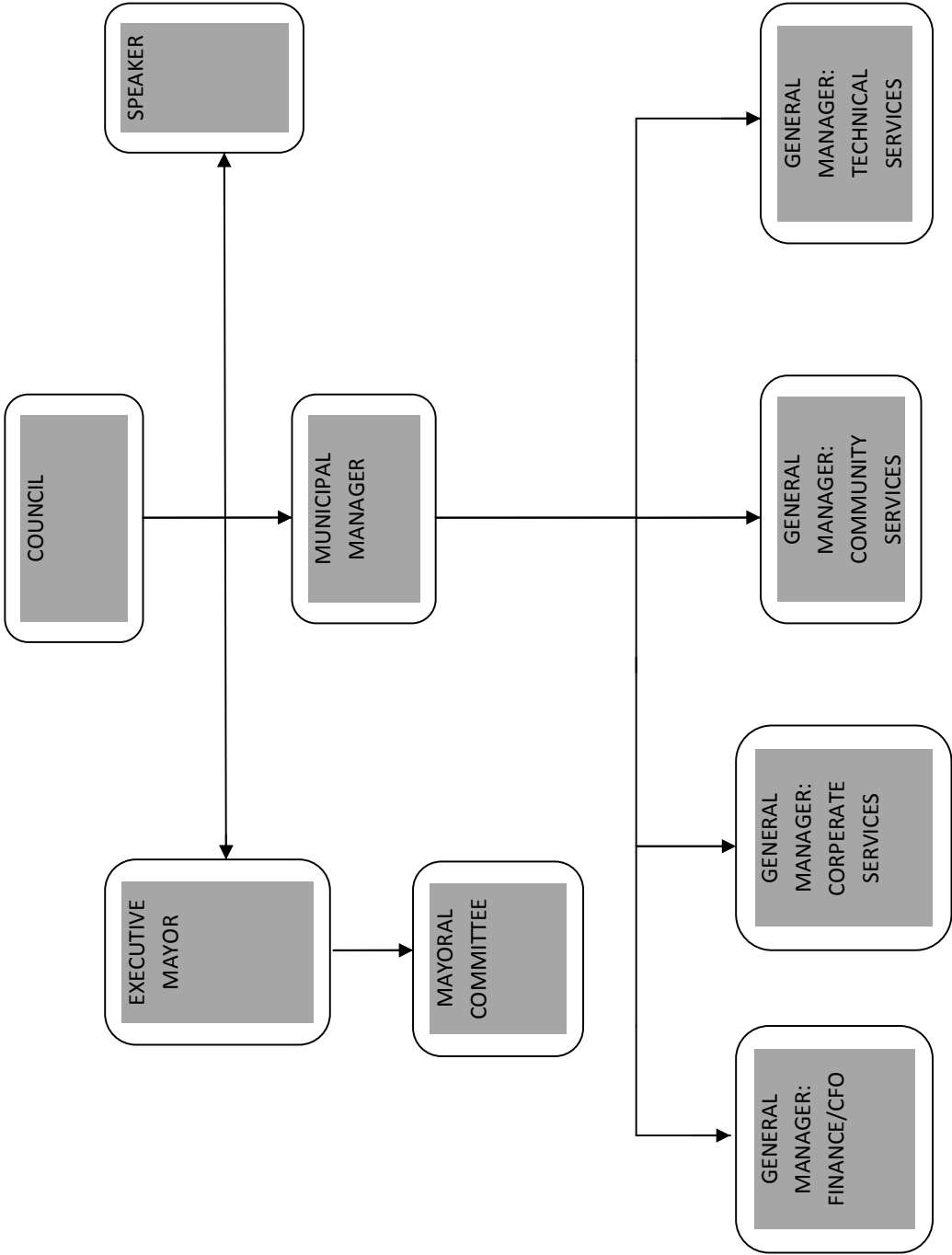
**Figure 12** depicts the organizational structure of the Mkhondo Municipality. The political component of the municipality comprises Council, which is represented by 4 full time and 26 part time councillors.

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 423 positions of which a number of positions are currently vacant including section 57 Managers (HODs). It needs to be noted that the Municipality is in a recovery phase therefore cost cutting measures need to be put in place.

It is also suggested that Public Safety and Community Services Department be brought together (merge) as they both seem to have the same focus. It was also highlighted that the municipality should have General Managers instead of Directors and Senior Managers instead of Deputy Directors.

FIGURE 12: MKHONDO ORGANISATIONAL STRUCTURE



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

#### **Office of the Executive Mayor**

- Administration
  - Typing
  - Answer telephone
  - Bookings for the mayor
  - Write minutes of meetings held by the 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

#### **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 of 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

#### **Office of the Municipal Manager**

- Administration
  - Typing
  - Write minutes held by the Municipal Manager
  - Arrange appointments for the Municipal Manager
  - Bookings for the Municipal Manager
  - Write minutes of meetings held by the Municipal Manager
  - Filling 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
- 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

### **Corporate Services**

- Administration
  - Facilitation of meetings (Council, Mayoral Committee, Management, Bid Committee, Portfolio Committee)
  - Records management
  - General office correspondence
  - hiring of halls
  - Libraries – render library services to the community
- 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)
- 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
- Town Planning
  - Town Planning – Land use management
  - upgrading of informal settlements,
  - Administration and approval of new developments.
- Information and Communication Technology

- IT: Managing of the Municipality's information system, upgrading of software, hardware & operating systems.

### **Financial Services**

- Compilation of Municipal Budgets
- General Accounting
- Financial Management
- Supply Chain Management
- Fleet Management
- Asset Control Management
- Financial reporting

### **Engineering 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.

### **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
  - Inspection of health care centre, pre schools and places of care
  - Waste management
  - Primary Health Care Services

- Fire and Disaster
  - 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 complains (animal related)
- License Office
  - Booking and issuing of learners and drivers licenses
  - Issuing and renewal of drivers license cards
  - Registration of motor vehicles
  - Processing applications and issuing of PrdP
  - Capturing of Section 56 and 341 and warrants of arrest
  - Issuing of permits
  - Renewal of vehicles
  - Application and issuing of Instructor's certificates
  - Collection of fees from hawkers
  - Business licenses
  - Discontinuing of vehicles
  - Weighbridge
- Traffic Department
  - Issuing of traffic fines
  - Special duties – vehicle checks, working with SAPS at road blocks
  - Attend accident scenes
  - Mayoral duties
  - Escort duties – Abnormal vehicles, Funerals and VIP
  - Testing Station
  - Examinations of drivers and learners licenses by Examiners
  - Eye tests and finger prints for drivers 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 Plan. An Integrated Environmental Management Framework/Plan and Spatial Development Framework are in the process of being developed, while the following plans are not yet drafted: Disaster Management Plan, Air Quality Management Plan, and Municipal Health Plan.

### Financial Summary

The Mkhondo Local Municipality in the 2010/11 financial year Projected revenue from a variety of sources as reflected below:

<b>Mkhondo Revenue 2010/11</b>	
Equitable Share	R62 971 000
MSIG	R750 000
MIG	R40 495 000
NED	R7 405 000
Own Revenue	R140 482 000

During the 2010/11 financial year the Capital Expenditure of the Mkhondo Municipality total R61.3 million of an operational budget of R213, 8 million, Capital Budget being 29% of OPEX budget.

The summary below indicates the operational budget of the municipality for the year 2010/2011:

#### 1. SUMMARY BUDGET 2010/11

	2009/10	2010/11	% Change
	R (M)	R (M)	
<b>Revenue</b>	<b>176.4</b>	<b>213.9</b>	<b>21.3%</b>
Grants	63.1	73.3	16.2%
Rates	24.0	23.9	-0.4%
Electricity	45.7	64.2	40.5%
Forestry	13.9	16.1	15.8%

Other	29.7	36.4	22.6%
<b>Expenditure</b>	<b>176.4</b>	<b>213.8</b>	<b>21.2%</b>
Salaries	65.9	73.5	11.5%
Eskom	33.2	58.0	74.7%
Repairs & Main	15.8	11.9	-24.7%
General Expenses	61.5	68.1	10.7%
Capital contributions	3.3	2.3	-30.3%

**Notes**

- Year to Year Growth of 21.3% growth
- Eskom average increases of 35% and 34.8% in 2010/11
- SALGA agreement stipulates a salary increase of 8.48% for the following financial year.
- Cost Cutting Measures will continue this financial year as Mkhondo Municipality is on a Recovery path.

**OPERATING INCOME - MAIN VOTES**

Total projected **operating income R213.8m** has been budgeted for in 2010/11 financial year.

**Revenue by Source**

Narration	Amount	%
Property rates	23,883,294	11.17%
Service Charges-Electricity	64,288,877	30.07%
Service Charges-Water	8,576,428	4.01%
Service Charges-Sanitation	5,483,155	2.56%

Service Charges-Refuse Removal	5,884,476	2.75%
Sale of Wooden Products	16,135,594	7.55%
Licences and permits	4,985,440	2.33%
Interest Earned – Investments	500,000	0.23%
Fines	3,000,000	1.40%
Grants	73,346,000	34.30%
Other Income	7,745,397	3.62%

<b>TOTAL</b>	<b>213,828,661</b>	<b>100.00%</b>
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**OPERATING EXPENDITURE - MAIN VOTES**

Total projected **operating expenditure R213.8m** has been budgeted for in 2010/11 financial year

**Expenditure by Type**

Narrations	Value	%
Employee Related Costs	69,109,901	32.33%
Remuneration of Councillors	4,366,806	2.04%
Finance Charges	1,397,983	0.65%
Bulk Purchases - Eskom	58,000,000	27.13%
Grants expenditure	18,111,520	8.47%
Repairs and Maintenance	11,854,360	5.54%
General Expenses	48,599,993	22.73%
Capital Contributions	2,346,600	1.10%
<b>TOTAL</b>	<b>213,787,162</b>	<b>100.00%</b>

**MKHONDO MUNICIPALITY PROJECT**

PROJECT DETAILS	BUDGET	2010/11
	Rands	
Township Establishment	2 346 600	

**Notes:**

1. The township establishment will be in following areas:
  - eThandakukhanya: extension 8
  - Phoswa
  - Orsloop
  - Dirkiesdorp
2. Mkhondo to provide R2 346 600 equal to 56% and DBSA will provide R1 843 757 being 44% of the Funds for this Projects.

**1.2 TOTAL OPERATING BUDGET**

<b>DETAILS</b>	<b>BUDGET 2010/11 Rands</b>
<b>Revenue</b>	
Equitable Share	73 346 000
Rates and Other income	140 482 661
<b>TOTAL REVENUE BUDGET</b>	<b>213 828 661</b>
<b>Expenditure</b>	
Salaries, Wages and Allowances	69 109 901
Remuneration of Councilors	4 366 806
General Expenses	48 599 993
Eskom Bulk purchases	58 000 000
Repairs and Maintenance	29 965 880
Finance Charges	1 397 983
Capital Contributions	1 500 000
<b>TOTAL EXPENDITURE BUDGET</b>	<b>213 787 163</b>

**QUARTELY TARGETS**

	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Revenue	68,631,846	56,999,537	49,384,946	38,812,332
Operating Expenditure	60,195,751	47,468,597	47,632,617	58,490,197
Capital Expenditure	6,495,000	11,000,000	13,000,000	34,846,600

Revenue  
Operating Expenditure  
Capital Expenditure

## 2.2. 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.

### 2.2.1 STRENGTHS

- Strategic location of municipality – central from Maputo, Swaziland, Durban, Nelspruit, Johannesburg and Pretoria ( $\pm 300\text{km}$  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);
- Municipal Land Available for development;

### 2.2.2 WEAKNESSES

- Municipality is currently under 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;
- 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;
- 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 within and outside the organization (excessively intricate systems complicate IGR); also of stakeholder management.
- Poor Traffic Management.

### 2.2.3 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; Key partners have already been identified

### 2.2.4 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/ 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.
- Limited support and co-operation from Government departments;
- Unequal access to economic opportunities (especially for youth);
- Illiteracy and low levels of education;
- Lack of formalised public transport system;
- Spatially not connected to economic hubs;

### 2.3. CONCLUSIVE SUMMARY: 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 a 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. Staff is not held accountable which could partially be afforded to the absence 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, and apparently the State buys land for the purpose of helping Municipalities, but the disposal procedure of the land takes a while.

A spatial difficulty particularly related to Mkhondo is that quite a number of communities are outlying, spatially distant from each other, 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. The multitude of heavy trucks that traverse the area damage the roads such that potholes are a permanent feature of Mkhondo roads. Rural roads and rural access is limited. For safety purposes, there is an urgent need for truck stops and – bypasses. 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 at Piet Retief town needs upgrading. VIP toilets are required for many rural communities (although VIP toilets pose a threat of underground water pollution). Water borne 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 Piet Retief, 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.

## 2.4. SERVICE DELIVERY OBJECTIVES

Against the backdrop of the matters identified and discussed in sections 2.1 to 2.3 above, the following general Service Delivery Objectives should guide and direct the short, medium and long term activities of the Mkhondo Local Municipality:

- Accelerate the provision of Water, Sanitation, Roads and Storm water drainage, and Electricity Services in partnership with key stakeholders to meet millennium targets and improve the living conditions for all.
- Accelerate the provision of quality Municipal Health Services to all communities in line with National Department of Health Guidelines, and to ensure effective, affordable and accessible Municipal Health Services to all.
- Provide a comprehensive Disaster Management, Fire and Emergency Service that will ensure that all communities are safe and can get timely and adequate assistance and responses in time of need.
- Develop and implement a comprehensive Municipal IDP that will address the basic service backlogs, infrastructural shortages, institutional arrangement challenges, capacity building needs, etc., and to strengthen public participation through Izimbizo, IDP Forums and other Communication platforms.
- Facilitate provision of adequate services to meet community needs and stimulate economic growth and development.
- Increase the capacity of the Municipality, promote tourist attraction areas, and increase the participation and beneficiation of the previously marginalised communities in tourism related initiatives.
- Increase the capacity of the Municipality to have a comprehensive public and private transport system in support of Economic Growth and Development.
- Ensure that the Municipality maintain its clean audit record and good financial management.
- Facilitate and support provision of comprehensive services to the communities through Accelerated Service Delivery and ensuring that communities can have access to services which are closer to them.
- To work together with traditional leaders in their area of jurisdiction, to make service delivery easy.

Within the framework created by these Service Delivery Objectives, the following more detailed Sectoral Strategies (refer to chapter 3) towards implementation and service delivery within the municipality prevail.

### 3. SECTORAL STRATEGIES

#### 3.1. SPATIAL DEVELOPMENT FRAMEWORK

##### 3.1.1 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.

##### 3.1.2 KEY ISSUES

Regarding the rural character and relatively stagnant economic base of the municipality, coupled with its large geographic area and Piet Retief 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 upliftment for the local people; and
- Tourism opportunities must be explored.

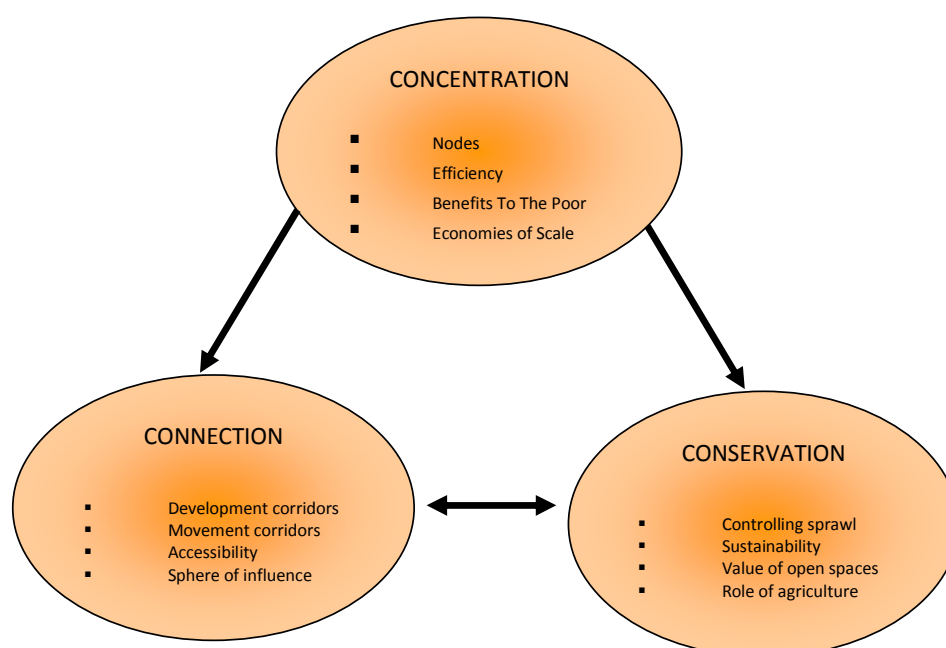
After an analysis of the area, a few key issues were identified. More specific focus areas were investigated in order to guide the SDF interventions. The focus areas were the following:

- 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.

### 3.1.3 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:

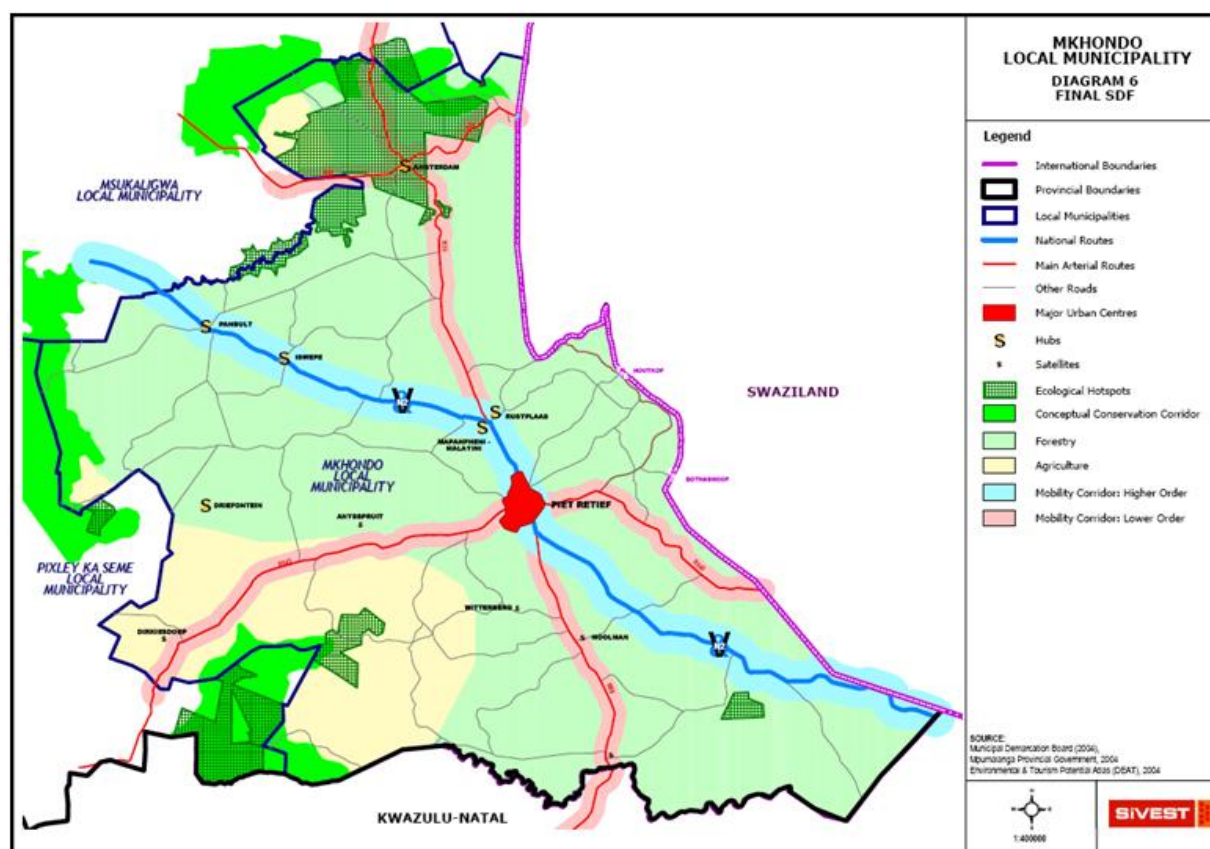


### 3.1.4 STRATEGIES

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. Piet Retief 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 13** which represent the Mkhondo SDF.

Figure 13: Mkhondo SDF (2009)



The corridors that affect Mkhondo are, firstly, the high order mobility corridor that runs through Piet Retief – 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 Piet Retief.

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).

Piet Retief is marked as a Major Urban Centre while the Rural Hubs of Dirkiesdorp, Panbult, Iswepe and Amsterdam are also mapped. Rural satellites are eNtombé, 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 Piet Retief, 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.

### 3.1.5 KEY INTERVENTIONS/PROJECTS

In addition to the broad Strategies, a few SDF related Key Interventions/Projects were set down regarding areas/ 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*

Firstly the main access road from Driefontein to the N2 at Iswepe is to be tarred in order to mitigate its high inaccessibility and 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 Piet Retief*

Given the predicted expansion of Piet Retief, 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 Byson Board and Mondi plants to the current entrance of the town, this will become the new gateway into Piet Retief 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.

#### 3.1.6 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).

## 3.2. LED STRATEGY

### 3.2.1 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.

### 3.2.2 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 are rural,
- high poverty levels,
- high levels of unemployment,
- most of the population have no schooling,
- low skills levels,
- high HIV/AIDS levels, and
- high density.

### 3.2.3 OBJECTIVES

The main objective of the Mkhondo Local Municipality is to align the LED strategy with the District's 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,
- to grow the economy in a sustainable manner, for the benefit of all the communities living in the Mkhondo Local Municipality,
- create employment and increase levels of participation in the economy by all, especially by the previously excluded and presently marginalised, and
- To create a fair, effective and conducive business environment for enterprises and consumers.

### 3.2.4 STRATEGIES

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

- ward development cooperatives as a vehicle,
- micro-economic development strategy,
- align and inform with other strategies,
- poverty reduction,
- create employment opportunities,

- increasing skills levels, and
- create HIV/AIDS awareness.

### 3.2.5 INTENDED OUTCOMES

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

- development of a cooperative 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 the Bio-Diesel Plant at Panbult, which will enhance

Furthermore, there are a number of LED projects which are to be implemented in the Mkhondo area which will assist in addressing some key issues of the LED strategy, one of them being a project of a Truck Stop, initiated by a Youth cooperative called Ubuhlebethu Trading, which the municipality supports. There is also Siyaphambili chicken poultry and farming implemented by Teka Takho Cooperative and Ubuhlebezwe Agricultural Projects and many more within the municipal area. The above mentioned projects have been funded but still required more funds to run their business.

## 3.3. HUMAN CAPITAL STRATEGY

### 3.3.1 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 visions 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 attitudes, skills and abilities of employees contribute to organizational performance and productivity. 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.

### 3.3.2 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, and
- relations with SETAs, FETs etc. Internal stakeholders i.e. councillors, LLF.

### 3.3.3 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 (SHE).

### 3.3.4 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.

### 3.3.5 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.

### 3.4. COMPREHENSIVE RURAL DEVELOPMENT PLAN

#### 3.4.1 INTRODUCTION

The Rural Development Program 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.**

#### 3.4.2 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).

### 3.4.3 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.

#### 3.4.4 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 cooperatives 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.

#### 3.4.5 INTENDED OUTCOMES

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

- increase rural development projects and programs,

- 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.

### 3.5. HUMAN SETTLEMENT AND HOUSING STRATEGY

#### 3.5.1 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.

#### 3.5.2 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.

#### 3.5.3 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.

#### 3.5.4 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,
- hostels conversions and company residences,
- special needs housing programme,
- housing ladder gaps delivery programme,
- secondary property market programme, and
- building standards promotion and enforcement programme.

### 3.5.5 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.

## 3.6. WATER SERVICES DEVELOPMENT PLAN

### 3.6.1 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 water supply 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 km<sup>2</sup>, the supply of adequate drinking water both in terms of quantity and quality

to all inhabitants, many of whom are living in poverty, poses a challenge. Current water resources include the following:

- Surface water resources for the majority of urban and peri-urban areas:
  - Piet Retief from the Assegai 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 who then acts as both 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.

### 3.6.2 KEY ISSUES

Key issues identified recently are the following:

- Many people in the rural areas do not have access to clean drinking water. This is borne out by information in the WSDP that only 74% of households (or 62% of the population) have access to water to at least within 200 m, and
- Although the quality of water produced at the WTW's have improved, the overall water quality is not 'ideal' (WSDP).

### 3.6.3 OBJECTIVES

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

### 3.6.4 STRATEGIES

- Increase available potable surface water by extending WTW's 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.

#### 3.6.5 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.

### 3.7. INTEGRATED TRANSPORT PLAN (DISTRICT)

#### 3.7.1 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.

### 3.7.2 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 Piet Retief. 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 Piet Retief 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.

### 3.7.3 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.

### 3.7.4 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.

#### 3.7.5 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.

### 3.8. DISASTER MANAGEMENT PLAN

#### 3.8.1 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.

#### 3.8.2 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.

#### 3.8.3 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-sectoral response to any form of disaster in a reliable, rapid and effective manner, and
- ensure comprehensive post-disaster recovery, rehabilitation and reconstruction.

### 3.8.4 STRATEGIES

In order to accomplish the preset 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 analyze 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.

#### 3.8.5 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.

## 3.9. LAND USE MANAGEMENT SYSTEM

### 3.9.1 INTRODUCTION

Formerly, prior to 1994, land uses in urban, proclaimed township areas, and land uses within the promulgated town-planning scheme area of a municipality were managed and controlled by Town-planning Schemes promulgated in terms of relevant provincial legislation.

These town-planning schemes, for example the Piet Retief Town-planning Scheme, 1982, applied to the formal, built-up town-areas as municipal legislation to control and manage all land uses allocated to land or individual properties in terms of the applicable town-planning scheme.

Land uses in townships such as kwaThandeka (Amsterdam) were controlled by land use conditions approved during the township establishment process, and applied to the specific township only.

The Mpumalanga Provincial Administration, by means of the Mpumalanga Department of Agriculture, Rural Development and Land Administration is responsible for land use control on farm land in terms of national legislation, delegated to the aforesaid Administration.

Several pieces of legislation controlling land use for which different spheres of government are responsible there for applies to the area of jurisdiction of the Municipality.

The White Paper on Land Use Management and Planning, 2000, identified the challenges and problems inherent in the current system for land use management and control, and made certain proposals in this regard. However, the White Paper has not realized as the proposed Land Use Management Act has not realized.

Local Municipalities therefore has to address the challenges, meaning that land use management systems must be prepared in terms of the current provincial legislation providing therefore, but with due consideration of the principles and directives of the White Paper.

It is therefore expected that each Municipality should prepare and implement a land use management scheme for the area of jurisdiction of the Municipality, applicable to all land and properties within the area of jurisdiction of the Municipality.

The purpose of land use management schemes is *"...to ensure coordinated and harmonious development of the area to which it relates in such a way as will most effectively tend to promote the health, safety, good order, amenity, convenience and general welfare of such area..."*. (Town-planning and Townships Ordinance, 1986).

### 3.9.2 KEY ISSUES

Accepting the fact that the Municipality is to implement a land use management scheme for their area of jurisdiction, the following key issues should be considered and provided for, which issues also motivates the need and necessity of a land use management scheme for the Municipality:

- That the existing town-planning schemes for Piet Retief and Amsterdam is outdated and no longer appropriate within the context of the current political dispensation and government structures, also considering the requirement to increase the number of generating income producing properties for the Municipality.
- Rural areas and communities are currently not subject to any form of land use control or management, and also have no understanding of the need and necessity of a land use management system, and how it affects such communities.
- Unacceptable land uses not compatible with each other, and that may cause conflict establishes as a result of the absence of appropriate land use management schemes, and especially the lack of and absence of enforcement, and the lack of understanding of the need and necessity of land use management in and for communities by enforcers.
- The lack of ability to process and decide on land use applications, and especially the time it takes to deal with such applications as delays result in the loss of opportunity, loss of development to extend the municipal income source, lack of investment, and increased costs for investors relating to the aforesaid. There should not be a backlog in dealing with and finalization of land use applications.
- The absence off, or the existence of an inappropriate record system or data base of all approved land use applications for township establishment, rezoning, consent use applications, and subdivision.
- The ability of rural communities to understand and/or accept the existence and application of land use management schemes in their areas, which is mostly of an informal nature, especially when formalization should take place. A land use management scheme is an unknown concept within the context of their conditions and circumstances.

- The lack of land use and development policies within the urban areas and other areas to assist in decision making, such as policies for density, subdivision, and guest houses.
- Land invasion and informal settlements establishes in the absence of land use management schemes and appropriate enforcement to prevent land invasion and informal settlements in areas where it is not conducive to development.

### 3.9.3 OBJECTIVES

- To prepare and implement a new land use management system appropriate to the Mkhondo Local Municipality, and to substitute existing town-planning schemes.
- Inform urban and rural communities of the need, necessity and desirability of a land use management scheme to protect the environment and individual property rights.
- To increase enforcement capacity and ability within the Municipality.
- To establish a capable and experienced, independent town-planning section to process and deal with town-planning applications and matters without delays, thereby increasing income generating potential.
- Establish purposeful, reliable and a well managed record system, data base and geographic information system.
- Inform all relevant communities of the need, necessity and desirability of land use management systems when appropriate and applicable.
- Formulate land development and land use policies for all relevant uses, planning and development components.
- To prevent land invasion and the establishment of informal settlements where it is in conflict with sound planning principles, and not compatible with other uses and activities.

### 3.9.4 STRATEGIES

- Appoint experienced consultants to prepare an appropriate land use management scheme for the Mkhondo Local Municipality to substitute existing town-planning scheme(s).
- Inform rural communities and other communities of the need and necessity of land use management schemes when informal or other settlements are formalized, or when a land use management scheme is prepared for the Municipality.
- Budget for and appoint a sufficient number of enforcers with appropriate experience and knowledge to enforce land use control, and capacitate relevant enforcers in terms of legal aspects and implications.
- Assess the current situation where town-planning functions fall under Technical Services, and investigate the possibility and implications to establish an independent town-planning directorate with a manager to focus on the town-planning issues and needs.
- Within the context of the Municipality's record system, establish a reliable and purpose written computerized and electronic town-planning data base and information system that can be linked to other internal systems of the Municipality for valuation purposes, rating purposes, and land use control and management.

- Inform rural and other communities of the necessity, implications and responsibilities resulting from land use management systems when such communities are formalized as it also capacitates beneficiaries in terms of ownership, economic empowerment and liability. Formalization projects must include strategies to inform and capacitate beneficiary communities.
- Budget for the formulation of planning and development policies in crucial areas where it is needed and required within the context of current land use management schemes, and within the context of a proposed land use management scheme to ensure proper and sound development.
- Establish an appropriate land use management scheme linked to a spatial development framework to prevent unacceptable land invasion and informal settlement, and inform all communities of such land use management schemes and planning directives and policies.

### 3.9.5 INTENDED OUTCOMES

- An updated and appropriate land use management systems that will address the challenges faced by the Municipality in terms of land use management, and ensure a sound basis for development to achieve the general purposes of a land use management system for the Municipality.
- An informed community, both formal and informal, understanding the need and necessity of a land use management system and to gain acceptance of formal land use management systems.
- An effective and functioning law and land use enforcement unit to ensure a well functioning municipality.
- An effective and well-functioning independent municipal directorate responsible for planning and development to contribute to the development and successes of the Municipality, and improve service delivery within the Municipality.
- An effective data base system on which the Municipality can rely for decision-making and to render all the required services, and on which the public and communities can rely for decision-making and information.
- An informed community to know why a land use management system is required, and exercise their democratic rights in the acceptance of a land use management system and participation therein.
- Development policies known to the Municipality and their enforcers in considering land use applications and decision-making, and the public and communities informed of their rights in land development applications.
- A land use management system that will allow the Municipality to inform communities in respect of land development objectives to direct development and settlement, prevent unacceptable land invasion and informal settlement, and support the Municipality in actions against land invasion and informal settlement.

A land use management scheme for a municipal area is an important tool to control and direct development in all communities. It establishes a sound and effective base for income generation from properties.

A land use management scheme should therefore receive the priority it deserves in the formulation of the Integrated Development Plan for Mkhondo Municipality, as it relates to property which is the major source of income for the Municipality, and should therefore be sound and organized.

### 3.10. SANITATION MANAGEMENT PLAN

#### 3.10.1 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 km<sup>2</sup>, 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:

Piet Retief 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.

#### 3.10.2 KEY ISSUES

Key issues identified are the following:

- Piet Retief 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.

#### 3.10.3 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.

#### 3.10.4 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.

#### 3.10.5 INTENDED OUTCOMES

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

### 3.11. INTEGRATED HIV AND AIDS STRATEGY

#### 3.11.1 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.

#### 3.11.2 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.

#### 3.11.3 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.

### 3.11.4 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-sectoral approach that has stable, focused representation and participation from all departments and stakeholders.

### 3.11.5 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.

## 3.12. PERFORMANCE MANAGEMENT FRAMEWORK

### 3.12.1 INTRODUCTION

The White Paper on Local Government provides an outline for local municipalities to adopt a developmental approach. It highlights the importance of performance management and community participation in confronting the legacy of underdevelopment and poverty within municipal areas.

Additionally, the Municipal Systems Act call for municipalities to develop performance management systems that includes specific performance targets based on the goals as set out in the IDP of each particular municipality.

### 3.12.2 KEY ISSUES

The Mkhondo local municipality currently has the following key issues in regard to performance management:

- no performance management framework,
- no performance development plans,
- limited incentive amongst employees to perform better,
- lack of desire and motivation to increase productivity, and
- limited direction and focus due to the lack of performance targets.

### 3.12.3 OBJECTIVES

A performance management system should be a systematic process designed to articulate and measure employee and managerial performance in order to increase the efficiency of the municipality. It should aim to assist every employee in reaching his/her full potential to facilitate the municipality's commitment to effective service delivery.

Performance management can therefore be summarized primarily as a tool to ensure accountability from:

- the municipality to the community,
- the executive committee to the council,
- the administration to the executive committee or executive mayor,
- all managers to the municipal manager, and
- all employees to the municipal organization.

Additional objectives of the performance management framework are to:

- improve performance and service delivery,
- cultivate a positive, motivated and driven workforce,
- develop skills,
- share responsibility, and

- measure outcomes.

#### 3.12.4 STRATEGIES

The following strategic factors need to be applied in the development and implementation of a performance management framework for the Mkhondo local municipality:

##### *Focused initialization*

- Each local municipality has to accept the responsibility of devising a well planned performance management framework that addresses specific aims and is clearly understood by every employee,
- establish a project team that will be responsible for practically implementing the performance management process,
- ensure participation across all levels in order to realize the overall goals and objectives of the municipal organization, and
- setting out precise and challenging targets.

##### *Monitoring and motivation*

- Monitoring involves a process of making accurate and objective performance observations based on the expected outcomes and targets for each employee and the municipality as an entity,
- continuous motivation and feed-back is necessary in order to support and inspire employees to reach their potential, and
- monitoring also entails the collection of all relevant data, documenting results and providing support.

##### *Evaluation*

- Evaluation should be done by multiple sources, preferable by those individuals who has the best opportunity to accurately and regularly observe performance,
- performance evaluation should be based on a scoring system with the use of performance charts, and
- the evaluation process should guard against being overly critical, but rather encourage employees to maintain and improve their levels of performance.

##### *Recognition and reward*

- Recognition should be based on achieving goals set out in the performance management framework and IDP,
- Providing rewards for outstanding behaviour will mean that employees are encouraged to continuously improve performance,

- The importance of caring should not be underestimated as compensation for loyalty, commitment and performance, and
- Recognition and reward can include performance bonuses (monetary or otherwise), time-off, increased benefits etc.

#### 3.12.5 INTENDED OUTCOMES

The outcome of the performance management framework is to establish a culture of excellence amid the employees and stakeholders of the Mkhondo local municipality. Each individual should strive to develop him/her according to their potential in order for the municipal organization to achieve the developmental goals and objectives as outlined by the IDP.

### 3.13. FINANCIAL STRATEGY

#### 3.13.1 INTRODUCTION

Long term financial planning is a fundamental discipline for creating and maintaining financial sustainability. However, it requires a shift away from the short term perspective associated with annual budgeting and towards a three- to five-year perspective not normally associated with government financial management. Efficient finance within the Mkhondo Local Municipality is vital for any development facets or to achieve any basic functioning of a local municipality. Hence, to ensure sustainable development within the Mkhondo Local Municipality, it is critical to generate a concrete and operational financial strategy. Due to the planning cycle of the local municipality, long term financial planning is extremely vital to guarantee continuous improving performance.

#### 3.13.2 KEY ISSUES

Key issues identified in the Mkhondo Local Municipality:

- Informal settlements not paying rates and taxes,
- Plan for all transfers, i.e. MIG, etc.,
- Control capital expenditure for the long term to ensure sustainable development and secure the total potential of the local municipality, and
- Lack of all levies collection for municipal facilities.

#### 3.13.3 OBJECTIVES

There is a need to develop effective debt collection mechanisms, income generation strategies and investment strategies. Development issues within the local municipality should be identified beforehand and it is thus mandatory that the Mkhondo Local Municipality formulate a long term perspective on development issues, which might occur. Together with the long term perspective, the effect that these issues might have on the budget should also be kept in mind.

The amount of revenue accumulated from rates, taxes, licenses, speed fines and levies each year indicates an annual potential for improvement. By increasing the revenue collection from rates, taxes, licenses and levies, long term financial management and planning is possible.

Strive to establish objectives that:

- ensure a financial strategy in place,
- ensure a clear budget for 2010/11 financial year and that the budget covers the MTEF period,
- ensure a clear indication of National and Provincial allocations and resources as well as own funds receiving,
- ensure evidence of billing systems, debt control and debt collection, and
- ensure the district municipality's budget covers all support to local municipalities.

#### 3.13.4 STRATEGIES

Upon the implementation of viable and executable strategies, interaction between departments in the local municipality will be created and internal communication will be improved.

In order to achieve the objectives set, thorough financial strategies need to be in place, thus:

- efficient debt management,
- efficient credit management,
- efficient evaluation roll,
- efficient asset management policy and register,
- implement a vibrant financial information system (ERP), and
- ensure that informal settlements pay rates and taxes. Aligning with the other municipal sectors, in order to be aware of formalisation of settlements and township establishments will ensure that when formalisation occurs, all outstanding rates and taxes are collected.

#### 3.13.5 INTENDED OUTCOMES

Acquire sufficient financial resources and allocating it in an effective and sustainable, long term manner to ensure growth and development across all sectors of the local municipality. With the implementation of a goal orientated vision, the financial strategies will maintain and improve a sustainable and sound financial management standard and increase revenues within the local municipality.

## 4. PRIORITY PROJECTS / LOGFRAME

The following represents a list of priority projects to be implemented based on the Sectoral Strategies dealt within chapter 3 of this document. The following projects have been identified by Mkhondo's internal departments as key projects based on the issues identified by Mkhondo's communities as part of an ongoing process.

### 4.1. MKHONDO LOCAL MUNICIPALITY

Please see matrix listed below, which is a document outlining the prioritized project of the Municipality:

	MKHONDO LOCAL MUNICIPALITY - CAPITAL BUDGET 2010/11									
VOTE DESCRIPTION	REF	2010/11 MEDIUM TERM REVENUE & EXPENDITURE FRAMEWORK						Budget Year 2010/11	Budget Year 2011/12	Budget Year 2012/13
		PROJECT NO.	MIG	NED	Own Funding					
TOWN PLANNING										
Township Establishment	OWN				2,346,600			2,346,600	2,581,260	2,839,386
WATER									-	-
KwaNgema/Mabola Water Bulk line and Reservoir repairs	MIG		4,000,000					4,000,000	4,400,000	4,840,000
Piet Retief Water Bulk line pressure Tower and pump station, 4.2km long	MIG		6,000,000					6,000,000	6,600,000	7,260,000
SEWERAGE									-	-
Upgrade of kwaThandeka Sewer Networks	MIG		7,000,000					7,000,000	7,700,000	8,470,000
Piet Retief Sewer Treatment Works	MIG		17,000,000					17,000,000	18,700,000	20,570,000
ELECTRICITY									-	-
Installation of 45 High Mast lights across 14 wards	MIG		4,000,000					4,000,000	4,400,000	4,840,000
Electrification of rural households serviced by ESKOM	NED			7,405,000				7,405,000		
OTHER									-	-
PMU	MIG		2,495,000					2,495,000	2,744,500	3,018,950
Total Capital Expenditure			40,495,000	7,405,000	2,346,600			50,246,600	47,125,760	51,838,336

CAPITAL FUNDING BY MAJOR SOURCES	
National Government (M/G)	40,495,000.00
NED	7,405,000.00
Own funding	2,495,000.00
<b>Total Funding Sources</b>	50,395,000.00
<b>Total Capital Expenditure</b>	50,395,000.00
<b>Total Surplus/(Deficit) on capital projects</b>	-

#### 4.1.1 PROPOSED PROJECTS FOR THE 2010/11 FINANCIAL YEAR, WHICH STILL REQUIRE FUNDING.

NO.	PROPOSED PROJECTS	AMOUNT	NARRATIVE
1.	Land Use Management System		Funding still needs to be sourced
2.	Water Bulk Line from CBD to Rust Plaas and Maphepheni (10km long) and, Malayinini (6km Long) respectively.	R 4 000 000	Funding still needs to be sourced
3.	Sewer system for rustplaas	R 2 000 000	Funding still needs to be sourced
4.	Water Reticulation Iswepe for 500 RDP houses	R 1 495 000	Funding still needs to be sourced
5.	Water Bulk line from Driefontein to Iswepe 25km Long	R 2 500 000	Funding still needs to be sourced
6.	eThandakukhanya Bus & Taxi Route	R 30 000 000	Funding still needs to be sourced
7.	KwaThandeka Bus & Taxi Route	R 32 000 000	Funding still needs to be sourced
8.	Amsterdam Substation	R15 000 000	Funding still needs to be sourced
9.	Piet Retief substation	R30 000 000	Funding still needs to be sourced
10.	Upgrading of ageing cables	R25 000 000	Funding still needs to be sourced
11.	Land Fill site Amsterdam	R 7 000 000	Funding still needs to be sourced
12.	Upgrading of Mark street	R 4 000 000	Funding still needs to be sourced
14.	Heavy Duty Bypass	R 2 000 000	Funding still needs to be sourced
15.	CBD surface road maintenance	R15 000 000	Funding still needs to be sourced
16.	Rehabilitation of church street	R25 000 000	Funding still needs to be sourced
17.	Establishment of Bio-diesel plant		Funding still needs to be sourced
18.	Drilling of 226 boreholes across rural wards	R 2 000 000	Funding still needs to be sourced
19.	ICT Upgrade	R 1 000 000	Funding still needs to be sourced
20.	Demand site analysis to increase revenue		Funding still needs to be sourced
<b>Proposed Jabulani CRDP projects for 2010/11</b>			
1.	Provision of 80 housing subsidies to accommodate residents households at Jabulani	R 4, 880, 000	Funding still needs to be sourced.
2.	Access to sanitation	R16, 000, 000	Funding still needs to be sourced
3.	Access to Electricity	R13, 500, 000	Funding still needs to be

			sourced
4.	Refuse removal and Solid waste disposal	R400, 000	Funding still needs to be sourced
<b>Proposed Forest View Projects for 2010/11</b>			
	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

## 4.2. GERT SIBANDE DISTRICT MUNICIPALITY

Locality	Municipality & Project Description	Phase No.	2010/11
<b>Municipality: Mkhondo</b>			
Driefontein	Conversion of RDP Houses	New	R4 000 000
Kotze Street	Upgrading of Kotze Street	2	R3 000 000
Amsterdam/Kwa Thandeka	Upgrading and refurbishment of roads	New	R4 000 000
Rural area	VIP Rural area	Ongoing	R2 000 000
Driefontein	Driefontein WTW – Increase Capacity with 7,5 ML	Ongoing	R1 500 000
Eziphunzini	Upgrading and refurbishment of roads	New	R3 000 000
Rural area	Boreholes in Rural areas	Ongoing	R1 000 000
<b>GRAND TOTAL</b>			<b>R18 500 000</b>

## 4.3. MPUMALANGA PROVINCIAL DEPARTMENT

### MPUMALANGA PROVINCIAL DEPARTMENT OF PUBLIC WORKS PROJECTS: MKHONDO

Project	Area/Local Municipality	Road No	Km	Budget Allocation For 2010/2011
Route Maintenance	Driepean-Iswepe	D1432	16.5km	
Route Maintenance	Volksrust-Rietfontein	D2548	11km	
eNtombe Bridge	eNtombe	Ntombe Foot Bridge	8km	1,500
Route Maintenance	Sterkfontein-Amsterdam	D2221	7km	
<b>TOTAL:</b>			<b>42km</b>	

**DEPARTMENT OF ECONOMIC DEVELOPMENT, ENVIRONMENT AND TOURISM:  
PROGRAMMES/PROJECTS TO BE RENDERED WITH MUNICIPALITIES FOR THE 2010/11 – 2011/12**

No.	Project Description	Project Objective	Local Municipality	Project Beneficiaries	Budget
<b>MKHONDO LOCAL MUNICIPALITY</b>					
1.	MPUSID Projects	To promote manufacturing entrepreneurial & job opportunities	Mkhondo		R 3 m
2.	Forestry Projects	To promote manufacturing ,entrepreneurial & job opportunities	Mkhondo		R1 m
3.	Development of Mkhondo LED strategy	Support the development and review of LED plans	Mkhondo	Municipality	200
4.	DESD Programme	Provide a participative forum on education for sustainable development to the general public.	Mkhondo	General Public	1 000
5.	Environmental Commemorative Day Programme	Theme based environmental awareness and education to the general public.	Mkhondo	General Public	166
6.	Adopt-a-Spot Programme	Assist participating communities to improve their environmental performance through a policy development and implementation process.	Mkhondo	Communities	83
7.	Waste Cleanup Programme	Provide awareness and education on waste management to the general public as well as the provision of waste management services at identified waste hot spots in the province.	Mkhondo	General Public	41
8.	Greenest Municipality Competition/Program me	Support local municipalities to address environmental protection, social upliftment and economic growth with the main focus on sustainable development.	Mkhondo	Local Municipalities	10
9.	Adopt-a-Schoolyard Programme	Assist participating schools to improve their environmental performance through a policy development and implementation process.	Mkhondo	Schools	111
10.	Climate Change Programme for Schools	Provide awareness and education on climate change as the most serious global environmental	Mkhondo	Schools	55

No.	Project Description	Project Objective	Local Municipality	Project Beneficiaries	Budget
		challenge to date to schools.			
11.	Water Programme for Pre-Schools	Provide water awareness and education on water as a critically scarce natural resource to pre-schools.	Mkhondo	Pre-Schools	55
12.	Water bottling project	To promote manufacturing entrepreneurial & job opportunities	Mkhodo	Communities	R5m
13.	Agro-Tourism	To promote manufacturing ,entrepreneurial & job opportunities	Mkhodo	Communities	R5m
14.	Agricultural Development	To promote manufacturing ,entrepreneurial & job opportunities	Mkhondo	Communities	R113 000

**DEPARTMENT OF ENERGY: ELECTRIFICATION PROGRAMME**

UAP YEAR	PROVINCE	DISTRICT MUNIC	LOCAL MUNIC	VILLAGE NAME	AMOUNT	PROPOSE D CONNECTIONS	CLOSEST POLE NUMBER
2010/11	Mpumalanga	Gert Sibande	Mkhondo	Bloemendal	R650 000	65	KE/AT 416-82-11
2010/11	Mpumalanga	Gert Sibande	Mkhondo	Driehoek	R590 000	59	MM 328/256
2010/11	Mpumalanga	Gert Sibande	Mkhondo	etshondo	R610 000	61	MOH/SAV/MHL 57
2010/11	Mpumalanga	Gert Sibande	Mkhondo	kwaNongena	R800 000	80	PB 28/17/116/16
2010/11	Mpumalanga	Gert Sibande	Mkhondo	Dr. Pohls	R1 mil	100	MM 159-132-19
2010/11	Mpumalanga	Gert Sibande	Mkhondo	Iswepe	R1,8mil	88	PA/IS04/17/2/7/3
2010/11	Mpumalanga	Gert Sibande	Mkhondo	Kubhedu	R550 000	75	VR116VR59S10/42
					Sub Total	501	

**INCOMPLETE ELECTRIFICATION PROJECTS THAT NEED TOP UP FROM MKHONDO LOCAL MUNICIPALITY**

NO.	PROJECT DESCRIPTION	CONNECTIONS	AMOUNT
1.	Electrification of Intombe village	150	R2 000 000
2.	Electrification of Amakhaya	80	R1 000 000
3.	Electrification of Bakenkop	28	R1 000 000
4.	Electrification of Khalambazo	100	R1 000 000
5.	Electrification of Ebhodweni	45	R1 000 000

**DEPARTMENT OF EDUCATION PROJECTS: IMPLEMENTING AGENCY: DEPARTMENT OF PUBLIC WORKS.**

Municipality	Locality	Project Description	Funding	Target Group
<b>NEW SCHOOLS</b>				
Mkhondo	eThandakukhanya	Inqubeko Sec. School (New Complete School Facilities)	R9m	eThandakukhanya Community
<b>UNSAFE STRUCTURES</b>				
Mkhondo	Driefontein	Sakhisizwe Prim Rehabilitation and upgrading	R816 000	Driefontein Community
Mkhondo	Donkerhoek	Bazenzele Prim Rehabilitation and upgrading	R741 000	Donkerhoek Community
Mkhondo	Swartwater	Isidwala Prim Rehabilitation and upgrading	R21 000	Swartwater Community
Mkhondo	Blesbokspruit	Blesbokspruit Primary Rehabilitation and upgrading	R837 000	Blesbokspruit Community
Mkhondo	Madola Farm	Madola Primary Rehabilitation and upgrading	R914 000	Madola Community
Mkhondo	Speenkoppies Farm	Dumisani Primary Rehabilitation and upgrading	R22 000	Speenkoppies Farm Community
Mkhondo	Vlakplaas	Swelihle Primary	R2,699 m	Vlakplaas Community
Mkhondo		Buhlebuyeza Primary School	R18,166	The community
Mkhondo	kleinvrystaat	Kleinvrystaat Primary School	R6,242	Kleinvrystaat community
<b>ELECTRIFICATION OF SCHOOLS</b>				
Mkhondo	Athole Farm	Insephe Primary	R128 000	Athole Farm Community
Mkhondo	Bankop Farm	Bangkop Primary	R128 000	Bankop Farm Community
Mkhondo	Samlee	Samlee Primary	R128 000	Samlee Community
<b>LABORATORIES</b>				
Mkhondo	Comondale	Kwashuku Secondary	R700 000	Comondale Community
<b>STORM DAMAGES</b>				
Mkhondo	Thokozani Trust	Umlambo Primary School	R950 000	Thokazani Trust Community
Mkhondo	Sizameleni	Wakkerstroom Primary	R1,350 m	Sizameleni Community

MAINTENANCE PROGRAMME				
Mkhondo	Athole Farm	Ithole Primary Current structure maintenance	R1,500 m	Athole Farm Community
NEW LIBRARY				
Mkhondo	Driefontein	Driefontein community library	R3,939 m	Driefontein Community

## DEPARTMENT OF SAFETY, SECURITY AND LIASON PROJECTS

Project Name	Beneficiaries	Budget allocation for 2010/2011
Border Security campaign	Mahamba Port of Entry Nerston Port Of Entry	30, 000
Sports Against Crime	eThandakukhanya	10, 000
Tourism safety campaigns	Piet Retief	12, 000
School Safety Projects	<ul style="list-style-type: none"> <li>Nganana Secondary School Mkhondo-(Amsterdam)</li> <li>Umlambo Primary School Amsterdam</li> <li>Thembalentsha Primary School (Dirkiesdorp)</li> </ul>	43, 000
Revive CPFs	<ul style="list-style-type: none"> <li>Piet Retief</li> <li>Mahamba</li> <li>Dirkiesdorp</li> </ul>	33, 000
CPF Cluster Workshop	Piet Retief Cluster	10, 000
Support MAM structure	Mkhondo Local Municipality	5, 000
Recruit, deploy , support and monitor Tourism Safety Monitors	22 Monitors recruited in Mkhondo Local Municipality	348, 480
Victim Empowerment Projects	Piet Retief cluster	75, 000
Human Trafficking Awareness Campaigns	Iswepe	15, 000
Anti rape Campaign	Iswepe	15, 000
Campaigns Against Gender Based Violence	Amsterdam	15, 000
Moral Regeneration Campaign	Mkhondo Local Municipality	15, 000

## Department of Rural Development and Land Reform

Programme: Tenure upgrading and Township Establishments									
Project ID	Project Name	Project Location/ Local Municipality	Project Beneficiaries	Project Objective	Key Performance Indicator	Period	Budget Allocation (Annual) R	Source of Funding	Implementing Agency
PRRDLR	Driefontein	Mkhondo Municipality	Community	Tenure upgrading	State Land – Title adjustment> CRDP	2010-2011		DRDLR	Municipality, DRDLR
PRRDLR	Rustplaas	Mkhondo Municipality	Community	Township Establishment	Tenure security (Urban renewal)	2010-2011		DRDLR	Municipality, DRDLR
PRRDLR	Ajax	Mkhondo Municipality	Community	Poverty alleviation	Tenure security	2010-2011		DRDLR	Municipality, DRDLR
PRRDLR	Mlazi	Mkhondo Municipality	Community	Township Establishment	Tenure security	2010-2011		DRDLR	Municipality, DRDLR
PRRDLR	Dirkiesdorp	Mkhondo Municipality	Community	Poverty alleviation-Development, Township Establishment	Security of tenure, Purchasing additional land	2010-2011		DRDLR	Municipality, DRDLR
PRRDLR	Panbult Settlement	Mkhondo Municipality	Community	Township Establishment	Tenure security	2010-2011		DRDLR	Municipality, DRDLR
PRRDLR	Donkerhoek	Mkhondo Municipality	Community	Development	CRDP	2010-2011		DRDLR	DRDLA, Municipality
PRRDLR	Jabulani (Mondi)	Mkhondo Municipality	Community	Development	CRDP	2010-2011		DRDLR	DRDLR, DRDLA, Municipality, Mondl
Farms to be purchased for the 2010-2011									
PRRDLR	St Helena/Grootlage Shoondegezecht	Mkhondo Municipality	Community	Development	Services in the area	2010-2011	R7 041 395.00	DRDLR	Municipality, DRDLR
PRRDLR	Sterkfontein	Mkhondo Municipality	Beneficiaries	Development	Services in the area	2010-2011	R1 200 000.00	DRDLR	DRDLR, Municipality

PRRDLR	Inmaalkaar	Mkhondo Municipality	Community	Development	Services in the area	2010-2011	R2 750 000.00	DRDLR	DRDLR, Municipality
PRRDLR	Mkhonta	Mkhondo Municipality	Beneficiaries	Development	Serviices in the area	2010-2011	R100 000.00	DRDLR	DRDLR, Municipality

## Department of Agriculture, Rural Development and Land Administration

Mkhondo Municipality Comprehensive Rural Development Plan of Action						
Outcome (What we wish to achieve)	Outputs (What we produce or deliver)	Metrics ( Output Indicator- qualitative or quantitative measure of outputs)	Key Activities required (What we do)	Current Value (Baseline)	Target Value (5 Year Targets)	2010-11 Targets
Vibrant, equitable, sustainable rural communities contributing towards food security for all.	Land Reform; Agrarian and Natural Resources	<b>Effective Agrarian Reform Programme contributing to food security Comprehensive Rural Development Programme (CRDP) : roll-out to 7 municipalities</b>	Agricultural enterprise development (Value adding) in support of household level food production initiative	1 maize mill	1 Maize Milling facilities developed and completed	-
			Off farm development	None	1 Brick making facility	1 Brick making facility (PPP)
			Off farm development	2 untapped natural springs available	1 Water bottling facility	1 Water bottling facility (DEDET & PPP)
			Social infrastructure development	3 ECD Centre established	400 ECD centres developed , enrolment of 20,000 children in 7 CRDP sites	100 ECD centres (5,000 children) developed and well serviced (DSD & PPP)
			Development and improvement of water resources and use	Water resources not equitably distributed	2 Dams developed	Feasibility study & designing
			Social infrastructure development	Inadequate post primary school facilities	4 Integrated Boarding school	1 Integrated Boarding school (DE & PPP)
Vibrant, equitable, sustainable rural communities contributing towards food security for all.	Land Reform; Agrarian and Natural Resources	<b><u>Effective Agrarian Reform Programme contributing to food security Masibuyele Emasimini Programme</u></b>	Household level food production	3 292 ha ploughed and planted (11,767 ha ploughed only)	24,000 ha of land ploughed and planted in province through Masibuyele Emasimini:	3,000 ha of land ploughed planted in province:

## Department of Human Settlements

PROGRAMME	ANNUAL OUTPUT	AREA	BUDGET
Rural housing	100	Driefontein Ezinkonjaneni kwaNgema	R 6 000 000
Farm Work Housing assistance	300	Agrivillage	R 18 000 000
Social and economic	1 Community Hall and 1 child care facilities	Eziphunzini Phoswa	R 8 000 000
Servicing of stands	1057	300-Emaphepheni 200-Rustplaas 300-Ezinkonjaneni 257-Emalayinini	R 26 425 000
<b>Total Budget</b>			<b>R 58 425 000</b>

The above mentioned are sector departments and their projects which they are implementing on behalf of the Municipality.

## 5. ALIGNMENT

### 5.1. INTRODUCTION

In terms of Section 25(1)(e) of the Municipal Systems Act (Act 32 of 2000), the Integrated Development Plan of a municipality must be “.... compatible with national and provincial development plans and planning requirements binding on the municipality in terms of legislation”.

It furthermore states in Section 29(2) and (3) that district and local municipalities must draft their respective Integrated Development Plans taking into account the proposals submitted by the relevant district municipality and the local municipalities.

In the final instance it assigns the responsibility to facilitate the coordination and alignment of these processes to the relevant provincial MEC for local government (Section 31(c)).

Alignment is thus deemed to be a critical component to the process of integrated development planning. This includes both horizontal alignment between various municipalities bordering onto one another; and vertical alignment between local municipalities, district municipalities, provincial sector departments, and national departments.

Within the context of the Mkhondo Municipality this implies horizontal alignment with the adjacent local municipalities like Pixley Ka Seme and Albert Luthuli, and vertical alignment with the Gert Sibande District Municipality, sector departments of Mpumalanga Province, and policies and objectives of National Departments.

The District IDP Technical Committee and Representative Forum are the two most important mechanisms intended to achieve, amongst others, the levels of horizontal and vertical alignment required.

### 5.2. NATIONAL AND PROVINCIAL PRIORITIES

At national level the Vision 2014/Millennium Development Goals as listed on page 9 of this IDP document are of paramount importance, as well as the National Spatial Development Perspective.

At provincial level the Mpumalanga Provincial Growth and Development Strategy identified the following six priority areas of intervention which provide the framework within which district and local municipalities must compile their Integrated Development Plans:

- **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).

Rural Development is also high on the development agenda in South Africa, and in Mpumalanga Province this includes the following concepts which district and local municipalities should embrace and implement in their respective areas of jurisdiction.

- **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/AIDS:** plan, design and implement relevant strategies in order to cope with HIV/AIDS;
- **Stakeholder participation:** ensuring participation by all stakeholders.

Within the national and provincial context as highlighted above, the Gert Sibande District Municipality is in the process of designing an alignment table which will assess the District Municipality in terms of the following categories:

- Municipal and Institutional Transformation;
- Spatial Rationale and Municipal Planning Alignment;
- Municipal Financial Viability and Management;
- Local Economic Development;
- Basic Service Delivery and Infrastructure Development; and
- Intergovernmental Relations, Good Governance and Public Participation.

This process is currently underway and should be completed by the first week in April 2010, which should be in time to be incorporated into the Final Mkhondo IDP document in order to assess the level of alignment between the IDP of Mkhondo Municipality and that of the Gert Sibande District Municipality.

In the meantime the table as contained in section 5.3 of this document was compiled to summarise the Key Performance Areas and short, medium and long term targets of the Mkhondo Municipality (based on the list of projects contained in section 5.1).

It is important to note that the broad categories used in this table include:

- Basic Service Delivery;
- Public Participation;
- Governance;
- Financial Management;
- Town Planning;
- Local Economic Development;
- Public Safety;
- Community Services; and
- Engineering Service Maintenance
- Integrated Development Planning (IDP)

Which are very similar to that of the Gert Sibande District Municipality.

The diagram below depicts the current structural alignment between National, Mpumalanga Provincial, Gert Sibande District, and Mkhondo Municipality development goals/objectives.

<b>National Goals</b>	<b>Mpumalanga Province</b>	<b>Gert Sibande District</b>	<b>Mkhondo Local Municipality</b>
<ul style="list-style-type: none"> <li>Global Partnership for Development</li> </ul>	<ul style="list-style-type: none"> <li>Good Governance</li> </ul>	<ul style="list-style-type: none"> <li>Municipal and Institutional Transformation</li> <li>Municipal Financial Viability and Management</li> <li>IGR, Good Governance and Public Participation</li> </ul>	<ul style="list-style-type: none"> <li>Mkhondo Financial viability and Management</li> <li>Good Governance</li> <li>Public Participation</li> </ul>
<ul style="list-style-type: none"> <li>Eradicate Extreme Poverty</li> </ul>	<ul style="list-style-type: none"> <li>Economic Development</li> </ul>	<ul style="list-style-type: none"> <li>Local Economic Development</li> </ul>	<ul style="list-style-type: none"> <li>Local Economic Development</li> </ul>
<ul style="list-style-type: none"> <li>Universal Primary Education</li> <li>Promote Gender Equality</li> <li>Improve Child Health</li> <li>Improve Maternal Health</li> <li>Combat HIV/AIDS</li> </ul>	<ul style="list-style-type: none"> <li>Human Resource Development</li> <li>Social Infrastructure</li> </ul>	<ul style="list-style-type: none"> <li>Basic Service Delivery and Infrastructure Development</li> </ul>	<ul style="list-style-type: none"> <li>Public Safety</li> <li>Women, Disabled and Youth Empowerment</li> <li>Promote ECDs</li> <li>Community Services</li> <li>HIV/AIDS awareness: Voluntary Testing &amp; counselling, overall support.</li> </ul>
<ul style="list-style-type: none"> <li>Ensure Environmental Sustainability</li> </ul>	<ul style="list-style-type: none"> <li>Infrastructure Development</li> </ul>		<ul style="list-style-type: none"> <li>Basic Service Delivery</li> <li>Engineering Service Maintenance</li> <li>Greening Projects: Flagship and parks, promote Masakhane Campaign</li> </ul>
<ul style="list-style-type: none"> <li>NSDP Principles</li> <li>Rural Development Strategy</li> </ul>	<ul style="list-style-type: none"> <li>Environmental Development</li> </ul>	<ul style="list-style-type: none"> <li>Spatial Rationale and Municipal Planning</li> </ul>	<ul style="list-style-type: none"> <li>Town Planning</li> </ul>

## 5.3. ALIGNMENT TABLE (VERTICAL AND HORIZONTAL)

No.	KPA	Level of govt	TARGET 2010/11	TARGET MEDIUM TERM (2-3 Yrs)	TARGET (3-5 Yrs)	LONGTERM
1.	Basic Service Delivery					
1.1	Access to Water	Mkhondo	Deliver 40% water to all affected wards	Deliver water to all affected wards	100%	Deliver 100% water to all affected wards
		National				
		Province				
		District				
1.2	Access to Sanitation	Mkhondo	30% Households	80% Households	100% Households	
		National				
		Provincial				
		District				
1.3	Access to Electricity	Mkhondo	20%	40%	60%	
		National				
		Provincial				
		District				
1.4	Access to municipal roads	Mkhondo	30km refurbishment	50km (100%) refurbishment		

No.	KPA	Level of govt	TARGET 2010/11	TARGET MEDIUM TERM (2-3 Yrs)	TARGET (3-5 Yrs)	LONGTERM
1.	Public Participation	Mkhondo	100% Wards	100% Wards	100% Wards	
		National				
		Provincial				
		District				
2.	Governance, Political Management & Oversight	Mkhondo				
		National				
		Province				
		District				
3.		Recruitment according to new Organogram				
		Employment equity plan				
		Strengthen the Labour Forum				
		Finalise Employee Wellness Programme (SHE)				
		Implement HIV and AIDS Programme				
		Develop Performance Management System				
6.	Local Economic	Mkhondo				

No.	KPA	Level of govt	TARGET 2010/11	TARGET MEDIUM TERM (2-3 Yrs)	TARGET (3-5 Yrs)	LONGTERM
	<b>Development</b>					
		National				
		Province				
		District				
<b>7.</b>	<b>Public Safety</b>	Mkhondo				
		National				
		Province				
		District				

## 5.4 ALIGNMENT MECHANISM

### 5.4.1 IDP&BUDGET

Mkhondo municipality's budget speaks to community needs identified during Public Participation that took place during November 2009, for the 2010/11 IDP. After the Community Input Report Analysis, it was observed that the common need amongst the majority of the wards was basic services: water, sanitation, electricity, roads, storm water drainage and foot bridges. When the 2010/11 Draft IDP was made, priority was set amongst the common needs as illustrated in the capital budget. All projects listed in the IDP 2010/11 are regarded as recovery projects, simply because they are all expected to make an impact to the community of Mkhondo at large.

### 5.4.2 STRENGTHENING OF INTER-GOVERNMENTAL RELATIONS

The IDP is meant to be a plan of government as a whole reflecting service delivery projects and programmes at a local level. To this end, the cooperation and collaboration of all spheres of government including state-owned enterprises (SOEs) cannot be over emphasised. It is noteworthy that the IDP Review for 2010/11 has to a large extent satisfied the said requirement even though some sector departments and SOEs that operate within the Mkhondo municipal area of jurisdiction still failed to either participate in the IDP alignment workshop which was convened with the assistance of the Department of Co-operative Governance and Traditional Affairs or furnish the municipality with their

service delivery programmes of action for the 2010/11 financial year. Nevertheless, it hoped that all key stakeholders will be actively participating and represented at senior levels during the municipality's quarterly IDP Representative Forum meetings, which will be convened with a view to continually tracking progress being made in the implementation of the IDP.