

2012-
2013

MKHONDO LOCAL MUNICIPALITY
2011-2016 IDP FINAL
FIRST REVIEW 2012-2013



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LIST OF ACRONYMS

ABET	Adult Basic Education and Training	IT	Information Technology
AIDS	Acquired Immune Deficiency Syndrome	ITP	Integrated Transport Plan
CBOs	Community Based Organisations	KPA	Key Performance Area
CETA	Construction Education and Training Authority	KPI	Key Performance Indicator
CHBC	Community Home Based Care	LDO	Land Development Objectives
CMIP	Consolidated Municipal Infrastructure Programme	LED	Local Economic Development
COGTA	Department of Co-operative Governance and Traditional Affairs	LM	Local Municipality
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 Services Council
FBE	Free Basic Electricity	SABS	South Africa Bureau of Standards
FPA	Fire Protection Association	SACOB	South Africa Chamber of Business
GIS	Geographic Information System	SALGA	South Africa Local Government Association
GSDM	Gert Sibande District Municipality	SANAC	South African National AIDS Council
HDI	Human Development Index	SANCO	South African National Civic Organisation
HOD	Head of Department	SAPF	South African Police Force
IDP	Integrated Development Planning	SETA	Sector Education Training Authority
IGR	Intergovernmental Relations	SDF	Spatial Development Framework
IEM	Integrated Environmental Management	SLA	Service Level Agreement
IMEP	Integrated Municipal Environmental Programme	SOER	State of the Environment Report
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 THE EXECUTIVE MAYOR



The May 2011 municipal elections ushered in a new term of office with its own mandate and political leadership. My inaugural speech I delivered in June 2011 spelt out clearly the issues that we needed to confront during this political tenure. Section 34 of the Municipal Systems Act, Act 32 of 2000 requires us to conduct annual Integrated Development Plan reviews. The 2012/2013 IDP document contains important plans and strategic objectives that will ensure the fulfillment of our mandate. This serves as a mechanism to identify our priorities, issues and challenges that ultimately determine our strategic vision. The allocation of land, housing and unemployment remain thorny issues that require special attention.

In this IDP, we have endeavoured to represent the development priorities contained in the election Manifesto of the ruling party, ANC. As a municipality we strive to strategically plan and monitor aspects of service delivery with the community. Engagement of local communities and members of civil society has been crucial in that it led to the refinement of municipal key performance areas and priority issues that suits the current state and identified needs of the community. In the past twelve months we had extensive internal and external public participation to interface with various stakeholders and respective communities. These consultations showed that our IDP is by the people and for the people.

We acknowledge with appreciation that Mkhondo has become a Presidential and Premier's node for development. The direct co-operative involvement of both national and provincial government departments provides us with imperative needed resources that help alleviate poverty and brings about a difference in the lives of the poorest of the poor in Mkhondo. Effort is constantly pursued with the relevant departments to fast track the process of providing services to all wards. The partnership that we created with government agencies and the private sector is bearing This 2012/13 IDP and Budget review revitalizes our commitment to the objectives set out in 2011 to the commitment of the Council to resuscitate the journey we started together 16 years ago to make the lives of the people of Mkhondo better.

The successful execution of certain projects such as water, sanitation, electricity, housing, road construction, waste management, to mention but a few, will undoubtedly unleash unprecedented development in Mkhondo. We commend the government for its effort to develop rural areas noting that formal employment opportunities in rural areas are limited, often to seasonal employment. The provision of basic services such and commitment to build new infrastructure in rural areas such bridges, clinics, schools,etc, can be an important agent in the reduction of poverty and unemployment and strengthening of social capital. It can also be a factor in reviving agriculture, tourism and other rural non-farm enterprises because roads infrastructure connects rural communities to urban centers and facilitates the mobility of goods and people within the area.

We must also acknowledge with appreciation the efforts of our staff, the contribution of all communities and different stakeholders, involvement of sector departments in ensuring that we were able to produce a legitimate and credible IDP. We are ready to implement this IDP, and to fulfill our declared commitment to better the lives of the people of Mkhondo. We believe we were able to turn the tide by appointing a team of Managers with all necessary expertise to carry out the mandate.

II) OVERVIEW BY THE MUNICIPAL MANAGER



We have hope for a better future for we know that by working together with our stakeholders we can and will make strides towards improving service delivery and development facilitation. This IDP is a reflection of a collective work championed by the Municipal Council, engineered by the administration (of all spheres of government) and supported by the communities of Mkhondo. As the Municipal Manager I would like to commend the Mkhondo Municipal Council for their commitment to the people they were elected to serve as this was manifested in the many community participation meetings we held in all the 19 wards of the municipality in November 2011 and in May 2012. 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 2012/13 financial year.

Our priorities and programmes for 2012/2013 will also capitalise on the fact that the entire Mkhondo municipality is a designated Comprehensive Rural Development Programme CRDP site. This will ensure that more sector departments bring more projects to the municipality. This arrangement requires the municipality to ensure that proper institutional arrangements are put in place to manage and monitor the CRDP programme. On the other hand it requires the municipality to assist the community in organising itself into co-operatives so as to take advantage of the project implementations. The 2012/2013 priorities have indeed taken these facts into consideration. It is also heartening to note the existence of improved relations between the municipality and the Gert Sibande District Municipality (GSDM) as best practice dictates that true municipal success lies, among other things, in the robust collaboration between district and local municipalities. We hope there will be effective communication when the implementation of GSDM projects is rolled out. By the same token, we expect sector departments and state-owned enterprises to strengthen their relations with the municipality by attending our meetings of the IDP Representative Forum and liaising with our ward councillors and the municipality when engaging with communities, so that all of us can speak with one voice as development partners.

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

I hope your reading of this IDP will inspire you to avail yourself as a partner of Mkhondo Municipality. Most importantly, we trust the Almighty God to provide us with wisdom, strength as we serve His people. Together we can do more in making local government everybody's business!

ABSALOM NDAWIBANZI MAHLANGU

MUNICIPAL MANAGER

Introduction

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

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

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

As a process to produce this principal long-term strategic plan, Mkhondo Local Municipality embarked on a detailed public participation process and consultation meetings from the 11th of November 2011 until the 23th of November 2011, for the 2012-2013 Integrated Development Planning process. The public consultation process was again conducted during April 2012 for the Draft IDP. Officials together with honourable councillors went all out to participate in the meetings across all 19 wards in the municipality.

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

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

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

The purpose of this document is to describe the planning and implementation processes that will be followed by Mkhondo Local Municipality to deliver on its mandate through being a developmental local municipality. Critical in this document are the five development priorities of the municipality, which are the national Key Performance Areas for local government, namely:

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

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

The document is divided into 5 sections:

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

1. SITUATIONAL ANALYSIS

MKHONDO MUNICIPAL PROFILE

1.1. VISION, MISSION AND CORE VALUES

The following represent the Vision, Mission and Core Values adopted by 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

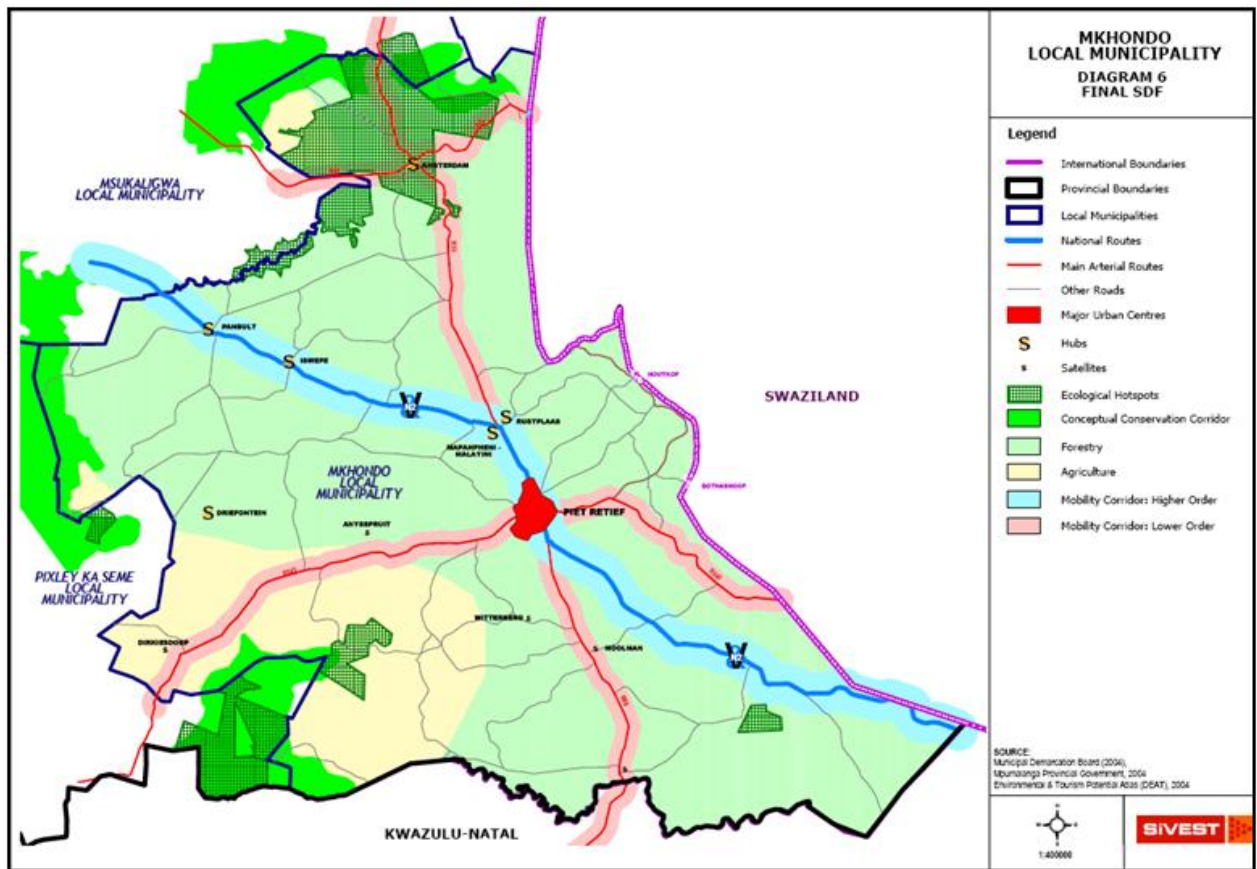
The activities of the Mkhondo Local Municipality are underpinned by the following core values:

- Honesty
- Openness
- Punctuality
- Excellence

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 1**. It is bordered by Pixley Ka Seme to the west, eDumbe Municipality to the south, Msukaligwa and Albert Luthuli to the north, and Swaziland to the east. The seat of the Mkhondo Local Municipality is located in Piet Retief town in the central part of the municipal area.

Figure 1: Mkhondo Local Municipality Map



The municipality extends over an area of approximately 5000km² and accommodates just over 100 000 people residing in 19 wards. 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. 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 hence it taps from several sources of revenue. The town is fully serviced and contains tertiary social services which meet local, municipal as well as regional needs.

eThandakukhanya is situated on the outskirts of 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, 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 its origins are in agricultural / forestry support. The urban area is serviced with engineering and primary social infrastructure, though local roads are in a poor condition.

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

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. 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 a wetlands project which aims to protect and rehabilitate important wetlands in South Africa. SAFCOL has a small protected area near Amsterdam in the south east.

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

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 low cultivation of agricultural land can be partly explained by much lower soil fertility in this municipality when compared to soil fertility in more westerly municipalities.

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

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

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

Tourism is dominated by guesthouse facilities around the town of 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 (traditional) land adjacent to the dam.

2.1.5 TRANSPORT NETWORK

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

- R33 from the N17 in the north, through Amsterdam and 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

Elaborate on the comment.

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 its residents. 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.

Total Number of Households	Households with access to water	% of households with access to water	Households below basic level of services backlog	% of household below basic level of service backlog
		69%		31%

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 the 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.

Total Number of Households	Households with access to sanitation	% of households with access to sanitation	Households below basic level of services backlog	% of household below basic level of service backlog
		21%		49%

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.

The municipal areas with the largest concentrations of service backlogs are recorded around Piet Retief/eThandakukhanya, Amsterdam/kwaThandeka, and Driefontein/kwaNgema.

Total Number of Households	Households with access to Electricity	% of households with access to electricity.	Households below basic level of services backlog	% of household below basic level of service backlog
		50%		50%

2.1.7 SOCIAL/COMMUNITY SERVICES

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

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

There is 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, three of the facilities are located in Piet Retief and the other seven are distributed in the area. There are two Alcohol and Drugs Rehabilitation centres, two old age homes, two disabled centres and two 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 four police stations and three post offices in the Mkhondo municipal area.

2.1.8 DEMOGRAPHIC AND SOCIO-ECONOMIC PROFILE

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

TABLE 1: POPULATION PER LOCAL AND DISTRICT MUNICIPALITY, 2001 VS 2007

Region	Census	%	%	Census	%	%	Increment	Growth p.a.
	2001			2007			2001 - 2007	2001 - 2007
Mpumalanga	3,365,885	100%		3,643,435	100%		277,550	1.3%
Gert Sibande DM	900,007	27%	100%	890,698	24%	100%	-9,309	-0.2%
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%
Nkangala DM	1,018,826	30%	100%	1,226,501	34%	100%	207,675	3.1%
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%
Ehlanzeni DM	1,447,052	43%		1,523,288	42%		76,236	0.9%
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 2: 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
Ward 16				
Ward 17				
Ward 18				
Ward 19				
Total (Mkhondo Local Municipality)		142 884	100.0%	106 458
DC30: Gert Sibande District Municipality		900 010		890 697

- From Table 1 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 2 which indicates that the rural wards (wards 4, 9 and 13) have significantly larger populations than the urban wards in Mkhondo Municipality.

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

TABLE 3: SALIENT DEMOGRAPHIC FEATURES OF MKHONDO LOCAL MUNICIPALITY, 2001 VS 2007

		2001	%	2007	%	Comments
Total Population		↑ 142,897		↓ 106,457		Population decreased by 36,440 people
Average Growth p. a. (%) 2001 - 2007				-5%		
Population Group	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%	
	Total	142,897	100%	106,457	100%	
Households		↓ 28,899		↑ 29,927		Household size decreased and number of households increased.
Household size		4.9		3.6		
Age	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%	
Total	142,890	100.0%	106,451	100.0%		
Gender	Male / Female	47 : 53		46 : 54		% Males decreased.
Highest Education	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%	
Total	142,889	100%	106,450	100%		

		2001	%	2007	%	Comments
Total Population		↑ 142,897		↓ 106,457		Population decreased by 36,440 people
Average Growth p. a. (%) 2001 - 2007				-5%		
Gender	Male / Female	47 : 53		46 : 54		% Males decreased.
Employment Status	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%	
	Total Population	142,896	100%	106,456	100%	
	Employed	24,251	↓ 54%	20,053	↑ 57%	% Unemployment decreased.
	Unemployed	20,486	↑ 46%	15,309	↓ 43%	
	Total Economically Active	44,737	100%	35,362	100%	
Average annual individual income		R 437.77		R 1,281.54		
Type of dwelling	Houses	↓ 9404	33%	↑ 19924	67%	Number of houses increased significantly, whilst the Traditional units and Informal Units decrease.
	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%	
	Total	↓ 28899	100%	↑ 29927	↑ 100%	
Source of Lighting	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%	
	Total	28908	100%	29926	100%	
Refuse disposal	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%	
	Total	28908	100%	29927	100%	
Toilet facilities	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%	
	Total	28908	100%	29926	100%	
Main water supply	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%	
	Total	28908	100%	29926	100%	

- 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 household qualify for government's housing subsidy schemes.
- Although the area has a large economically active population (56%), a total of 43% of the economically active population is unemployed. This indicates that the economy is unable to accommodate these people, which will either lead to the out migration of youngsters and/or an increase in domestic poverty.

2.1.9 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:

- 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.

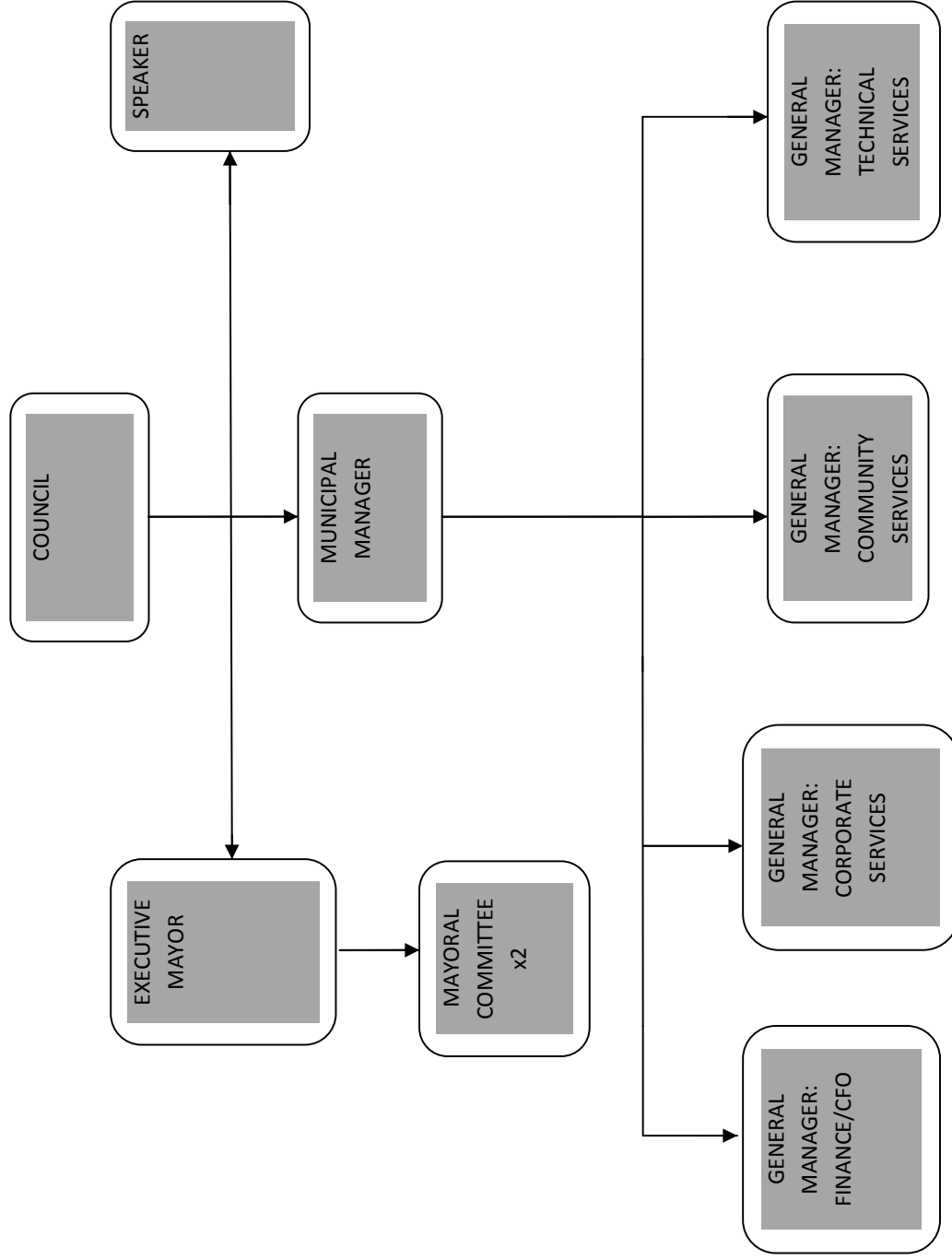
2.1.10 INSTITUTIONAL ARRANGEMENTS, ROLES AND RESPONSIBILITIES

Figure 2 depicts the organizational structure of the Mkhondo Municipality. The political component of the municipality comprises Council, which is represented by 5 full-time and 33 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 **three** Departments, headed by the Municipal Manager and comprises **432** positions of which a number thereof are currently vacant including section 57 Managers (HODs). It needs to be noted that the municipality is in a recovery phase (following a period of Section 139 (1) (b) intervention which took place during July 2009 till December 2010) therefore cost cutting measures have been put in place.

FIGURE 2: 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 Executive Mayor
 - Write minutes of meetings held by the Executive Mayor
 - File confidential documents
- Communications
 - Design of communication structure
 - Define communications objectives
 - Monitor and manage all communications
 - Organize crisis communication
- Target Group
 - Empowerment of Youth, women and people with disabilities.
 - Educate the groups about cooperatives
 - Coordinate youth meetings in all wards
 - Assist the groups when applying for bursaries
 - Coordinate sports event for the groups
 - Educate the groups on detrimental activities such as drugs and alcohol

Office of the Speaker

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

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

Office of the Municipal Manager

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

Technical Services

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

Community Services

- Parks – Establishment and maintenance of greens in residential areas and conservation of riverine/wetlands.
- Render municipal health services as defined in the Health Act:
 - Safe drinking water
 - Food safety
 - Communicable diseases surveillance
 - Waste management
 - Establishment and management of forestry
 - Libraries

- Fire and Disaster Management
 - To attend to all emergency situations where lives and property are in danger
 - Conduct inspections at various shops to monitor compliance with fire regulations
 - Conduct inspections in new buildings
 - Monitor compliance in gas installations
 - Renewal of flammable equipment certificates
 - Implementing of municipal by-laws
 - Attend to complaints (animal related)

- License Office
 - Booking and issuing of learners and drivers licenses
 - Issuing and renewal of drivers license cards
 - Registration of motor vehicles
 - Processing applications and issuing of PDPs
 - Capturing of Section 56 and 341 and warrants of arrest
 - Issuing of permits
 - Renewal of vehicles
 - Application and issuing of Instructor's certificates
 - Collection of fees from hawkers
 - Business licenses
 - Discontinuing of vehicles
 - Weighbridge

- Traffic Management
 - Issuing of traffic fines
 - Special duties – vehicle checks, working with SAPF at road blocks
 - Attend accident scenes
 - Mayoral duties
 - Escort duties – abnormal vehicles, funerals and VIPs
 - Testing Station
 - Examinations of drivers and learners licenses by Examiners
 - Eye tests and finger prints for 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 Programme. An Integrated Environmental Management Framework/Plan is in the process of being developed, while the following plans are yet to be drafted: Air Quality Management Plan and Municipal Health Plan.

1.2. FIRST REVIEW OF 2011-2016 IDP PROCESS

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

After the adoption of the Process Plan, a schedule of ward community meetings was drafted as reflected in **Table 4** below, and communities were informed about these meetings.

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

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

TABLE 4: IDP COMMUNITY MEETINGS PER WARD

WARD	AREA	DATE	TIME	MEETING VENUE
1	CORNER STORE	15 NOVEMBER 2011 15 MAY 2012	10:00 10:00	CORNER STORE
2	SAKHISIZWE PRIMARY SCHOOL	19 NOVEMBER 2011 18 APRIL 2012	09:00 14:00	SAKHISIZWE PRIMARY SCHOOL
3	EMATAFULENI	16 NOVEMBER 2011 16 MAY 2012	10:00	EMATAFULENI
4	ISWEPE HALL	19 NOVEMBER 2011 20 & 27 MAY 2012	14:00	ISWEPE HALL
5	KWATHANDEKA	13 NOVEMBER 2011 12 MAY 2012	14:00	KWATHANDEKA
6	APOSTOLIC CHURCH	16 NOVEMBER 2011 19 MAY 2012	14:00	APOSTOLIC CHURCH
7	TOWN HALL	24 NOVEMBER 2011 25 APRIL 2012	17:30 16:30	TOWN HALL
8	EMAPHEPJENI	19 NOVEMBER 2011 15 MAY 2012	14:00 16:00	EMAPHEPHENI
9	BERBICE	19 NOVEMBER 2011 23 MAY 2012	14:00 09:00	BERBICE BERGPLAAS
10	KEMPVILLE HALL	18 NOVEMBER 2011 15 & 16 MAY 2012	16:30 16:00	KEMPVILLE HALL
11	EZIPHUNZINI HALL	13 NOVEMBER 2011 20 MAY 2012	14:00 08:00	EZIPHUNZINI HALL
12	STHULI HLEZA	20 NOVEMBER 2011 16 MAY 2012	08:00 16:30	STHULI HLEZA
13	STHULI HLEZA	21 NOVEMBER 2011 11 MAY 2012	16:30	STHULI HLEZA
14	RIVER OF LIFE	23 NOVEMBER 2011 27 MAY 2012	16:30 08:00-	RIVER OF LIFE

			14:00	
15	NTOMBE SPORTS GROUND	20 NOVEMBER 2011 19 MAY 2012	08:00 09:00	NTOMBE SPORTS GROUND
16	ESKAYFIN	20 NOVEMBER 2011 20 MAY 2012	08:00	ESKAYFIN
17	PHOSWA HALL	12 NOVEMBER 2011 23 APRIL 2012	14:00 16:30	PHOSWA HALL
18	ADVICE CENTRE	20 NOVEMBER 2011 17 MAY 2012	14:00	ADVICE CENTRE
19	MLAMBO SCHOOL	20 NOVEMBER 2011 16 MAY 2012	09:00	MLAMBO SCHOOL

Apart from a few logistical 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 5** below.

WARD COMMUNITY NEEDS

November 2011/May 2012

WARD 1

#	Description	Specific Area	Value/Number	Comment
1.	Water	New stand Lindelani Nkosinathi		We do not have access to clean water. We prefer that piped water be made available as they are near the dam. Those that have boreholes complain that the water comes out soiled especially after rains.
2.	Toilets	Ward 1		VIP toilets have been provided in some areas but more people still need access to toilets
3.	Housing	Ward 1		The majority of people in Driefontein live on stands that belong to landlords and these landlords do not allow them. Houses often crack due to blasting at the nearby mine.
4.	Shopping complex	Central point	1	Currently people have to travel to Piet Retief for shopping and the centre would further provide opportunities for employment of locals.
5.	Community Hall	Central point	1	For community events, and social development
6.	Street lights (Apollo floodlights)	Whole ward		Crime prevention
7.	Police station	Central point	1	To allow for criminal activities to be reported and addressed immediately
8.	Bridges	Whole ward		Where learners cross the river or the main roads to go to school
9.	Dumping site or Waste removal	RDP/Mkhize village		Waste is being dumped everywhere which poses a health hazard
10.	Cemeteries & Fencing	Ward 1		Current cemeteries are rapidly getting full and fencing is necessary to restore dignity & privacy to avoid vandalism on tombstones.
11.	Roads	Whole ward		Gravel roads need to be levelled 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		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		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 mine/community contributions	Ward 1		The community feels that they are not benefiting from the coal mine as they are supposed to.
16.	Sanitation	Ward 1		Need sanitation

Ward 2

#	Description	Specific Area	Value/Number	Comment
1.	Housing	Masihambisane,Lindelani, Mabilisa, Qedela, Nkosinathi, Taaibos,Geelhoutboom,Kwatommy, Leiden, Donkerhoek, Prospect Farm, Bampoer, Kwambilitshisi		The majority of people in Driefontein live on stand that belongs to landlords and Houses often crack due to blasting at the nearby mine.
2.	Toilets	Masihambisane, Lindelani,Mabilisa, Qedela,Nkosinathi, Taaiboos 1&2, Geelhoutboom, Kwa Tommy,Leiden, Prospect Farm,Bampoer and Kwambilitshisi.		VIP toilets have been provided in some areas, but more people still needs access to toilets.
3.	Cemeteries and fencing	Ward 2		Current cemeteries are rapidly getting full and fencing is necessary to restore dignity and privacy to avoid vandalism on tombstones.
4.	Agricultural gardens	Ward 2		The community requests assistance with tractors to assist them to prepare the soil for ploughing and planting for food security.
5.	Job opportunities/Skills development Centre	Ward 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.
6.	Kangra mine/community contributions	Ward 2		The community feels that they are not benefiting from the coal mine as they are supposed to.
7.	Sanitation	Whole ward		Need sanitation
8.	Land and High mast Light	Ward 2		Some people of the ward need Land and high mast light.
9.	Dumping site	Ward 2		No site for dumping.
10.	Grading of Roads	Masihambisane, Lindelani, Mabilisa,Qedela,Nkosinathi, Taaiboos 1&2 , Uhlelo, Geelhoutboom, Donkerhoek,Prospect		Roads ungraded

#	Description	Specific Area	Value/Number	Comment
		Farm,Bampoem.		
11	Community Hall	Masihambisane.		There is a need for community hall
12	Foot bridge	Masihambisane, Nkosinathi, Donkerhoek.	Lindelani,	Need for foot bridge
13	Creche	Masihambisane,		Need for crèche
14	Police station	Ward2		Need police station
15	Tarring of roads	Ward 2		Roads untarred
16	Sports Facility	Masihambisane, Nkosinathi,	Lindelani,	Need sports facility for youth development
17	Youth Centre			To assist with skills development for the youth.
18	Grazing land	Ward2		There is a need for grazing land cattle.

WARD 3

#	Description	Specific Area	Value/Number	Comment
19:	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.
20:	Water	Etheni KwaNgema Mabola Phaphamani		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.
21:	Houses	Dirkiesdorp Nashondo, Nitithane KwaNgema		The mud houses are dilapidated and falling apart. Others still live in plastic shacks. Sand is not available to enable people to build houses on their own.
22:	Electricity	Farms Ematafuleni		Residents on farms, which are mainly private owned still face a challenge as they do not have access the basic needs such as electricity.
23:	Roads	KwaNgema Dirkiesdorp and farms KwaNgema		Gravel roads need to be levelled and/or graded regularly. Roads are not useable after heavy rains.
24:	Bridges	Dirkiesdorp and farms		We have overflowing rivers and no bridges
25:	Pedestrian bridge	Dirkiesdorp and KwaNgema		School children cross national roads and other big and busy roads.
26:	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
27:	Street lights and/or Apollo lights	Dirkiesdorp	Main roads 8 Apollo lights	Lights will assist with reducing the levels of crime in the area.
28:	Community clinic	Dirkiesdorp	1	The town is growing into a township and therefore needs its own health facility.

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#	Description	Specific Area	Value/Number	Comment
29.	Sports Facility	Dirkiesdorp	1	Big need for the community recreational facilities: Sports fields
30.	Community Halls	Dirkiesdorp and KwaNgema	1 2	There is a need for community halls in the three areas
31.	Crèches	Dirkiesdorp and KwaNgema	2 2	Crèches are needed in the 2 areas because of the growing demand.
32.	Educational Facilities	Dirkiesdorp and KwaNgema	2 1	There is population increase and an increasing demand for educational facilities.
33.	Sewer system	Dirkiesdorp/Emabola		There is a high need for sewer system in the area
34.	Land	Entire area		There is a high demand in the area for land.
35.	Completion of water pipe	Whole ward		Need the incompleted water pipe project to resume
36.	Sewer network	Whole ward		Need sewerage services
37.	RDP houses	Whole ward		Need housing
38.	Clinic	Whole ward		Need clinic beside kwaNgema, Dirkiesdorp is old structure.
39.	Community Hall	Whole ward		Need hall
40.	Highmast lights	Whole ward		Need lights
41.	Street lights	Whole ward		Need street lights
42.	Roads	Whole ward		Need roads
43.	Creche	Whole ward		Need creche
44.	Youth centre	Whole ward		Need youth centre and beside Kwangema as they are renting.
45.	Taxi rank	Whole ward		Need taxi rank
46.	Stadium	Whole ward		Need stadium
47.	Boreholes	Whole ward		Need boreholes
48.	One secondary and primary school	Whole ward		Need schools
49.	Fencing of cemeteries	Whole ward		Need for cemetery fencing

WARD 4

#	Description	Specific Area	Value/ Number	Comment
1	Water	Khalambazo, New Komponi, KwaManqele Kasholobane, Watersmit EMaphongolo, Emsinyane, Kathukhu Tyson, Emahoqo KaDumdum KaElo	About 20 additional boreholes needed	kwaManqele - No potable water at all in this area. People drink together with animals. Where there are already boreholes <ul style="list-style-type: none"> - more are needed - they need maintenance as they break - others are no longer working The community have 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), eMaphongotho KwaMthukuzane, Zoar Watersmit, kwaNongena	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	Drieipan, 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.	Housing and Grading of roads	eMsinyane, Wermer& Haartebeesfontein		The mud houses are falling and those that are staying on the Mondli property are concerned about the houses that they say are dilapidated and could fall on them at any time. Roads are in a bad state making access to houses and cemeteries difficult.
5.	School	Msinyane, Panbult	High school Primary school Special School for the differently enabled	In Watersmit parents had started building a school. The building is about one shoulder height, but now they are not able to continue and request support and assistance with completing the building. In Panbult, they request assistance with the building of an office block for their high school
6.	Police station	Drieipan	1	Crime rate is high and Piet Retief police station is far.

#	Description	Specific Area	Value/ Number	Comment
7.	Library	Driepan	1	No library at all to cater for the needs of school children.
8.	Taxi rank	Driepan	1	No taxi rank at all
9.	Sports facilities	Driepan	1	No sports facilities
10				
11	VIP toilets Parks			Need toilets
12	Water and toilets			Need water
13	RDP Houses			Need houses
14	Electricity			Need electricity
15	Water taps			Need taps
16	Dumping site			Need dumping site
17	Abet Centre			Need abet centre
18	Cemetery (esp at RDP settlement)			Need cemetery
19	Satellite police station	Whole ward		Need police station
20	Stands	Whole ward		Need stands
21	Old age home	Whole ward		Need old age home
22	Youth centre	Whole ward		Need youth centre
23	Highmast lights	Whole ward		Needlights
24	High school	Whole ward		Need school

#	Description	Specific Area	Value/Number	Comment

WARD 5

#	Description	Specific Area	Value/Number	Comment
1.	Sewer pipes	Entire Town KwaThandeka		There are sewer problems even in town where people have to dig their own sewer collectors and dispose of waste themselves. The implementation of internal sewer reticulation at KwaThandeka is currently underway and is on the verge of completion.
2.	VIP toilets	Nkolovane farm, Veld School	45 13	They use bushes for toilet purposes. Boreholes and VIP Toilets were built at Sarah's Hof and Nkolovane.
3.	Water-borne sanitation (toilets)			First houses on PHP are not connected with sewer pipes for toilets, of which they are still in need
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 Winnie Mandela Park & Frans to KaThandeka	2	People have to cross the river to access the other townships and it poses a hazard. The issue has been identified but still pending due to funds availability.
5.	Hall fencing and furniture (chairs for all 3 halls)	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. The sport field is not yet revamped due to insufficient funds.

8.	Skid fixing	Amsterdam town	1	Cattle are not controllable, they get to town.
9.	Cemetery	KwaThandeka, Winnie Mandela Park		Fencing of Cemetery is an urgent need. The process of the successful service provider has already started.
10.	Land	Winnie 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.	Youth Centre	Entire ward	1	To keep the youth active and away from alcohol and drug abuse as well as helping the youth to develop themselves.
13.	Job opportunities	Entire ward		There is a high rate of unemployment among the youth. Therefore, skills development and job opportunities are needed for the youth.
14.	Township establishment	KwaThandeka, Winnie Mandela, and the Church sites		Township establishment is needed, as it will better the lives for all people.
15.	Closure of a hole	KwaThandeka	1	There is a big hole on the ground, which is dangerous for both people and animals
16.	Fencing of schools	KwaThandeka, Winnie Mandela, and Sarasofa	3	The following schools need to be fenced to prevent theft and animals from entering the premises: Buhlebuyeza Primary school, Ithole Primary school, and Semilly Primary school.
17.	Creche (early childhood development centre)	KwaThandeka and Winnie Mandela Park Ext 4	2	The people of the areas are in need of crèches.
18.	Fire Station	Amsterdam	1	Amsterdam area needs fire prevention measures (a fire station).
19.	Renovation of old Nganana	Amsterdam	1	Nganana school needs to be renovated, as it was broken into.

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	school				
20.	More street lights	KwaThandeka and Ext. 1, 2, 3 and 4			There is a need for more street lights to be erected. Street light poles were erected but the project is not connected to the main system.
21.	High crime	Entire ward			There are high incidences of crime in the area, probably caused by high unemployment and little salaries from the farms
22.	Sewer pipes				There is a need for sewer pipes to be connected to the RDP houses
23.	Car wash	Amsterdam			There is a need for a car wash in Amsterdam
24	Collection of waste	Whole ward			Need waste collection, and the waste removal needs to cover the whole ward
25.	Prevention of illegal dumping (littering)	Whole ward			There is a need for devising of a plan or designation of more areas for dumping, as there is littering across the ward.
25	Water	Whole ward			Need water
26	Upgrading of landfill site Honey sucking	Whole ward			Need upgrading
27	Storm water drainage	Whole ward			Need for storm water drainage
28	Roads maintenance and tarring	Whole ward			Need roads to be maintained and others to be tarred, also there is a need for others to be graded
29	Facilities for Buhlebuyeza Primary School				Buhlebuyeza Primary School need the following: seven (7) classrooms; 8 boys toilets; 8 girls toilets; three (3) Grade R classrooms; One (1) Administration Block; One (1) Kitchen; One (1) Library; One (1) Computer Centre; One (1) School Hall; Palisade Fence; 2 soccer fields; 2 Netball Courts; 1 Tennis Court; Borehole
30	Facilities for Ithole Primary School				Ithole Primary School need the following: Library; Kitchen for nutrition; Palisade Fence; Demolishing of 10 prefabs classroom; 14 toilets for learners; 1 water tank; 1 Computer Centre
31	Sarasofa houses and borehole				There is a need for 5 houses and one borehole in Sarasofa

WARD 6

#	Description	Specific Area	Value/Number	Comment
1	Water	Rustplaas 2, Kromrivier, Kwadlathovu, Rive rside, Emetshisweni, Em akhwabane, Kwamanqele. And Uhlelo.	More water needed.	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, Ezakheni		Additional toilets needed for those that have not received them yet because currently they share toilets.
3	Electricity	Rustplaas (eMarondweni) Ezakheni Sihanahana Wolvenkop	30 Places that need electricity.	Household connections and to reduce crime rates
4	Housing	Rustplaas (eMarondweni), Wolvenkop Ezakheni Athole farm	Additional	Promises for housing have been made but not yet received. Majority are still living in mud houses which erode after heavy rains. eMarondweni houses leak very bad during rains.
5	Clinics	Rustplaas 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	Rustplaas	3 central villages to service the surrounding areas	To hold meetings and for the community to rent for events
7	Satellite police station	Rustplaas Ezakheni Athole farm	3 central villages to service the surrounding areas	To prevent crime and enable the community to report criminal activities immediately

#	Description	Specific Area	Value/Number	Comment
8	MTN Networking	Rustplaas Velvekoop Die hoop Ezakheni Athole farm		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		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.
13	Elderly Centre	Rustplaas		For old people to do their daily work in a safe area
14	Day Care Centre	Rustplaas		The area needs a larger day care centre than the small one available at present and it must be fully equipped with all facilities according to grades.
15	Youth Centre	Entire Ward		To keep the youth active and away from alcohol and drug abuse, and also for the youth to develop themselves.
16	Collection of waste	Whole ward		No waste collection
17	Grading of the roads	Whole ward		No roads graded
18	Housing	Whole ward		Need houses
19	network reticulation (water taps)	Sgudada, Maphondweni, Bulutshane, Old		More network for water

#	Description	Specific Area	Value/Number	Comment
		Belfast, New Belfast, Derby (Ntintinyan e), Marondweni, Madalasi, Ndlozane, Emadanyini, Emakhaya, Dalia, Ematshotshombe ni, Winrand, Ezintulini, Kamavumbuka, Enambe.		
20	Bridge	Whole ward		No bridges
21	High mast lights	Whole ward		No lights
22	Toilets	Whole ward		Need toilets
23	Truck deliveries for water	Whole ward		Need for water
24	Bulk sewer line at Rusplaas 1	Whole ward		Need for bulk line
25	Vending machines for purchase of electricity	Whole ward		Need machines to buy electricity

WARD 7

#	Description	Specific Area	Value/Number	Comment
1.	Storm water drainage	Town include Harmony Park		Water runs into houses.
2.	Stands	Entire ward		Additional serviced stands are needed for people to be able to build their own houses.
3.	Street Lighting	Group 10		Street lighting needed on the exit road to MahambaBorderpost.Highmast lights needed on Plantation side of Group 10
4.	Roads	Entire ward		Roads in the CBD are incomplete, some roads need to be recoiled in the ward and Some streets are still gravel affecting the urban ward – cars cannot gain access to houses after rain. Gravel roads within Harmony Park need to be tarred.
5.	Extension & Upgrade of the clinic			The clinic is very small and cannot cater for the number of people who visit. In eThanda to be rebuilt.
6.	Cemetery & fencing of current cemeteries	Central point		The graveyards are full and more space is needed. Current cemeteries are being vandalized and need to be fenced around.
7.	Hall	Group 10		The hall that was in Group 10 burnt down but was never rebuilt. The community wants the hall rebuilt.
8.	Community Parks	Draad street and Group 10		Parks need to be upgraded and equipped with more swings, and bicycle pads. There is also a need for new parks. 'NO DRINKING' signs to be erected on all park spaces. Drinking very big problem on the parks.
9.	Truck Stop (depot)			A Truck Stop facility is desperately needed as the trucks stay in the CBD and cause traffic jams. Long term truck stop needed. short term-Traffic officers to enforce the Law.
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.

#	Description	Specific Area	Value/Number	Comment
12.	Electricity main 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 (for communication)	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 town		There is a shortage of road signs and street naming needs to be taken into consideration so that there can be easy identification of streets. For pedestrians the signal on Robot is needed to indicate when to cross and when not.
16.	Railings, sidewalks and Bridges	CBD		The existing bridges are in a bad state, there are neither railings nor sidewalks. This makes it more difficult for pedestrians to walk across.
17.	Street resealing	Pretorius Street from Theo Mocke to Hospital Street Muller Street from Theo Mocke to Smit Street Retief Street from Kerk to Von Brandis Street Brand Street from Kerk to Oos Street Draad Street from DeJager to Kotze Street VondBrandis Street from Tosen to Draad Street Draad Street from Mark to Jacques Street Measroch street from Kotze to Muller Street Hansen Street: from Kotze to Muller Street Residency Street from Kotze	20	These streets are in town and need urgent attention.

#	Description	Specific Area	Value/Number	Comment
		to Muller Street Noordend Street from Kotze to Muller Street Du Toit Street from Kerk to Muller Street Oos Street from Olivier to Clarence Street Clarence Street from Oos to Engelbrecht Street Clarence street from Republiek to Pretorius Street De Wet Street from Kerk to Pretorius Street Kerk Street from Theo Mocke to Hospital Grobler Street from Westend to Jacques Street Jacques Street: from Kruger to Draad street Botha Street from Westend to Jacques Street Brand Street to West End Street. Outskirts of Group 10-3 roads Bottom part of Kotze street.		
18.	Electricity	Hydroelectricity	Whole ward	More electricity needed
19.	High School	New high school	Whole ward	Need new high school
20.	Taxi Rank			There is a need for bigger space for taxi rank; the current one is getting congested.
21.	Church Street Hawkers	Municipal Building		Shelters to be build in the main road in front of Municipality building

#	Description	Specific Area	Value/Number	Comment
22.	Stands			Industrial stands needed for new business which will lead to job creation e.g. branches of UNISA and Damelin.
23.	Mkhondo Wash	Car		Does it benefit citizens of Mkhondo?

WARD 8

#	Description	Specific Area	Value/Number	Comment
1.	Land	Ward 8		The availability of land is limited which makes development difficult.
2.	Water and water pump	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 and High mast Light	Maphepheni, Dr Pauls Farm		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 is 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.

#	Description	Specific Area	Value/Number	Comment
13.	Township Establishment	Ward 8		Township establishment will better lives of all ward 8 residents.
14.	Transfer of the land	Whole ward		Need land
15.	Bridge at Sunbank	Whole ward		Need bridge
16.	Clinic	Whole ward		Need clinic
17.	Community hall	Whole ward		Need hall
18.	High school	Whole ward		Need high school
19.	Sports facilities	Whole ward		Need sports facilities

WARD 9

#	Description	Specific Area	Value/Number	Comment
1.	Water	Mahamba, DelfkomEmbonjeni, eBhedu, Berbies, Bergplaas, kaMahlobo, Wagendrift, Ezimbonjeni, Lutwayi Langfontein, Emgubaneni, kaHeaman (farm), kaMabulala, eMkhunyane, kaJacob, Mantonga, Kwarati, Mpumelelo,Siqalokusha, Ncaneni	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, Comondale, khalambazo, Bergplaas, Sprinkoppies, eXhoseni, eMagesini, Whole ward		Some areas have got VIP toilets but additional toilets are required.
3.	Electricity	Delfkom, Berbies, Comondale, kaMahlobo, eMagesini, eMgubaneni, kamabulala, Whole ward	3 Villages	Household connections and Apollo lights
4.	Clinic	Whole ward, 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	KwaMahlobo, Delfkom and wholeward	4 Villages	KwaMahlobo, there is an area where tests on the soil were done and confirmed to be suitable for agricultural purposes. The community requests that assistance be given with tractors that will turn the soil to get it ready for planting & with an irrigation system.
6.	Land	Whole ward	3 Village	CPA
7.	Grading gravel roads	Whole ward	32 villages	Access to communities is difficult.
8.	Community hall	Whole ward at Sulphursprings,	6	If there is a big meeting / event no venues to accommodate people
9.	Additional classrooms and Crèche	To the existing schools and whole ward	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.

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#	Description	Specific Area	Value/Number	Comment
10.	Housing (PHP or RDP)	few villages and whole ward	300	All the villages are made out of mud houses
11.	Grading of the road	Whole ward Whole ward		Need grading
12.	Bursaries	Whole ward		Need bursaries
13.	Network for Cellphone	Whole ward		Need good network
14.	School	Whole ward		No enough schools
15.	Sports and recreational facilities	Whole ward		Need facilities
16.	Pedestrian bridge	Whole ward		Dangerous roads
17.	Farming(Fencing and assist with tractors)	Whole ward		Need for fencing
18.	Community hall	Whole ward		Need hall
19.	Early childhood development	Whole ward		No facilities
20.	Land restitution	Whole ward		Need land back
21.	Two bridges: from Mpumelelo and Ezimbongeni	Enkokhweni		Need small bridges

WARD 10

#	Description	Specific Area	Value/ Number	Comment
1.	Stands	Osloop, Retiefville, Kempville		People are still staying with their parents in overcrowded houses and need areas where they can build houses for themselves.
2.	Housing	Retiefville, Magadeni	Kempville,	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.
3.	Street Lights & Apollo lights	Magadeni Retief Ville, stadium Kemp Ville school, Osloop and Champa Road	Retiefville	Chamber road & Tear road in Retiefville need street lights. Flood lights are needed that will shine towards the school as a lot of crime is happening in that area. Apollo lights needed in Osloop as there is a lot of crime that happens in the dark alleys.
4.	Cemetery and Fencing of cemetery	Central point		Cemeteries are full and additional space is needed. Open cemetery
5.	Clinic	Kempville		The current clinic is overcrowded and needs expansion and renovations.
6.	Stadiums Shelter and renovations flood lights	Retief Ville Kemp Ville Emasenkeni		People are uncomfortable during sunny and rainy days
7.	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.
8.	Pedestrian Crossing ramp	On the road from eThandukukhanya where taxis are boarded		People from Retiefville board taxis on the main road from eThandukukhanya but cannot easily cross the trench to get to the main road. A ramp needs to be constructed over the trench for easy access to the road.
9.	Access to houses from street	Sgodiphola		The tarred road projects closed people's access gates because the road is now high and therefore people cannot get into their gates with cars and on foot.
10.	Building of ramps outside old age home	Magadeni		Area is also used as a voting station and must be disabled friendly.

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#	Description	Specific Area	Value/ Number	Comment
11.	Pre-school	Osoop	5-6years olds	Proper foundation should be laid for learners. Promotion of ECD.
12.	Multi-purpose centre	Retief Ville	800 people	Youth, women and older persons need to get a place where they can operate
13.	Establishment of community vegetable garden	All six areas	Ward 10	Most people are not working. This will be part of poverty alleviation.
14.	Vacant sites	Whole ward		No sites
15.	RDP houses (PHP)	Whole ward		Need for housing
16.	Toilets	Whole ward		No toilets
17.	Water and electricity	Whole ward		Need for water and electricity
18.	Bridges	Whole ward and Oosloop		No bridges
19.	Highmast and street lights	Whole ward		No lights
20.	New shelters at stadiums	Whole ward		Open stadiums
21.	New floodlights at stadiums	Whole ward		No lights
22.	Township establishment	Whole ward and Oosloop		Need for services
23.	Multipurpose centre at Retiefville	Whole ward		Need for services
24.	Community vegetable gardens	Whole ward		For food
25.	Upgrading of sewer network	Whole ward		Old network
26.	Tarring of roads	Whole ward		Untarred roads

WARD 11

#	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 live in RDP houses but have no 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 population is too big for the hall now.
10.	Dumping site	Ezinkonjaneni	1	The waste tractors don't collect in our area.
11.	Water	Whole ward		Not enough water
12.	Electricity	Whole ward		Not enough electricity
13.	Toilets	Whole ward		No toilets
14.	Standardized pricing of the hall	Whole ward		Prices differ
15.	Sports facilities and maintenance	Whole ward		No sport facilities, and not in good condition

#	Description	Specific Area	Value/Number	Comment
16	FET College	Whole ward		No college
17	Foot bridges	Whole ward		No bridges
18	Street lights	Whole ward		No lights
19	Houses at Nkonjaneni	Whole ward		No housing
20	Crèche in Eziphuzhini	Whole ward		Need for crèche
21	Clinic	Whole ward		No clinic
22	Cemetery	Whole ward		No cemeteries
23	Church sites	Whole ward		No sites
24	Vacant sites	Whole ward		No sites for people
25	Sewer	Whole ward		No sewers
26	Tarring of roads	Whole ward		Untarred roads need to be level every now and then after the heavy rain.

WARD 12

#	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 kill community members
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	SthuliHleza	1	There is no clinic in the area to access basic health facilities.
8.	Library	SthuliHleza	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.	Sewarage	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.

#	Description	Specific Area	Value/Number	Comment
12.	Filling up of the hole	Emaphayinini	1	The hole is a big risk for the kids.
13.	Residential Sites	Whole ward		No residential sites
14.	Business sites	Whole ward		No business sites
15.	Stormwater			No storm water
16.	Clinic	Whole ward		Not enough clinics
17.	Fencing of cemeteries	Whole ward		Vulnerable cemeteries
18.	Roads	Whole ward		Not enough roads
19.	Mini complex including Thusong service centre	Whole ward		No shopping centre
20.	Vending machines for purchase of electricity	Whole ward		People take long distances to buy electricity

WARD 13

#	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) Mangosuthu	300 300	The VIP toilets smell too much in such a densely built area
3.	Electricity	Ext 5 (Eziphunzini)	1600	Too much crime
4.	Grading roads	Whole ward		Gravel roads need grading every now and then.
5.	Ground	Ext 5	1	No sport activities.
6.	Clinic	Ext 5(kwaMlungu) Mangosuthu	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/Mangosuthu	1	No old age place at all.
11.	Places for car wash	Ext 5 Mangosuthu	1	Nothing at all
12.	Refuse removal	Whole ward		No refuse removal
13.	Grading of the road	Whole ward		Ungraded road
14.	Street lights	Whole ward		No lights
15.	Sports grounds	Whole ward		No grounds
16.	Sites	Whole ward		No available sites for people
17.	VIP Toilets	Mangosuthu Phoswa		VIP toilets are needed.
18.	Township Establishment	Mangosuthu		

WARD 14

#	Description	Specific Area	Value/Number	Comment
1.	Water	Mangosuthu, Poswa Velvadin A part of Phola park		People are drinking water from the dam together with animals
2.	Sewer	Phola park Poswa Mangosuthu		Unfinished RDP No survey No survey
3.	Apollo Electricity Crime reduction	Weilverdien Poswa 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	SAPF 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	Mizamo 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.

#	Description	Specific Area	Value/Number	Comment
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 Mangosuthu and		Part of the area has not been surveyed and that makes service delivery difficult.it is needed to accelerate services.
14.	Sewer pipes and Toilet	Ward 14		Need for water borne sanitation
15.	RDP houses	Ward 14		Need for housing
16.	Waste collection	Ward 14		Not enough waste collection
17.	Illegal occupation of the land	Ward 14		No control on land occupation
18.	Fencing of cemeteries Clinic FET college Parks and sports facilities	Ward 14		Vulnerable cemeteries
19.	Youth centre	Ward 14		No youth centre
20.	Stormwater drainage	Ward 14		Water lies around after rains
21.	Crèche and primary schools	Ward 14		Need for them
22.	Bridge at Mangosuthu	Ward 14		There is a dangerous road

#	Description	Specific Area	Value/Number	Comment
23.	Fencing of cemeteries with palisade	Ward 14		Vulnerable cemeteries
24.	Trading shelters (for hawkers)	Ward 14		Need for shelter
25.	Sewer network for RDP houses	Ward 14		No network
26.	Sanitation and water at Welverdiend	Ward 14		No water for sanitation
27.	New cemeteries	Ward 14		Cemeteries not enough
28.	Multipurpose Centre	Harmony Park		There is a need for multipurpose centre such as youth centre.

WARD 15

#	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, RDP houses are needed.
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	Entire ward		The eNtombe hall need to be furnished with chairs and tables, it need fencing, caretaker, proper electrification and security.
11.	Highmast lights	Entire ward		No lights
12.	Water	Entire ward		Insufficient water
13.	Bridges	Entire ward		Dangerous roads

Ward 16

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

Ward 17

#	Description	Specific Area	Value/Number	Comment
1.	Sewerage system	Phola Park		There is a need for sewerage pipes or sewerage system at Phola Park
2.	Electrification need	Welvardine		Most houses at Welvardine
		Kwafiti		Kwafiti CPA with 28 houses
		Zamokuhle		Zamokuhle CPA with 31 houses
		Madabukela		Madabukela farm with 26 houses
		Annyspruit		Annyspruit with 39 houses
		Zinkonjaneni		Zinkonjaneni with 56 houses
		Kwalushaba		Kwalushaba with 8 houses
3.	Bridge	Mooihoek		We need a bridge at Mooihoek
4.	Bridge	Madabukela		We need a bridge at Madabukela
5.	Hall	Zinkonjaneni		We need a community hall at Zinkonjaneni
6.	Water	Whole yard		There is a need for water.
7.	Water borne toilets	Phosa and Phola Park		We need water-borne toilets at Phosa and Phola for 488 houses
8.	Houses	Whole ward		We need new RDP houses
9.	Grading of Roads	Whole yard		Roads need constant levelling and grading as they get very bad after rains

Ward 18

#	Description	Specific Area	Value/Number	Comment
1.	Roads	Driefontein		Gravel road need to be fixed through re-gravelling, and if possible through tarring
2.	Toilets	Whole ward		VIP toilets are needed by community
3.	Houses	Whole ward		Houses are needed by many people
4.	Hall	Driefontein		There is a need for a hall as there is no hall in Driefontein
5.	Library	Driefontein		There is a need for a library for the community
6.	High Mast Lights	Whole ward		There is no high mast lights
7.	Electricity	Heyshope		There is no electricity for the houses
8.	Tourism Centre	Heyshope		There is a need for Tourism Centre as there is a demand for it
9.	Two bridges	Driefontein		Bridges are needed for Mabiliza road and Masamsang road
10.	Two crèches	Driefontein Heyshope		There is a need for crèches in Driefontein and Heyshope
11.	Sportfield	Driefontein		There is a need for a soccer field
12.	Clinic	Driefontein		There is a need for a clinic
13.	Water	Driefontein		There is a need for water to reach the houses

Ward 19

#	Description	Specific Area	Value/Number	Comment
1.	Sewer pipes	Whole ward		There are sewer problems even in Amsterdam town where people have to dig their own sewer collectors and dispose of waste themselves
2.	Houses	Veldschool		There is not enough houses and people are living in other people's houses. Those living in mud houses complain that their houses are already falling apart and get eroded by rains.
3.	Hall fencing and furniture	Amsterdam		The halls are empty and need chairs and tables as they are rented out to the community for various events. They also need to be fenced so that they are secure. The Amsterdam hall is old, no toilets and unsuitable to be rented out to the community in its state. The hall needs renovations.
4.	Skid fixing	Amsterdam		Cattle are not controllable as they get into town
5.	Job opportunities	Whole ward		There is a high rate of unemployment among the youth. Therefore, skills development and job opportunities are needed for the youth.
6.	Fire station	Amsterdam		Amsterdam are in needs of fire prevention measures, or a fire station.
7.	Renovation of old Nganana school	Amsterdam		Nganana school needs to be renovated, as it was broken into.
8.	High crime	Whole ward		There are many incidences of crime in the area, probably caused by high unemployment and little salaries from the farms
9.	Car wash	Amsterdam		There is a need for a car wash in Amsterdam
10.	Collection of waste	Whole ward		There is a need for waste collection
11.	Storm water	Whole ward		There is a need for storm water drainage
12.	Roads tarring	Whole ward		Roads need to be tarred
13.	Water	Whole ward		The majority of people in this ward receive water through delivery trucks, but they report that the deliveries do not deliver to all people. Wherever there are boreholes, they break often and water comes out soiled during the rainy season. Sometimes the water gets finished from underground, and people need to go and get water from rivers – together with animals.
14.	Toilets	Thokozeni, Stafford, Wolvenkop, Sihanahana, Athole Farm		Additional toilets are needed for those that have not received them yet, because currently people share toilets
15.	Electricity	Westoe, Redklif, Thokozeni, Stafford,		There is a need for households connections, which will also reduce crime rate

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#	Description	Specific Area	Value/Number	Comment
		Wolvenkop, Sihanahana, AtholeFarm		
16.	Housing	The whole ward, particularly the following areas: Westoe, Redklif, Thokozani, Stafford, Wolvenkop, Athole Farm		Majority of people are still living in mud houses which erode after heavy rains, and also leak badly during rains. Promises for housing have been made but not yet received. Houses are needed by majority of people.
17.	Clinics	Thokozani, Stafford, Athole Farm		Mobile clinic no longer coming through as scheduled. People die as a result of not getting medical assistance on time.
18.	Community hall	Thokozani, Rustplaas, Stafford		Community hall needed for meetings and other events hosted by the community
19.	Satellite police station	Thokozani, Stafford, Athole farm		To prevent crime and enable the community to report criminal activities immediately
20.	MTN/Vodacom Networking	Velvekoop, Die hoop, Athole farm		Communication difficult as there is poor or no network
21.	Schools	Entire ward		Fully equipped with all facilities according to grades.
22.	Job Opportunities	Entire ward		Unemployment rate among the community is very high.
23.	Roads and sports ground grading	Entire ward		Roads need to be graded as well as the sports fields.
24.	Elderly Centre	Thokozani		For old people to do their daily work in a safe area
25.	Day Care Centre	Thokozani & Stafford		The area needs a larger day care centre than the small one available at present and it must be fully equipped with all facilities according to grades.
26.	Youth Centre	Thokozani Village		To keep the youth active and away from alcohol and drug abuse, and also for the youth to develop themselves.
27.	Boreholes	Whole ward		Need boreholes
28.	RDP Housing (PHP)	Whole ward		Need for houses
30.	Grading of the roads	Whole ward		No roads graded
31.	network reticulation (water)	David Forbes, Thokozani, Stafford		More network for water

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#	Description	Specific Area	Value/Number	Comment
	taps)			
32.	Bridges	Amsterdam, Stafford		No bridges
33.	High mast lights	Whole ward		No lights
34.	Toilets	Whole ward		Need toilets
35.	Jojo tanks for water	Whole ward		Need for water

WARDS											

needs reflected per ward in Table 5, **Tables6(a) and (b)** below depict the spatial distribution of the various developmental needs (per ward) as determined during the consultation process.

TABLE 6(a): Community needs relating to municipal competencies

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

Table 6(b) Community needs relating to provincial competencies

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

CONCLUSION

The Mkhondo Local Municipality's IDP public participation meetings were held successfully throughout all fifteen wards of the municipality. This process would not have been successful without dedication shown by the Honourable Executive Mayor, the Honourable Speaker, the Honourable ward Councillors, then Administrator and now Acting Municipal Manager and the officials.

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

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

DEVELOPMENT CHALLENGE/NEED	DETAIL
Water	<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 illnesses such as diarrhoea. There were wards where borehole infrastructures are available, but these are often not functioning or the water is soiled especially after rains.</p>
Housing	<p>In almost all wards, issues relating to housing were on access to decent shelter. Some of the community members complained of empty promises on information regarding housing delivery from the municipal officials. Other issues on housing were related to limited and/or no access to land and/or serviced stands where individuals may build their own houses. It was also indicated that there are areas where the most suitable land to erect houses is privately owned and/or grows forestry.</p>
Sanitation	<p>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.</p>
Electricity	<p>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.</p>
Cemeteries	<p>The communities pointed out a need for more space to erect cemeteries, both in the urban and rural areas.</p>
Clinic	<p>In the majority of the rural wards there is a direct need for clinics because the mobile clinic that is supposed to visit, is either sporadic or has ceased to visit at all. Some people do not have access at all because the areas are inaccessible due to bad roads or no roads at all. Many people therefore die because they cannot receive immediate assistance when they are ill.</p>

DEVELOPMENT CHALLENGE/NEED	DETAIL
Roads	The communities pointed out the need for roads to be graded and/or levelled often to improve accessibility to certain areas and for the scholar transport to be able to reach the schools easily. Heavy rains result to bad access to roads, but the municipality has taken that into cognisance.

1.3. CONCLUSION: 5-YEAR IDP PROCESS RELATED CHALLENGES AND ISSUES

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

- 2.3.1 Information on economic aspects, land use and transport is not available, but is urgently required for development planning that meets the needs of communities in a sustainable manner.
- 2.3.2 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 the provincial and national spheres of government, state-owned enterprises, the private sector as well as local and international donors (such as the World Bank or international investors) in order to seek funding for projects. This emphasises the need to establish joint ventures and Public Private Partnerships (PPP's) and also the need to effectively communicate and market the IDP (or the local authority area).
- 2.3.3 The institutional capacity of the municipality needs to be enhanced in order to improve on its capacity to spend available grant funding such as the MIG. This requires meticulous attention to detail by the highest echelons of political and administrative leadership of the municipality.

2.4 NATIONAL AND PROVINCIAL POLICY GUIDELINES

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

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

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

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

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

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

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

2.4.2 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. The PGDS was compiled within the parameters set by the National Spatial Development Perspective, as well as the Integrated Sustainable Rural Development Strategy as defined by the national government.

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, the PGDS is aimed at providing strategic directives to district and local municipalities in formulating their more detailed Integrated Development Plans (IDPs), and Spatial Development Frameworks (SDF). It is thus essential that the issues and directives emanating from a PGDS be compatible with the vision, priority areas, and guidelines of SDFs of local and district municipalities.

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

- **Economic Development** (i.e. investment, job creation, business and tourism development and SMIME 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	Achieve universal primary education.	2	Halve, by 2015, the proportion of people who suffer from hunger.
3	Promote gender equality and empower women.	3	Ensure that, by 2015, children everywhere, boys and girls alike, will be able to complete a full course of primary schooling.
4	Improve child health.	4	Eliminate gender disparity in primary and secondary education, preferably by 2005, and in all levels of education no later than 2015.
5	Improve maternal health.	5	Reduce by two-thirds, by 2015, the under-five mortality rate.
6	Combat HIV/AIDS, malaria, and other diseases.	6	Reduce by two-thirds, by 2015, maternal mortality ratio.
7	Ensure environmental sustainability.	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.
		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.

8	Develop a global partnership for development.	11 12-18	Have achieved by 2020 a significant improvement in the lives of the least 100 million slum dwellers. For comprehensive set of targets, please refer to the Millennium Development Goals of the United Nations.
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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.

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

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

1.5. 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.

2.5.1 STRENGTHS

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

2.5.2 WEAKNESSES

- Municipality was placed under provincial intervention in terms of Section 139 (1) (b) of the Constitution, of the RSA;
- The municipality is currently financially unsound in terms of income and expenditure caused by debt accumulated in previous years;
- Limited institutional capacity;
- 60% of municipality is rural which makes service delivery difficult;
- Poverty and unemployment;
- Revenue and debt collection;
- Lack of financial resources for service delivery;
- Lack of infrastructure (e.g. shortage of office space), degraded existing infrastructure (especially roads and sewerage system);

- Emergency services are centralised;
- HIV and AIDS increase pressure on social services;
- 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; and
- Poor Traffic Management.

2.5.3 OPPORTUNITIES

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

2.5.4 THREATS

- Poverty;

- Unemployment;
- Grading of the municipality which leads to a brain drain to other municipalities;
- Staff recruitment / lack of suitably qualified applicants;
- Infrastructure collapse;
- Increasing amount of land invasions and Informal/ unplanned settlements;
- Insecurity of tenure, illegal evictions and land rights violations, particularly regarding labour tenancy;
- HIV and AIDS;
- Water contamination – especially from poor sanitation and mining activities;
- High levels of dissatisfaction and frustration of customers/current residents;
- Regular social unrest;
- Crime and violence;
- Forest and veld fires/ natural disaster;
- Air pollution from industries;
- Limited support and co-operation from government departments and state-owned enterprises;
- Unequal access to economic opportunities (especially for youth);
- Illiteracy and low levels of education;
- Lack of formalised public transport system; and
- Spatially not connected to economic hubs.

1.6. 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 lack of a central, updated database which makes alignment and coordination very difficult. Staff capacity, a lack of funding, as well as a lack of long term financial planning further impedes service delivery and catching up on backlogs. Reduced finances are partly due to ineffective tariff collection procedures and controls. Management and staff are hardly held accountable given the fact that the municipality has had vacancies in all top management

positions for almost two years of the 2006-2011 Council's term of office. This state of affairs was exacerbated by the non-existence of a performance management system in the municipality.

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

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

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

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

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

Waste management is of particular concern in rural areas. Apparently waste management equipment is old and inadequate, so with the landfill site in 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.

2.8. Development Priorities

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

DEVELOPMENT PRIORITY ONE

Basic Service Delivery

DEVELOPMENT PRIORITY TWO

Municipal Institutional Development and Transformation

DEVELOPMENT PRIORITY THREE

Local Economic Development

DEVELOPMENT PRIORITY FOUR

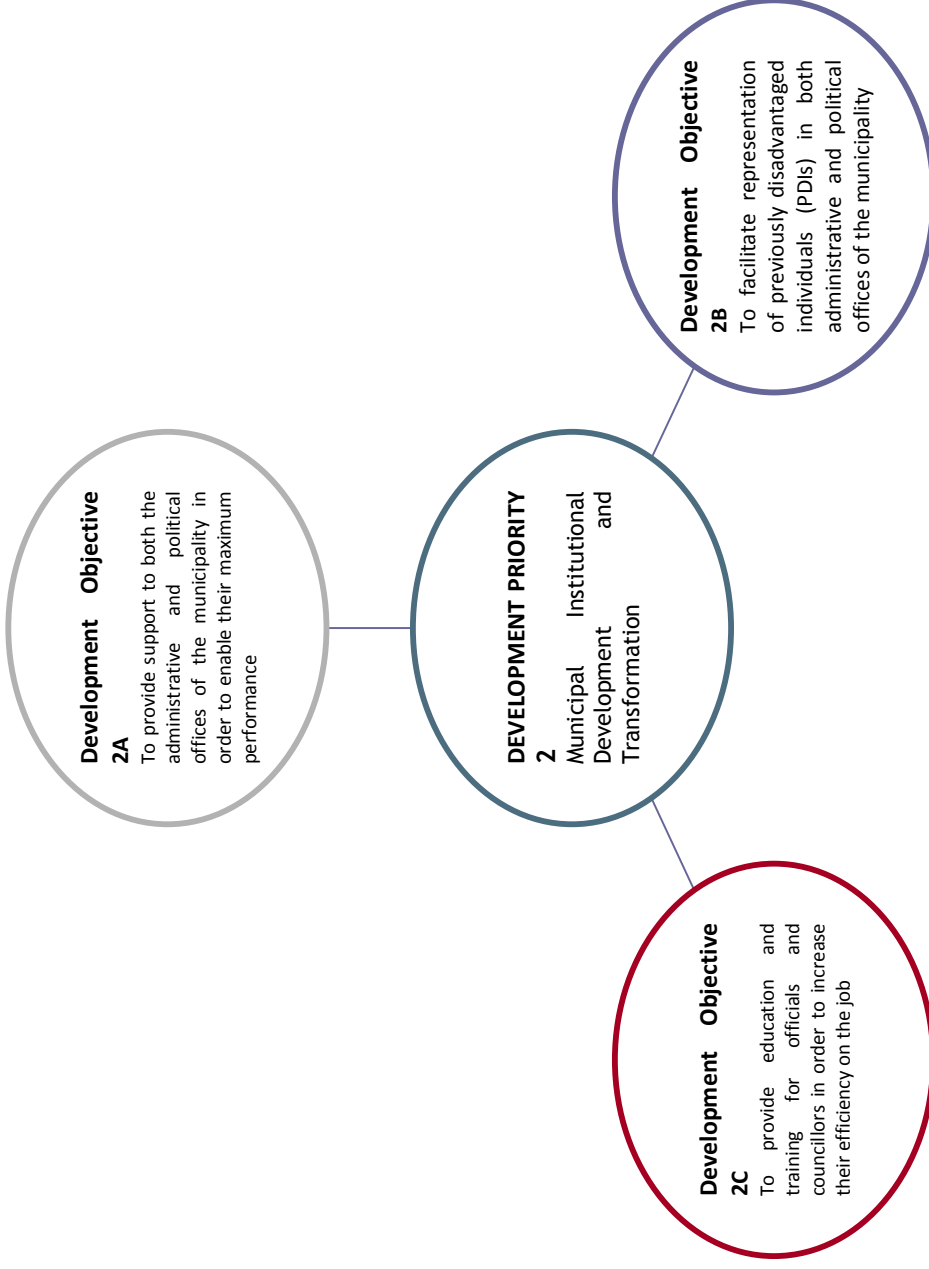
Financial Viability and Management

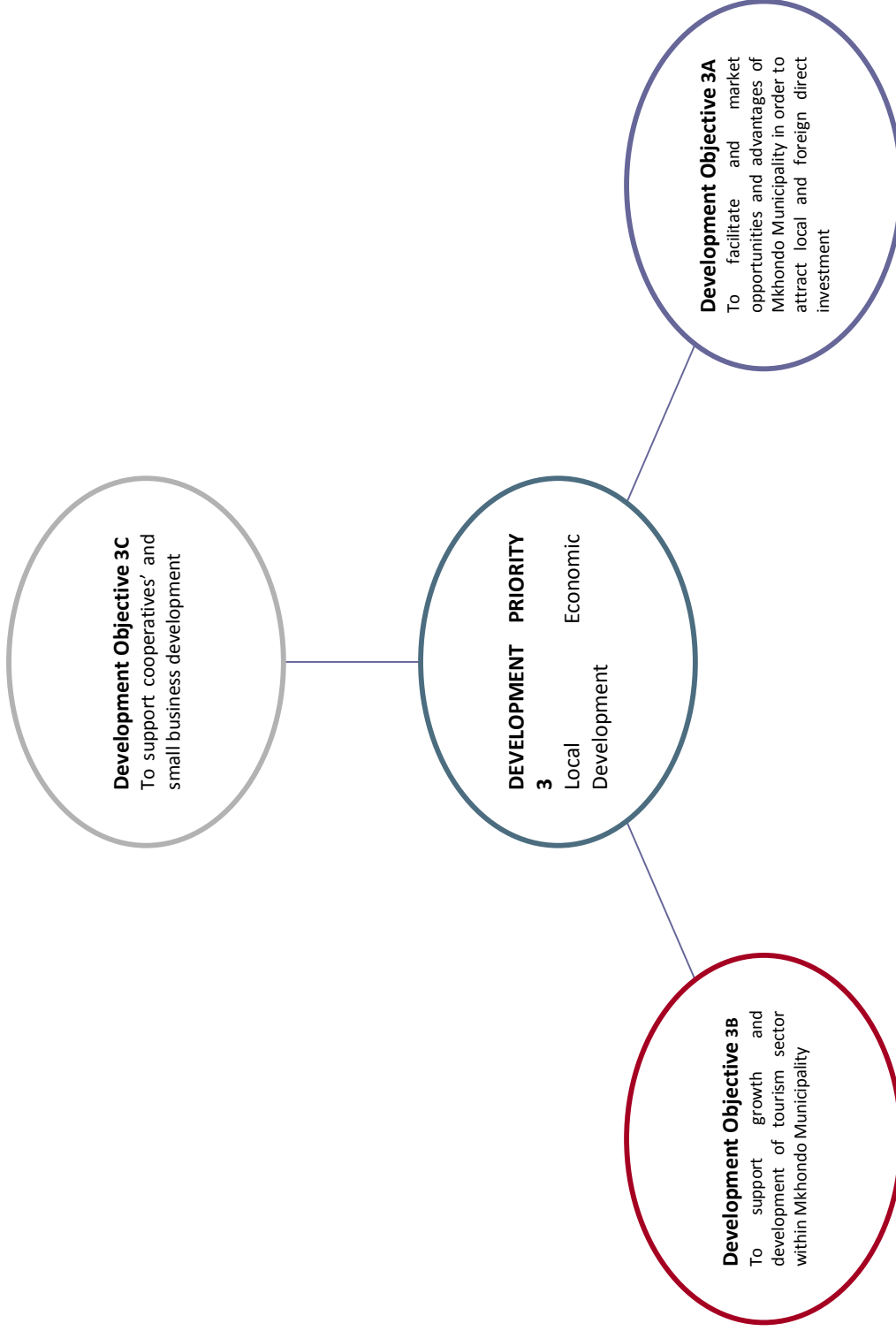
DEVELOPMENT PRIORITY FIVE

Good Governance and Public Participation

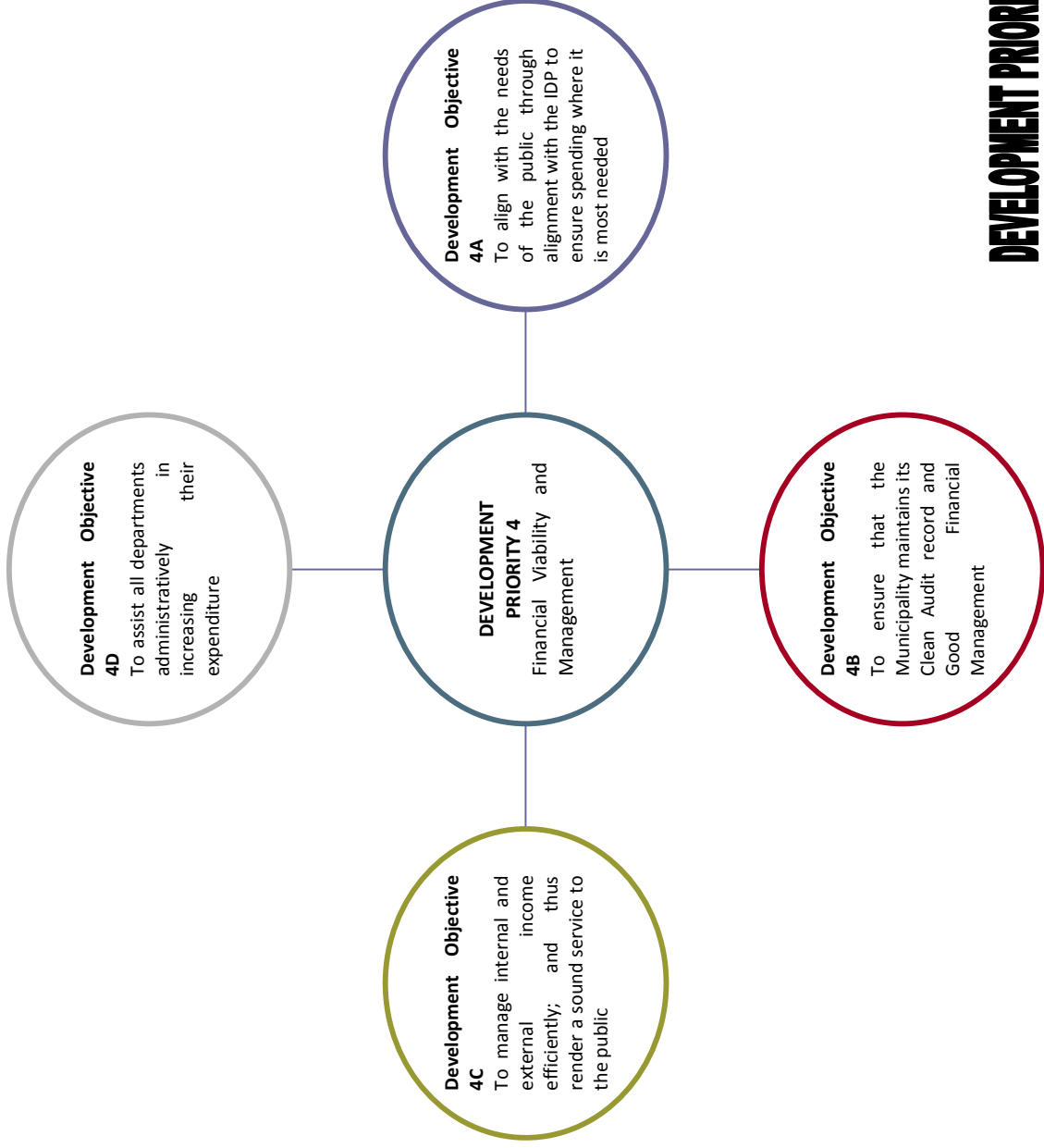


DEVELOPMENT PRIORITY ONE

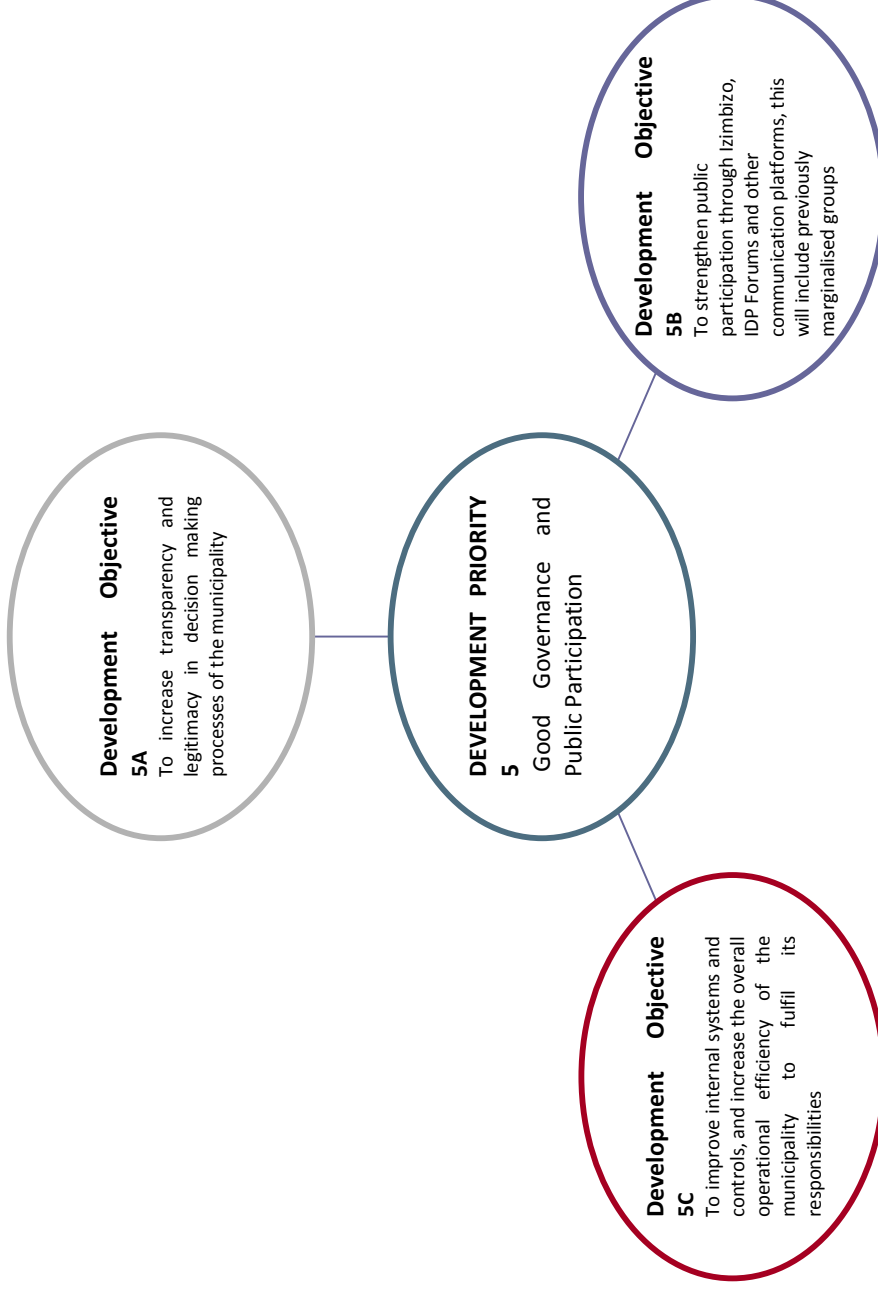




DEVELOPMENT PRIORITY THREE



DEVELOPMENT PRIORITY FOUR



DEVELOPMENT PRIORITY FIVE

2. OPERATIONAL STRATEGIES/SECTOR PLANS

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

The summaries of the sector plans are presented below:

Plans	Current status (2011/2012)	Future activities and new strategies to be included
Water Services Development Plan	Draft exists, presented to Council in April 2011	To be approved by council in September 2012.
Comprehensive Infrastructure Plan	Does not exist	To be developed in 2012-2013
Integrated Transport Plan	Currently using District Plan	To be developed in 2012-2013
Integrated Waste Management Plan	Currently using District Plan	To be developed in 2012-2013
Spatial Development Framework	Exists, adopted in April 2011	To be reviewed in 2013-2014
Local Economic Development Strategy	Does Not exist	To be developed in 2012-2013.
Electricity Master Plan	Does not exist	To be developed in 2012-2013,
Human Resources Strategy	Does not Exist	To be developed in 2012-2013
Comprehensive Rural Development Plan	Currently exists under Provincial Department of DARDLA	To be reviewed in 2011-2012
Human Settlements and Housing Strategy	Draft Charter exists.	To be approved in 2012-2013
Disaster Management Plan	Reviewed and adopted in 2011-2012	Strategy implementation in 2012-2013
Land Use Management System	Does not exist	To be developed in 2012-2013
Sanitation Management Plan	Currently using District plan	To be developed in 2012-2013
Integrated HIV and AIDS Strategy	Does not exist	To be developed in 2012-2013
Performance Management Framework	Exists, adopted in May 2011	To be reviewed in 2013-2014
Performance Management Systems	Does Not exist	To be developed in 2012-2013
Financial Plan	Does not Exist	To be developed in 2012-2013
Workplace Skills Plan	Exists, adopted in June 2010	To be reviewed in June 2011
Communication Strategy	Draft in Place	To be adopted by council 2012-2013
Public Participation	Does not exist	To be developed in 2012-2013
Supply Chain Management Policy	Exists	To be reviewed in 2011-2012
Indigent Policy	Exists – adopted in 2009	To be reviewed in 2011-2012

2.1. SPATIAL DEVELOPMENT FRAMEWORK

2.1.1 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.

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

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

2.1.2 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.

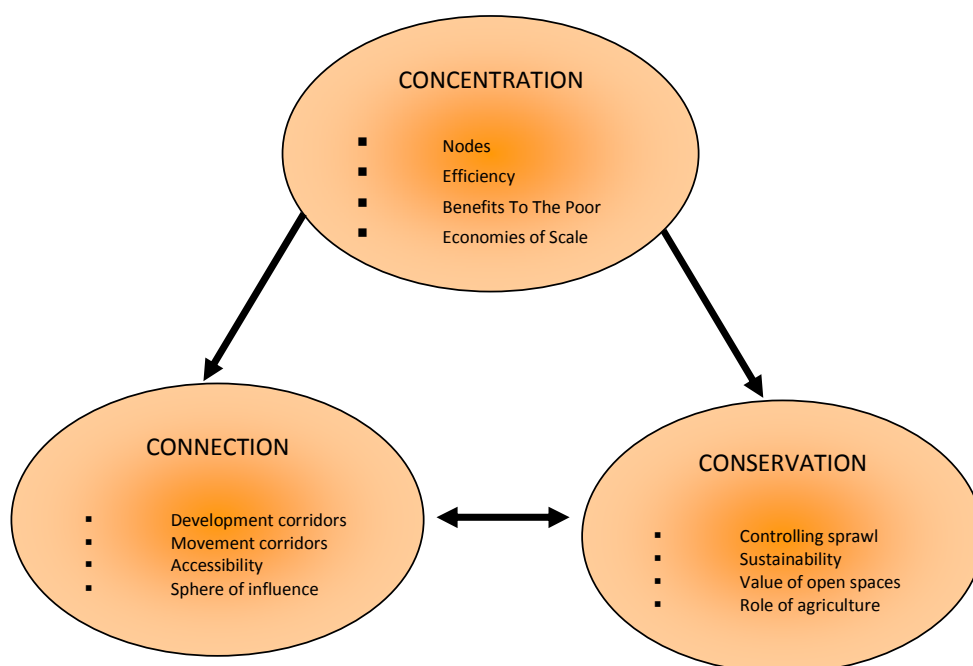
After an analysis of the area, a few key issues were identified. More specific focus areas were investigated in order to guide the SDF interventions. The focus areas were the following:

- 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.

2.1.3 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:

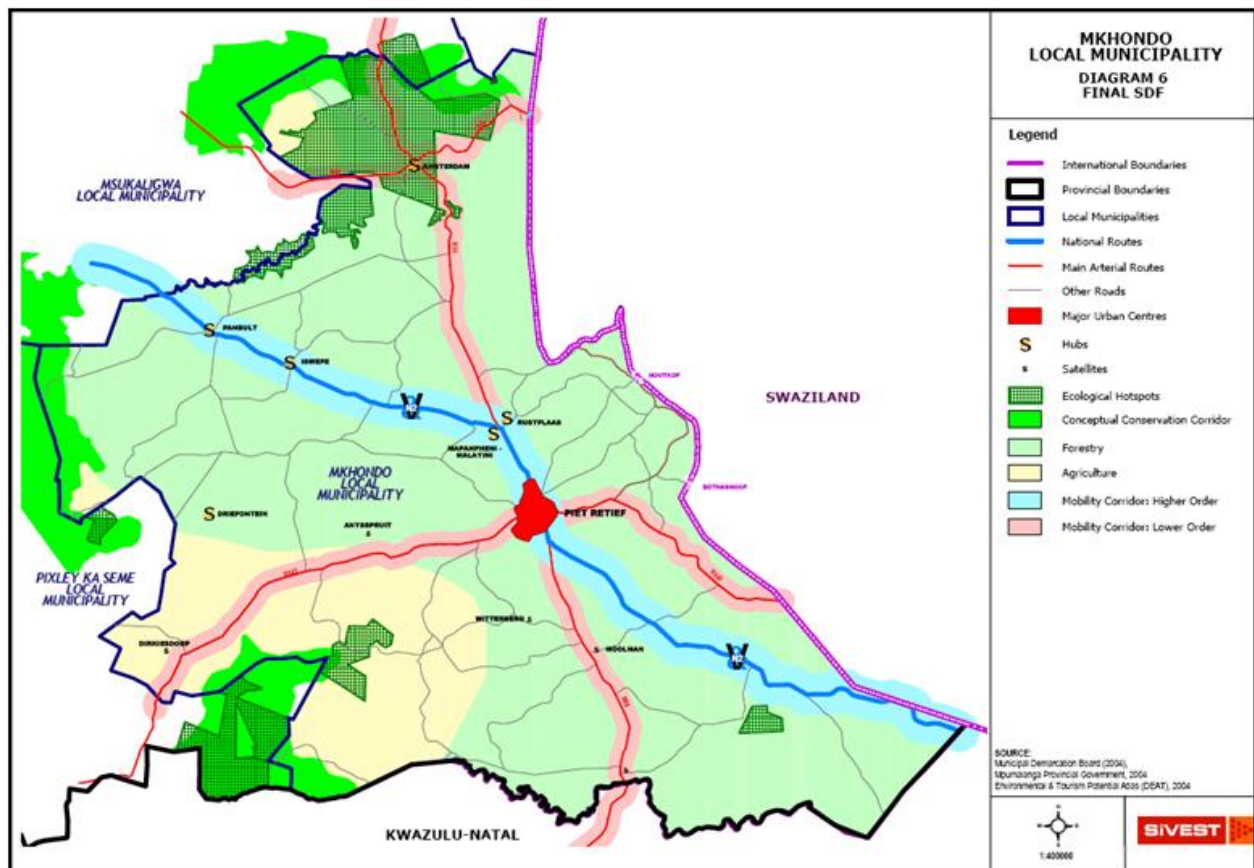


2.1.4 STRATEGIES

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 3** which represent the Mkhondo SDF.

Figure 3: 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 eNtombe, Dirkiesdorp, Witterberg and Moolman. The bright green depicts the 'conceptual conservation corridor' and where it influences Mkhondo.

The final strategy comprises a 'precinct plan' for 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.

2.1.5 KEY INTERVENTIONS/PROJECTS

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

Economic Development in Driefontein

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

Promotion of Eco-Tourism at Amsterdam

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

Urban Development Framework for 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.

2.1.6 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).

2.2. LED STRATEGY

2.2.1 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.

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

3.2.3 OBJECTIVES

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

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

2.2.4 STRATEGIES

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

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

2.2.5 INTENDED OUTCOMES

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

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

One of the flagship projects that the municipality strongly support is the establishment of abio-diesel plant at Panbult, which will enhance economic growth. Furthermore, there are a number of LED projects which are to be implemented in the Mkhondo area, with a view to assisting in addressing some key issues of the LED strategy, one of them being a project of a Truck Stop, initiated by a youth enterprise called Ubuhlebethu Trading, which the municipality supports. There is also Siyaphambili chicken poultry and farming implemented by Teka Takho Co-operative and Ubuhlebezwe Agricultural Projects and many more within the municipal area. The above-mentioned projects have been partially funded but still required more funds to run their business.

2.3. HUMAN CAPITAL STRATEGY

2.3.1 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 vision and goals.

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

2.3.2 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,
- relations with SETAs and FET colleges, and
- Internal stakeholders, i.e. councillors, LLF.

2.3.3 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).

2.3.4 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.

2.3.5 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.

2.4. COMPREHENSIVE RURAL DEVELOPMENT PLAN

2.4.1 INTRODUCTION

The Rural Development Programme is aimed at being an effective response against poverty and food insecurity by maximising the use and management of natural resources to create vibrant, equitable and sustainable rural communities. The program must improve the standards of living and welfare but also rectify past injustices through rights-based interventions and address skewed patterns of distribution and ownership of wealth and assets. The strategic objective of the Rural Development Program is therefore to facilitate **integrated development and social cohesion through participatory approaches in partnership with all sectors of society.**

2.4.2 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).

2.4.3 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.

2.4.4 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 co-operatives for economic actives,
 - 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.

2.4.5 INTENDED OUTCOMES

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

- increase rural development projects and programmes,

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

2.5. HUMAN SETTLEMENTS AND HOUSING STRATEGY

2.5.1 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.

2.5.2 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.

2.5.3 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.

2.5.4 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,
- hostel conversions and company residences,
- special needs housing programme,
- housing ladder gaps delivery programme,
- secondary property market programme, and
- building standards promotion and enforcement programme.

2.5.5 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.

2.6. WATER SERVICES DEVELOPMENT PLAN

2.6.1 INTRODUCTION

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

With the majority of its population (54%) located in rural villages widely distributed throughout the municipal area of 4 868 km², the supply of adequate drinking water both in terms of quantity and

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

- Surface water resources for the majority of urban and peri-urban areas:
 - 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 which also serves as Water Services Provider (WSP) and Water Services Authority (WSA). In terms of the Water Services Act, a WSA may perform the function of a water provider but should manage and account separately for those functions.

2.6.2 KEY ISSUES

Key issues identified recently are the following:

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

2.6.3 OBJECTIVES

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

2.6.4 STRATEGIES

- Increase available potable surface water by extending WTWs where possible, within the existing legal rights,
- evaluate the groundwater resource potential to enable efficient utilisation of this source in the rural areas,

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

The WSDP further makes the following recommendations:

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

The implementation of asset management will follow the following phases:

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

2.6.5 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.

2.7. INTEGRATED TRANSPORT PLAN (DISTRICT)

2.7.1 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.

2.7.2 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.

2.7.3 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.

2.7.4 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.

2.7.5 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.

2.8. DISASTER MANAGEMENT PLAN

2.8.1 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.

2.8.2 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.

2.8.3 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.

2.8.4 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.

2.8.5 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.

2.9. SANITATION MANAGEMENT PLAN

2.9.1 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 km², the supply of adequate sanitation to all inhabitants, many of whom are living in poverty, poses a challenge.

Current sanitation levels are as follows:

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

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

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.

2.9.2 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.

2.9.3 OBJECTIVES

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

2.9.4 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.

2.9.5 INTENDED OUTCOMES

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

2.10. INTEGRATED HIV AND AIDS STRATEGY

2.10.1 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.

2.10.2 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.

2.10.3 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.

2.10.4 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.

2.10.5 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.

2.11. PERFORMANCE MANAGEMENT FRAMEWORK

2.11.1 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.

2.11.2 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.

2.11.3 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.

2.11.4 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.

2.11.5 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.

2.12. FINANCIAL PLAN

The Municipal Finance Management Act No. 56 of 2003 (MFMA) requires the municipality to align its Integrated Development Plan (IDP) with its budget preparation process. It further requires the municipality to take all reasonable steps to ensure the municipality revises the IDP in terms of

Section 34 of the MSA, taking into account realistic revenue and expenditure projections for future years.

Budget Summary

Operating Budget

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

FINANCIAL STRATEGY

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

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

Multi-Year Financial Strategy

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

To understand the baseline

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

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

The municipality must

- fully adhere to generally recognised accounting practice, and the objectives of financial Statements as required by the Municipal Finance Management Act, Act 56 of 2003

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

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

REVENUE RAISING STRATEGY

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

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

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

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

ASSET MANAGEMENT STRATEGIES

One of the critical areas in the financial management is the development and maintenance of a GRAP compliant fixed asset register. As highlighted in previous years' audits, a number of key issues relating to the maintenance of the asset register on the accounting system need urgent attention.

Mkhondo municipality expects the following business values to be gained through the implementation of this project:

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

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

FINANCIAL MANAGEMENT STRATEGIES

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

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

CAPITAL ASSETS STRATEGY

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

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

RESOURCES FOR OPERATIONAL BUDGET AND CAPITAL PROJECTS

Operational Budget 2012/13

ACCOUNT DESCRIPTION	BUDGET 2012/13	INDICATIVE BUDGET 2013/14	INDICATIVE BUDGET 2014/15	INDICATIVE BUDGET 2015/16
INCOME	R	R	R	R
Property Rates	23.7m	24.9m	26.2m	27.5m
Service Charges	101.4m	106.5m	111.8m	117.4m
Rental Of Facilities & Equipment	539	566	595	624
Investment Income	1.6m	1,7m	1.8m	1.9m
Fines	1.4m	1.5m	1.6m	1.7m
Licences & Permits	103	108	114	120
Income From Agency Services	7.3m	7.7m	8.1m	8.5m
Government Grants & Subsidies: Conditional	2.3m	2.4m	2.5m	2.6m
Government Grants & Subsidies: Unconditional	98.7m	103.6m	108.8m	114.2m
Other Income	15.1m	15.9m	16.7m	17.5m
Interdepartmental Charges	8.1m	8.5m	8.9m	9.3m
Proceeds on Sale of Assets	1.9m	2.0m	2.1m	2.2m

TOTAL REVENUE	269.6m	283.1m	297.3m	312.1m
ACCOUNT DESCRIPTION	BUDGET 2012/13	INDICATIVE BUDGET 2013/14	INDICATIVE BUDGET 2014/15	INDICATIVE BUDGET 2015/16
EXPENDITURE	R	R	R	R
Employee Related Costs	82.6m	86.6m	90.5m	95.5m
Council Remunerations	9.7m	9.7m	10.2m	10.7m
Repairs & Maintenance	12.8m	13.4m	14.1m	14.8m
Interest Paid	945	992	1.0m	1.0m
Bulk Purchases: Water & Electricity	76.3m	80.1m	84.2m	88.4m
Contracted Services	6.9m	7.2m	7.6m	8.0m
Grants & Subsidies Paid: Conditional	2.3m	2.4m	2.5m	2.6m
Grants & Subsidies Paid: Unconditional	14.0m	14.7m	15.5m	16.2m
General Expenses	43.0m	45.1m	47.4m	49.8m
Interdepartmental Transfers	8.1m	8.5m	9.1m	9.6m
Recharge-Internal Transfers	0	(3.5m)	(3.7m)	(3.9m)
	R	R	R	R
Capital Reserves	9.0m	9.4m	9.9m	10.4m
Leave Pay Provision	1.6m	1.7m	1.8m	1.9m
Irrecoverable Debts	2.0m	2.1m	2.2m	2.3m
Total	12.6m	13.2m	13.9m	14.6m

TOTAL EXPENDITURE	269.6m	278.9m	293.0m	307.8m
(SURPLUS)/DEFICIT FOR THE YEAR	0	(4.1m)	(4.2m)	(4.4m)

CAPITAL BUDGET

2012/13 CAPITAL BUDGET - MKHONDO LOCAL MUNICIPALITY									
VOTE DESCRIPTION	REF	2012/13 MEDIUM TERM REVENUE & EXPENDITURE FRAMEWORK							
		MIG	GSDM	Own Funding	Budget Year 2012/2013	Budget Year 2013/2014	Budget Year 2014/15	Budget Year 2015/16	
WATER									
Kwa Ngema/Mabola water bulkline	MIG	4 000 000			4 000 000	-	-	-	-
Driefontien WTW increase	GSDM		1 500 000		1 500 000	-	-	-	-
Boreholes rural areas	GSDM		1 000 000		1 000 000	-	-	-	-
Piet Retief Bulkline pressure tower	MIG	2 300 000			2 300 000	-	-	-	-
SEWERAGE									
New waste cell landfills site	OWN			250 000		250 000		275 000	302 500
Nkonjaneni Water and Sewer	GSDM		2 000 000			2 000 000		2 200 000	2 420 000
Nkonjaneni Water Borne Sanitation	MIG	9 254 880			4 500 000	4 754 880		5 230 368	5 753 405
Installation of VIP toilets	MIG	1 000 000	2 000 000		2 000 000	1 000 000		1 100 000	1 210 000
Construction VIP toilets rural areas	GSDM		1 000 000			1 000 000		1 100 000	1 210 000
Continuation of sewer network to RDP Houses	GSDM		8 000 000		4 000 000	4 000 000		4 400 000	4 840 000
Piet Retief Sewer Treatment Works	MIG	24 000 000			10 000 000	14 000 000		15 400 000	16 940 000
Mangosuthu Water and Sanitation Installation Project	MIG	8 000 000				8 000 000		8 800 000	9 680 000
Upgrading of Mangosuthu and Phosa	GSDM		3 000 000			3 000 000		3 300 000	3 630 000
Upgrading kwa Thandeka sewer networks	MIG	2 075 200			2 075 200	-		-	-
ELECTRICITY									
Installation of high Mast light	MIG	5 000 000							
Electrification of Villages – Ntombe, Bankenkop, Khalambazo, Bhodweni and eMakhaya	DOE, GSDM		6 000 000	8 464 000 DOE		2 000 000		2 200 000	2 420 000
						10 000 000			

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Electrical Tools - Insulation Testers; HV Testers; Multimeters; Earth kit; Sockets; Amp probes.	OWN				100 000				100 000		110 000		121 000
Replacement of electrical - LV voltage cables; bundle conductors; High voltage cables; switch gears; protection (relay batteries)	OWN				800 000				800 000		880 000		968 000
LDV electrical bakkie (x 1)	OWN				200 000				200 000		220 000		242 000
Truck Cherry picker (Amsterdam)	OWN				350 000				350 000		385 000		423 500
ROADS INFRASTRUCTURE													
Excavator Elec. Motors	OWN				60 000				60 000		66 000		72 600
W.T.Plant	OWN				200 000				200 000		220 000		242 000
Diesel Tanker 500ltr	OWN				26 000				26 000		28 600		31 460
Plate compactor	OWN				25 000				25 000		27 500		30 250
Tar cutter	OWN				30 000				30 000		33 000		36 300
Bus and taxi Route kwa Thandeka	MIG			13 000 000					6 000 000		7 700 000		8 470 000
Bus and taxi Route in eThandakukhanya	MIG			14 000 000					6 000 000		8 800 000		9 680 000
Refurbishment of Roads Eziphuzini	GSDM					10 000 000			3 000 000		7 700 000		8 470 000
Upgrading of Kotze street	GSDM					3 000 000			3 000 000		-		-
Upgrading of Roads in Amsterdam and Kwathandeka	GSDM					9 000 000			4 000 000		5 500 000		6 050 000
Resealing of Church Street and Ethandakukhanya	GSDM					3 000 000			3 000 000		3 300 000		3 630 000
COMMUNITY SERVICES													
Tractor Forestry	OWN				120 000				120 000		132 000		145 200
Grass Slashes (x 2)	OWN				70 000				70 000		77 000		84 700

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Fencing Cemeteries(KwaThandeka & Old Driefontein)	OWN					400 000			440 000	484 000
Fencing of Municipal Infrastructure(Reservoirs Water Treatment Plant, Sewer Treatment Plant and substations)	MIG	2 000 000							2 200 000	2 420 000
Street Blowers	OWN		120 000						132 000	145 200
TOWN PLANNING										
Township establishment (Formalization)	OWN		3 600 000						3 960 000	4 356 000
OTHER										
Laptops	OWN		321 000						353 100	388 410
VIP ESS	OWN		28 000						30 800	33 880
IT equipment upgrade	OWN		450 000						495 000	544 500
Halls Furniture	OWN		300 000						330 000	363 000
IT Network upgrade	OWN		200 000						220 000	242 000
Telecommunication	OWN		300 000						330 000	363 000
Asset Verification and unbundling	OWN		1 500 000						1 650 000	1 815 000
UPS	OWN		150 000						165 000	181 500
PMU Office/Administration (2%-MIG)	MIG	3 567 920						1 619 800	2 142 932	2 357 225
Total Capital Expenditure		88 198 000	9 600 000	43 500 000	83 303 000	57 995 000	91 633 300	100 796 630		

3. PROJECTS

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

4.1. MKHONDO LOCAL MUNICIPALITY PROJECTS

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

DEVELOPMENT PRIORITY	DEVELOPMENT OBJECTIVE	WARD	SPECIFIC AREAS	PRIORITY NO.	BACKLOG /CURRENT STATUS at the end of 2010/2011	Project description	Key Performance Indicator	2011/12	2012/13	2013/14	2014/15	2015/16	SOURCE OF FUNDING
Basic Service Delivery	To accelerate the Provision of Water, Sanitation, Roads Storm Water and Electricity services in partnership with key stakeholders to meet millennium targets and improve the living conditions for all	7, 12, 13, 14	Piet Retief and eThandukukanya at large	1		Piet Retief Sewer Treatment Works	Fully functional Sewer Treatment Works	Complete the Civil Works & Mechanical Work	Complete the Mechanical & complete Electrical work, which will result in a fully functional Sewer Treatment Works				MIG (14m)
Basic Service Delivery	To accelerate the Provision of Water, Sanitation, Roads Storm Water and Electricity services in partnership with key stakeholders to meet millennium targets and improve the living conditions for all	11	Nkonjaneni township	1		Nkonjaneni Water Borne Sanitation	Fully functional Sewer Treatment Works	Connect Nkonjaneni onto the Mkhondo Local Municipality sewer network					MIG (4, 754, 880)
Basic Service Delivery	To accelerate the Provision of Water, Sanitation, Roads Storm Water and Electricity services in	5	kwaThandeka in Amsterdam	1		Bus and Taxi Route in KwaThandeka	Complete phase 1 and 2 of this project Km of	Complete phase 1(4.2km of road incl. Drain, etc.)	Complete phase 2				MIG (7m)

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DEVELOPMENT PRIORITY	DEVELOPMENT OBJECTIVE	WARD	SPECIFIC AREAS	PRIORITY NO.	BACKLOG /CURRENT STATUS at the end of 2010/2011	Project description	Key Performance Indicator	2011/12	2012/13	2013/14	2014/15	2015/16	SOURCE OF FUNDING
	partnership with key stakeholders to meet millennium targets and improve the living conditions for all						road built	&start phase 2					
Basic Service Delivery	To accelerate the Provision of Water, Sanitation, Roads Storm Water and Electricity services in partnership with key stakeholders to meet millennium targets and improve the living conditions for all	12, 13, 14	eThandukuhanya	1		Bus and Taxi Route in eThandukuhanya	Complete phase 1 and 2 of this project Km of road built	Complete phase 1 & start phase 2	Complete phase 2				MIG (8m)
Basic Service Delivery	To accelerate the Provision of Water, Sanitation, Roads Storm Water and Electricity services in partnership with key stakeholders to meet millennium targets and improve the living conditions for all		9 rural wards within Mkhondo municipality	1	55	Installation of High Mast Lights	Number of high Mast lights installed in the rural wards	Install 20 high Mast lights in the rural wards	Install 20 high Mast lights in the rural wards	Install 15 high Mast lights in the rural wards			MIG (2m)

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DEVELOPMENT PRIORITY	DEVELOPMENT OBJECTIVE	WARD	SPECIFIC AREAS	PRIORITY NO.	BACKLOG /CURRENT STATUS at the end of 2010/2011	Project description	Key Performance Indicator	2011/12	2012/13	2013/14	2014/15	2015/16	SOURCE OF FUNDING
Basic Service Delivery	To accelerate water provision within the municipality, ensuring that all residents have access to clean water		Rural wards within Mkhondo municipality	1		Installation of Boreholes in Rural Wards	Install 30 boreholes in the rural wards	15 (R1, 050, 000)	15 (R1, 050, 000)				MIG (2,100 000)
Basic Service Delivery	To accelerate the Provision of Water, Sanitation, Roads Storm Water and Electricity services in partnership with key stakeholders to meet millennium targets and improve the living conditions for all		Rural wards within Mkhondo municipality	1		Installation of VIP toilets in Rural Wards	Install 400 VIP toilets in the rural wards	133	134	133			MIG (1m)
Basic Service Delivery	To accelerate the Provision of Water, Sanitation, Roads Storm Water and Electricity services in partnership with key stakeholders to meet millennium targets and			1		Fencing of municipal infrastructure (water treatment plant, sewer treatment plant and substation, reservoir)	Fencing of water and sewer treatment plants, substation and reservoir	Completion of fencing					MIG (2m)

DEVELOPMENT PRIORITY	DEVELOPMENT OBJECTIVE	WARD	SPECIFIC AREAS	PRIORITY NO.	BACKLOG /CURRENT STATUS at the end of 2010/2011	Project description	Key Performance Indicator	2011/12	2012/13	2013/14	2014/15	2015/16	SOURCE OF FUNDING
Basic Service Delivery	improve the living conditions for all To accelerate the Provision of Water, Sanitation, Roads Storm Water and Electricity services in partnership with key stakeholders to meet millennium targets and improve the living conditions for all		Mangosuthu	1	No services currently provided	Provision of services: electricity, water, roads, sanitation	No of houses connected	1000					MIG/Human Settlements (45m)
Basic Service Delivery	Support provision of comprehensive services and ensure that communities can have access to services which are closer to them		Mangosuthu, Dirkiesdorp, Malayinjini, Maphepheni, Rustplaas, Jabulani, Thandekile, Phosa Village, Orsloop, Welverdiend, Driefontein	1	9 000	Township establishments to formalise all informal settlements in the municipality and open township registers for all the formalised townships (formalisation of informal settlements)	Number of Townships formalised	1000 sites for Mangosuthu, Dirkiesdorp, Malayinjini, Rustplaas, Jabulani, Maphepheni, Thandekile	Orsloop 1500 sites. R 4 000 000.00	Phosa Village 2 000 sites R4 500 000.00	Welverdiend 1000 sites	Driefontein 3000 Sites R 5 000 000.00	Mkhondo, Dpt of Human Settlements, Cogta

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DEVELOPMENT PRIORITY	DEVELOPMENT OBJECTIVE	WARD	SPECIFIC AREAS	PRIORITY NO.	BACKLOG /CURRENT STATUS at the end of 2010/2011	Project description	Key Performance Indicator	2011/12	2012/13	2013/14	2014/15	2015/16	SOURCE OF FUNDING
Local Economic Development	To support cooperatives' and small business development	1-15	All wards	3	There is insufficient financial support for cooperative	Cooperative Support Pilot Project: Purchase of major production machinery and equipment for women and youth cooperatives	Number of cooperatives supported for the first time	2 (R1.5mil)	3	3	3	3	Mkhondo
Basic Service Delivery	To accelerate provision of services relating to solid waste, parks and gardens	7	Piet Retief		There is a need for a new waste cell landfill site	Construction of a new waste cell landfill site in Piet Retief		R250,000	R250,000	R270,000			Mkhondo Municipality
Basic Service Delivery	To accelerate provision of services relating to solid waste, parks and gardens		Amsterdam and Driefontein		Cemeteries are vulnerable as they are unfenced	Fencing of cemeteries in Amsterdam and Driefontein		R400,000	R432,000	R466,560			Mkhondo Municipality

4.2. ESKOM PROJECTS TO BE IMPLEMENTED AT MKHONDO LOCAL MUNICIPALITY FOR 2011/2012 FINANCIAL YEAR

DEVELOPMENT PRIORITY	DEVELOPMENT OBJECTIVE	WARD	SPECIFIC AREAS	PRIORITY NO.	BACKLOG /CURRENT STATUS at the end of 2010/2011	Project description	Key Performance Indicator	2011/12	SOURCE OF FUNDING
Basic Service Delivery	To accelerate the Provision of Water, Sanitation, Roads Storm Water and Electricity services in partnership with key stakeholders to meet millennium targets and improve the living conditions for all	8	Dr. Pols	1	No access to electricity	Electrification of households at Dr. Pols, Phase 2	No households electrified	150 (2, 250 000)	DoE
Basic Service Delivery	To accelerate the Provision of Water, Sanitation, Roads Storm Water and Electricity services in partnership with key stakeholders to meet millennium targets and improve the living conditions for all	9	Khubhedu	1	No access to electricity	Electrification of households at Kubhedu, Phase 2	No households electrified	75 (2, 600 000)	DoE
Basic Service Delivery	To accelerate the Provision of Water, Sanitation, Roads Storm Water and Electricity services in partnership with key stakeholders to meet millennium targets and improve the living conditions for all	4	Iswepe	1	No access to electricity	Electrification of households at Iswepe	No households electrified	220 (2, 109, 547)	DoE

4.3. GERT SIBANDE DISTRICT MUNICIPALITY CAPITAL PROJECTS IMPLEMENTED ON BEHALF OF MKHONDO LOCAL MUNICIPALITY FOR 2012/2013 FINANCIAL YEAR

Project name	Place	Amount budgeted
Upgrading and refurbishment of roads at Eziphuzini (phase 2)	Eziphuzini	9,000,000.00
Conversion of RDP houses (phase 2)	Driefontein	8,000,000.00
Construction of VIP toilets and Boreholes	Various rural wards	6,000,000.00
Construction of Roads Phase 1 Kotze street and Phase 2 Mark street	Piet Retief	25,863,381.00
Amsterdam sewer	Amsterdam	2,000,000.00

4.4. COMPREHENSIVE RURAL DEVELOPMENT PROGRAMME FOR 2012/2013(CRDP)

COMPREHENSIVE RURAL DEVELOPMENT PROGRAMME (CRDP) - MKHONDO BUSINESS PLAN 2012/13							
Key Activity	Activities	Ward/ Village	Responsible Institutions	Jobs		Beneficiaries	Performance Indicators
				Temp	Perm		
Output 1 : Sustainable agrarian reform with small and large scale farming							

Project 1.1: Livestock Development Programme (Masibuyele Esibayeni)									
1.1.1	Animal handling facilities construction	Bull and Heifer Phase 2 (Construction of Feedlot and Livestock handling facilities and water drinking facilities.	2,9 & 17	DARDLA	15	50	466	Feedlot established (1)	1,500,000
1.1.2	Grazing camps infrastructure construction	Fencing of 200 km of grazing camps	2,3, 11,15, 17, 18 & 19	DARDLA	209		1,215	200 km fence completed	2,571,429
1.1.3	Dairy production infrastructure construction	Dairy project development (Ntusi Dairy)	3	DARDLA	80	10	57	Dairy project developed	10,000,000
1.1.4	Poultry production	Integrated poultry project development (5 houses with capacity of 40000 birds each)	2,5,11, 13 & 15	DARDLA	255	15	116	5 poultry houses constructed	5,000,000
					559	75	1,854	-	19,071,429
	Project 1.2: Land Reform Farms Revitalization programme								
1.2	Project 1.3: Fencing Provision programme								
1.2.1	Fencing	Provision of diamond mesh fencing for 900 households & fencing for 15 cooperatives	All wards	DARDLA	150	0	21,826	Diamond mesh fencing for 100 households provided and fencing for cooperatives provided	2,288,143

					150	-	21,826	-	2,288,143
TOTAL OUTPUT 1					709	75	23,680	-	21,359,572
Output 2 : Improved access to affordable and diverse food									
2.1	Project 2.1: Masibuyele Emasimini (Crop Production)								
2.1.1	Plough, planting and harvesting provision	Planting and ploughing 6500 ha linked with ME	All wards with land & agrarian farms	DARDLA	155	15	37,261	6 500 ha ploughed and planted with various commodities linked with ME	11,341,148
2.1.2	Tunnels (vegetable production) establishment	Construction of 10 tunnels		MEGA	20	10	340	10 tunnels Constructed	852,760
2.2	Project 2.2 : Integrated nutrition programme								
2.2.1	Feeding Scheme1 (schools hospitals) & provision	Feeding schemes for primary & Secondary schools through acquisition of food from agric cooperatives for 6324 learners	All wards	DOE	-	40	40,000	40 000 learners fed	18,586,425
					-	40	40,000	-	18,586,425
	Project 2.3 : Provision of tenure security								

2.3.1.	Tenure Security	Assist the rural community with tenure security		DARDLA	-	-	-	-	1,100,000	
					-	-	-	-	1,100,000	
Total Output 2					175	65	77,601	-	31,880,333	
Output 3 : Improved rural services to support livelihoods										
Project 3.1: Primary Health and Home Based Care Services										
3.1										
3.1.1	Home Community Based (HCBC) established and maintained	Establish home community based (HCBC) services	12	All wards	DSD	87	-	712	12 HCBCs funded	2,647,512
3.1.2	CHC Construction	Construction of one(1) CHC	14		DoH	15	8	1,200	1 CHC constructed	13,000,000
3.1.3	NPOs & CBO services provision	12 NPO's and CBO's funded to provide community based services. Establish x4 PHC Outreach teams for Primary Health Care Re-engineering.	19	Ward 10 - 19	DOH	138	-	120	12 NPOs funded for community based services	8,767,269
3.1.4	Mortuary Construction	Construction of one M2 mortuary	14		DOH	20			1 M2 mortuary constructed	6,000,000

3.1.5	Town Establishment	Establishment of one township	All	DARDLA					one township established	128,571
					240	8			-	30,543,352
3.2	Project 3.2 : Provision of Infrastructure & Services for Early Childhood Development & Quality Education									
3.2.1	Schools Renovation	Construction of 28 classrooms at Inqubeko School	4	DOE	10	-		300	1 primary school renovated	6,000,000
3.2.2		Ubuhle School renovation	2	DOE	10					10,000,000
3.2.3		Construction of Amsterdam Boarding School	5	DOE	10				1 boarding school constructed	147,000,000
3.2.4		Grade R facilities renovation (Qalani, Ekhuphuleni, Qhubekani, Harmony, Imizamoyethe and Ndawonye)	Amsterdam & Piet Retief	DOE	60	-			6 Grade R facilities renovated	12,000,000
3.2.5	ECD funding	Funding of 4 ECD operations	All Wards	DSD		8		3,600	4 ECDs funded	653,028
3.2.6	Office Construction	Construction of 20 offices at Amsterdam	5	DSD	20	-			20 Offices constructed at Amsterdam	7,951,000
3.2.7	Library	Construction of new library		DCSR	30	1			1 Library constructed	4,750,000
3.2.8	Water Bottling	Construction and equipping of waterbottling plant		DEDET	40	4			1 water bottling plant constructed	6,800,000
3.3	Project 3.3 : Provision of Community Service Centres for access to basic services									
					180	13		3,900	-	195,154,028

3.3.1	Youth Development programme	Funding of 4 youth development centres	Wards 10 - 19	DSD	15	-	-	4 youth development centres funded	1,485,712
3.4	Project 3.4 : Housing Programme								
3.4.1	PHP construction	Construction of 400 PHP houses	All Wards	DHS	100	-	400	400 PHP houses Constructed	24,000,000
3.4.2	Establishment of Agri-village	Building of 100 houses at the Agrivillage in Jabulani	4	DHS	20	3,000	100 houses constructed	6,000,000	
3.4.3		Agricultural activities (homestead gardens)	4	DARDLA	20	3,000	established 100 homestead gardens	8,000,000	
					140	10	6,400	-	38,000,000
3.5	Project 3.5 : Water Supply for both domestic and agricultural services								
3.5.1	Boreholes & domestic gardens provision	Provision of 10 boreholes to Households and reticulation to 100 households for both domestic and food gardens	4, 5,6, 8, 9	DARDLA	30	-	100	10 Boreholes drilled, tested and equipped & water reticulated to 100 households and also for livestock	1,000,000
3.5.2	Dam feasibility study	Dam construction at Donkerhoek	2	DARDLA	45	-	9,315	1 dam constructed	3,000,000

	Project 3.7 : Access roads & drainage facilities																
3.7.1	Road Paving	Paving of road to boarding school & Donkerhoek CRDP centre	11	DRDLR	-	-	-	-	-	-	9,415	-	-	-	-	-	4,000,000
3.7.2	Bridges	Construction of Culverts and a bridge at Donkerhoek	2	DRDLR	-	-	-	-	-	-	-	-	-	-	-	-	-
3.7.3	Road Maintenance	Road maintenance projects through special labour intensive methods, 150 Beneficiaries (Siyatentela)	ALL	DPWRT	150	-	-	-	-	5,000	-	-	-	-	-	-	1,000,000
3.7.4		Routine Maintenance by Departmental Cost Centres and Municipal support	All	DPWRT	100	-	-	-	-	-	-	-	-	-	-	-	4,817,143
					250	-	-	-	-	5,000	-	-	-	-	-	-	5,817,143
					900	31	-	-	-	26,747	-	-	-	-	-	-	275,000,235

Output 4 : Improved employment opportunities (linked to Outcome 4):										
Project 4.1 : Job creation through EPWP and cooperatives development programmes										
4.1										
4.1.1	Gardners Employment	Gardners employed for food gardens in schools and clinics	All	DoE	-	100		100 people employed as gardeners	1,484,477	
4.1.2	Cooperative site development	Establishment and development of Agric Co-operatives linking them to Food Nutrition feeding scheme of DoE	All	DARDLA, DRDLR	5	-	-	Total infratructural Cooperative registered and site established	571,429	
4.1.3	Cooperative training	Training and facilitation of cooperatives	All	DEDET	5	-	-	All cooperatives trained and mentored	142,857	
4.1.4	Construction training	Building and construction training	All	MRTT	6	-	-	120 Student will be trained in various fields within the construction field.	3,000,000	
4.1.5	ECD Practitioners	Training of ECD practitioners	All	DoE	-	-	-	10 practitioners trained on ECD NQF level 4 and 5 programme	750,000	

4.1.6	Child Minders	Training of child minders	All	DoE	-	-	-	25 childminders @ 375 000, 15 cooks @ 150 000 and 15 gardeners @ 150 000 trained for 0-4 cohort	641,975
4.1.7	Bakery	Procurement and fitting of bakery equipment as part of revatisation of bakery in Driefontein	All	MEGA	20	10	40	1 bakery revitalized	1,000,000
4.1.8	Jobs Creation	Creation and sustaining 1000 jobs through CWP.	11 and 18	CoGTA	1,000	-	-	1000 people employed on CWP	9,000,000
					1,036	110	40		16,590,738
Project 4.2 : Agricultural Hubs									
4.2.1	Agricultural parks	Establishment and development of Agri-Parks		DARDLA	30			Agri-Parks linked to mills and silos established	5,000,000
					30	-	-		5,000,000

					1,066	110	40	-	21,590,738
Output 5: Enabling institutional environment for sustainable and inclusive growth									
Project 1 : Competent Human Capital & Effective Institutional Arrangements at Local Level for Service Delivery									
Project 1 : Competent Human Capital & Effective Institutional Arrangements at Local Level for Service Delivery									
5.1.1	Municipality Integration	Integrating CRDP project into IDP through participating in IDP processes, and facilitating workshops	All	DARDLA	-	-	-	All projects integrated into IDP	200,000
5.1.2	CoS Representatives	All departments having a Deputy Director serving in the Council of Stakeholders forum	All	DARDLA	-	-	-	All provincial departments supporting CRDP	-
5.1.3	CoS Meetings	An effective Council of Stakeholders forum meeting	All	DARDLA	-	-	-	Effective Council of Stakeholders Forum	-

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										-			-			58,095
Project 5.5 : Deploy Tourism Safety Monitors																
5.3.1	Tourism Safety	Mkhondo: 30 Tourism Safety Monitors deployed	All	DSSL				30	-	-				30	30 monitors deployed	47,850
								30	-	-				-		47,850
Project 5.3 : Educational campaigns																
5.5.1	Domestic violence	Conduct gender based domestic violence campaigns	Driefontein	DSSL				-	-						Gender based domestic campaigns conducted	17,249
5.5.2	Assault common and assault GBH	Assault common and assault GBH awareness campaign	Thandukukhanya	DSSL				-	-						GBH awareness campaigns conducted	17,249
5.5.3	Border Security	Border Security campaigns	Mahamba ,Emahlathini and Nerston	DSSL				-	-						Border Security campaigns conducted	17,249
5.5.4	Tourism Safety c	Tourism Safety campaigns	Piet Retief	DSSL				-	-						Tourism safety campaigns conducted	17,249
5.5.5	Human Trafficking	Human trafficking campaign	Mahamba	DSSL				-	-						Human Trafficking campaigns conducted	17,249
								-	-							86,245
								50	-	-						2,471,105

TOTAL FOR MKHONDO			2,900	281	128,068	-			352,301,984

4.5. ACTIVITY PLAN OF MKHONDO LOCAL MUNICIPALITY

ACTIVITY PLAN-COMMUNITY SERVICES

Objective	Planned Activities	Time Frame	Outputs/Deliverables	Performance Indicator(s)	Performance Target	Budgets & Funding Sources			
						2012	2013	2014	2015
KPA: WASTE MANAGEMENT									
To ensure that refuse removal is rendered	Provide once a week refuse removal to households Provide regular refuse removal of mass refuse containers	Weekly	Refuse collected	Number of times household refuse bags/bins are collected	Weekly				
Increase number of households with access to once a week refuse removal by 2500	Purchase and distribute 3000 refuse bags and 25 mass refuse containers	July 2012	3000 refuse bags and 25 mass refuse containers distributed	Number of additional households with access to refuse removal services	Additional 2500 households to have access to refuse removal services				

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To ensure that main streets in the CBD are clean	Clean main streets in the CBD daily	Daily	Clean streets	Number of days on which street are cleaned	Daily		
To ensure that illegal dumping spots are reduced	Establishment of gardens and/or parks on the illegal dumping spots Awareness campaigns on the surrounding households of these illegal dumping spots	Monthly	Gardens and/or parks established	Number of illegal spots changed to gardens	Weekly	25 000	30 000 40 000
Proper management of the disposal of waste in Amsterdam	Construction of an On-site refuse disposal site	July 2012	Managed disposal site	Site properly managed and operated	Site constructed and operated properly	450 000	
To ensure refuse collection in the CWP operated site	Provide once a week refuse removal to CWP operated sites	Weekly	Refuse bags collected	Number of times refuse bags collected	Weekly		
To ensure Jabulane project's waste removal is included in the CWP	Inclusion of CWP in the project	July 2012	Refuse collected at Jabulane	Number of times refuse removed	Fortnightly		
To ensure landfill	Construction of	July 2012	Properly managed	Waste cell	Compliance	600	

site in Piet Retief complies with minimum standards	a waste cell	landfill site	constructed	000			
PARKS AND GARDENS							
Establishment of gardens and /parks	Partner with solid waste division to turn illegal dumping spots to community parks and gardens Establishment of parks and gardens in the CBD of Amsterdam	Gardens and parks being established	Number of gardens and parks in the CBD established	150 000	Fortnightly	165 000	170 000
Ensure maintenance of parks, gardens,cemeteries , sport fields and public open spaces	Grass cutting and general maintenance of parks, gardens and public open spaces	Maintained parks, gardens and public opens spaces	Number of parks, gardens and open spaces maintained		Weekly		
Monitor and follow up on the completion of phase 2 of Joe Thabethe Park	Monitor the implementation of the project Source funds to complete the project	Reports on the progress	Progress towards the completion of the phase 2 of the park	200 000	Phase 2 of the park completed	250 00	

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Playing Equipment for community park	Purchase of equipment for the parks	Dec 2012	Parks having playing equipment	Number of equipment purchased for the parks	2 community parks with playing equipment	150 000		
To ensure the beauty of the civic centre gardens	Landscaping of the gardens in the civic centre	Sep 2012	Improved landscaping in the civic centre	Garden landscaped	Weekly	50 000		
SPORT AND RECREATION								
Monitor the sport council activities	Monitor the activities of the council Furnish the sport council's office	Monthly	Report on progress	Number of activities reported and monitored	Monthly			
To Facilitate sport tournaments	Organizing tournaments for municipal departments as well as sector departments Organizing annual municipal sports events i.e. Mayoral cup, etc	Monthly	Tournaments facilitated	Number of tournaments organized	At least one tournament per month	100 000		
To participate in sector department's tournaments	To partake in events arranged by other government	As per request/invitation	Participated on planned events	Number of attended events	As per request/invitation			

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	departments							
FORESTRY								
To ensure establishment of felled plantation	Re-establishment of fell compartment	Seasonal	Established compartments	Number of compartments established	Monthly	250 000		
Generate income through timber sales and achieve 100% of budget income	Generated income	Seasonal	Budgeted income received	Number of compartment sold				
Ensure that timber products comply with market standards requirements	Carry out inspections to ensure that all products comply with commodities specifications	As per need	Market related timber	Quality timber sold	As per need			
Libraries								
Proper system to be put in place to monitor the loss of book	monitoring of the losses	Monthly	100% of return on books	Number of books recovered and or reported loss	Continuous			

CORPORATE SERVICES ACTIVITY PLAN

Objective	Planned Activities	Time Frame	Outputs / Deliverables	Performance Indicators	Performance Targets	Budget and Funding Sources		
						2012 - 2013	2013 - 2014	2014 - 2015
Revise and update existing Town Planning Scheme	Closely manage the appointed contractor to ensure quality Land Use Management Scheme is delivered	March 2013	A Council approved user-friendly Land Use Management document	Community consultations and workshops completed.	1 community workshop 2 workshops with Councilors, publications in the rates and taxes statements	R 1m DBSA & Own		
Formalization of Phosa and Osloop informal settlements	Closely manage the appointed contractor to ensure delivery of set milestones on time.	June 2014	Gazetted townships with township registers	Consultative meetings and approved townships for Phosa and Osloop informal settlements	Periodic reporting to Council and other stakeholders.	R1,125,000 DBSA & Own	R1,125,000 & DBSA Own	
Establishment of a 500 sites residential township	Closely manage the appointed contractor to ensure delivery of set milestones on time.	June 2014	Gazetted township with a township register	Consultative meetings and approved township	Periodic reporting to Council and other stakeholders.	R625,000 DBSA & Own	R625,000 & DBSA Own	

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Ensure adherence to cadastral boundaries by residents	Re – surveying and pegging of old properties in the township	June 2014	Complete and up to date SG diagrams	Quarterly reports to the Mayoral Committee	Improved community awareness of boundaries	R500,000	R1,000,000
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Objective	Planned Activities	Time Frame	Outputs / Deliverables	Performance Indicators	Performance Targets	Budget and Funding Sources		
						2012 - 2013	2013 - 2014	2014 - 2015
Formulation of a Local Spatial Development Framework for all urban centres within the municipal boundaries	Appoint a contractor to prepare Local Spatial Development Framework (LSDF)	June 2013	Council approved LSDF	At least 2 consultative meeting with affected parties and wards	An implementable document that is in line with the Spatial Development Framework (SDF)	R500,000 Own		
Establishment of a Land Use Management System	Sourcing of funds and appointment of a service provider to install a Geographic Information System (GIS) that is linked to the Land Use Management Scheme	June 2014	Land Management Scheme linked with GIS	Quarterly reports on progress made	Established and implementable LUMS	R0,00	R500,000	

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Purchasing of a bakkie for the Town Planning and Human Settlements division.	Prepare specification and deliver such to SCM for processing	December 2012	A new bakkie delivered to the Town Planning and Human Settlements office.	Completed specifications	Sourcing of a bakkie that meets the requirements of the Town Planning and Human Settlements office.	R150,000 Own	
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Objective	Planned Activities	Time Frame	Outputs / Deliverables	Performance Indicators	Performance Targets	Budget and Funding Sources		
						2012 - 2013	2013 - 2014	2014 - 2015
Prolong the lifespan of municipal buildings and compliance to OHS requirements	Renovating all municipal buildings That require renovations	June 2013	Community Halls and offices renovated	Number of buildings renovated	community halls renovated			
Shorten turnaround time for processing of town planning applications	Ensure sitting of the Land Use Management Committee once a month	June 2013	Decisions on Town Planning Applications	Number of applications processed	All Town Planning applications processed within shortest possible time			

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Provide efficient housing enquiry services	Provide resources (human, computers and reliable internet) and training to the Human Settlements Unit	June 2013	Fully resourced H/S office	Well trained officials manning the Human Settlements office	Shortened time spent by public waiting to be served			
Manage the housing rental stock effectively	Establish a rental housing unit	June 2013	Well managed rental units	All rental stock systems put in place	Ensure various accommodation options are available for newcomers in the property market			
Objective	Planned Activities	Time Frame	Outputs Deliverables	Performance Indicators	Performance Targets	Budget and Funding Sources		
						2012	2013	2014
To ensure accurate recording of minutes of Council and all other committees	Allocate officials to take minutes in different committees	Monthly or as when required	Accurate minutes and tapes for all meetings	Number of accurate minutes taken per month	Monthly or as when required	2012	2013	2014
						2013	2014	2015

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To ensure that all minutes, resolutions and Council Agenda for the financial year are compiled in one document	To bind the documents separately per financial year.	June 2013	Accurate minutes, resolutions and Council Agenda for the financial year compiled into one document	All documents compiled at the end of the financial year	Quarterly review and reporting of progress	R5,000		
Proper management of halls and venue bookings	Provide efficient bookings and allocation of time slots to users	Weekly	Halls allocated to users efficiently	Checklists filled in on allocation of halls and venues to users	Weekly			
Improve cleanliness of municipal offices and halls	Allocate sufficient cleaners and supervision to different offices and halls	Daily	Clean and hygienic offices and halls	Properly filled in cleaning schedules	Filling in of cleaning schedules by cleaners hourly or as and when required			
To ensure effective and efficient internal communication	Establish and maintain monthly internal newsletter	monthly	Consistent monthly newsletter in electronic and hard copy	Approved copy of the newsletter	500 copies delivered to finance for attachment to salary advices	0.00	0.00	0.00

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Objective	Planned Activities	Time Frame	Outputs / Deliverables	Performance Indicators	Performance Targets	Budget and Funding Sources			
						2012 2013	2013 2014	2014 2015	2014 2015
To ensure effective and efficient external communication	Increase printing and distribution of Mkhondo News	Bi Monthly	Number of distributed copies of the Mkhondo News	Approved copy of the publication	Improved interaction with members of the public	R360,000			
To ensure effective and efficient external communication (Cont.)	Effective management of the municipal website	Monthly	Updated content appearing on the website	Approved content published	Monthly updates of content for publishing	R0.00			

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To enhance relationship with various media houses	Visits and direct communication with local and national media houses	Weekly	Enhanced relationships with media houses	Number of press releases and/or advertorials	Informing the public about the municipality's milestones and programmes	R61,000		
To manage and provide communication guidelines to deal with media related matters	Develop media relations policy and strategy	September 2012	Council approved policy document	Complete consultative meetings with internal stakeholders	Structured channels of communication with media	R0.00		
Objective	Planned Activities	Time Frame	Outputs / Deliverables	Performance Indicators	Performance Targets	Budget and Funding Sources		
To improve corporate image of the municipality	Purchase and brand promotional material for distribution internally and externally	June 2013	Branded marketing material ready for delivery or usage	Number of printed and branded promotional material (calendars, diaries, banners, etc)	Diaries and calendars delivered by 15 December 2012	2012 - 2013	2013 - 2014	2014 - 2015
To improve corporate image of the municipality (Cont.)	Standardize all documents (letterheads, memo, attendance registers, minutes, agendas etc)	December 2012	Standard communication documents for both internal and external communication	Number of approved standardized documents	December 2012	R275,000		
						R80,000		

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To maintain consistent relationship with the public	Coordinate Mayoral Izimbizo, campaigns and stakeholder meetings	Quarterly	Reports and attendance registers.	Four (4) Mayoral Outreaches	Improved interaction and feedback between leadership and the public	R5,000		
To ensure provision of timeous accurate feedback to public complaints received from the Office of the State President	Prepare a register for complaints and follow up with complainants on all submitted complaints	Monthly	Responses checked and endorsed by MM and EM	All responses forwarded to the office of the State President.	Monthly	R0,00		

Objective	Planned Activities	Time Frame	Outputs Deliverables	Performance Indicators	Performance Targets	Budget and Funding Sources		
						2012 - 2013	2013 - 2014	2014 - 2015
To institutionalize the Batho Pele Principles in the operation of the Municipality	Conduct workshops with staff and councillors on protocol and business etiquette.	Bi-annual	Adherence to Batho Pele Principles and compliance with protocol	02 Workshops conducted	Improved understanding of the Batho Pele Principles	R150,000		

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To ensure professional speeches are written for the Executive Mayor	Conduct thorough researches to improve speeches	On-going	Professionally prepared speeches delivered by the Executive Mayoer	Speeches prepared 24 hours prior to events	Speeches that restore public confidence to the Municipality	R0,00	
To have functional and effective Ward Committees	Training of Ward Committees	Sept 2011	Ward committees trained and fully functional	Number of ward committees trained	All 19 ward committees trained		

Objective	Planned Activities	Time Frame	Outputs Deliverables	Performance Indicators	Performance Targets	Budget and Funding Sources		
						2012 - 2013	2013 - 2014	2014 - 2015
To improve efficiency of the telephone management system	Implementation of a new Telephone Management System (TMS)	September 2012	New landline gadgets and working system	Specifications completed and delivered to SCM by 01 July 2012	All municipal offices connected through Voice Over IP	R300,000 Municipal Systems Information Grant (MSIG)		
Provide required ICT equipment	Purchase computers and laptops for officials and councillors	June 2013	Usable computers delivered to the users	Specifications completed and delivered to SCM by 01 July 2012	All users having computers	R400,000 Own		

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Improve internet connectivity to satellite offices	Engage Telkom to improve connectivity between main and satellite offices	September 2012	Improved and faster connectivity	Number of sites connected	All sites connected to each other	R200,000 Own	
Facilitate the rental of multi-functioning printers	Review existing contracts and advertise for service providers	September 2012	New multi functioning printers	Number of machines sourced	September 2012		

Objective	Planned Activities	Time Frame	Outputs Deliverables	Performance Indicators	Performance Targets	Budget and Funding Sources		
						2012 - 2013	2013 - 2014	2014 - 2015
Improve employee wellness	Facilitate the implementation of the Employee Assistant Programme (EAP)	September 2012	Approved EAP policy	Less work related stress among employees	Improved employees wellness			
Ensure filling of funded critical vacancies	Provide progress reports on an ongoing basis	Monthly	All funded and critical vacancies filled	Funded vacancy rate filling.	That all vacancies left vacant be filled unless positions are frozen.			

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Improve skills within the surrounding community	Facilitate career development to unemployed members of the community.	June 2013	Copies of certificates or attendance registers from attendees.	An approved Workplace skills plan.	Quarterly Annual report.	1% of salary budget	1% of salary budget	1% of salary budget
Improve and develop skills within the work place	Conduct a skills audit and source and arrange training for staff members.	June 2013	Copies of certificates from attendees	An approved Workplace skills plan.	Annual report.			
Enhance adherence to the Occupational Health and Safety act	Undertake periodic inspection of work stations to ensure compliance and develop a safety policy	Monthly	Improved compliance with the provisions of the Occupational Health and Safety Act.	A developed policy	Injuries on duty reduced in numbers and severity.	R100 000	R150 000	R150 000

Objective	Planned Activities	Time Frame	Outputs Deliverables	Performance Indicators	Performance Targets	Budget and Funding Sources		
						2012 - 2013	2013 - 2014	2014 - 2015
Ensure professionalism in dealing with all labour matters	Guide and assist all stakeholders labour matters including	Monthly	Broadened understanding and of dealing with labour procedures set out by SALGBC.	Reduction in referrals to SALGBC on basis of procedural unfairness.	Improved understanding of guidelines by all employees	R400 000	R350 000	R300 000

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Objective	Planned Activities	Time Frame	Outputs Deliverables	Performance Indicators	Performance Targets	Budget and Funding Sources		
						2012 - 2013	2013 - 2014	2014 - 2015
Provide conducive office space to all councillors and officials in need of office space	Provide budget and construct office required space	June 2013	Adequate offices for all officials	Approved building plans for offices	Adequate offices	R2,000,000 Own	R2,500,000 Own	R3,000,000 Own
Purchase a vehicle for Human Resources division	Prepare specification and deliver such to SCM for processing	December 2012	A new vehicle delivered to the Human Resources division	Completed specifications	Sourcing of a vehicle that meets the requirements of the Human Resources division.	R150,000		
Purchasing of a hailing bakkie	Prepare specification and deliver such to SCM for processing	December 2012	A new hailing bakkie delivered to the Office of the Speaker.	Completed specifications	Sourcing of a bakkie that meet the hailing specifications	R150,000 Own		

Objective	Planned Activities	Time Frame	Outputs Deliverables	Performance Indicators	Performance Targets	Budget and Funding Sources
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									2012 2013	2013 2014	2014 2015
Increase career awareness for the youth	Facilitate and / or host career exhibition events for grade 10,11,12 and unemployed youth graduates	March 2013	Attendance registers and reports	Number of youth attending the career exhibition event	The level of unemployed youth in the municipality decreases. Assist learners and Youth with correct career pathing						
Promote healthy lifestyle among the youth	Encourage and facilitate youth participation in sports and performing arts activities	May 2013	Team lists and attendance registers	Prizes handed out by the Executive Mayor	All wards participating in different sporting codes and arts						
Promotion of Local Development Initiatives among the youth	Motivate youth to participate in the Local Economic Development	Sep 2012	Emergence of start-up ventures by the local youth	Number youth businesses and cooperatives getting funding to finance their own ventures	Improved understanding on how to start own businesses						
Encourage youth to participate in the IDP and Budget Meetings	Mobilize the youth through different forum to participate in Budget and IDP Consultative meetings	On going	Most youth programmes and projects appearing in the IDP and budgeted for.	Attendance Registers	All youth formations within Mkhondo						

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Objective	Planned Activities	Time Frame	Outputs / Deliverables	Performance Indicators	Performance Targets	Budget and Funding Sources			
						2012 - 2013	2013 - 2014	2014 - 2015	2015
To ensure the participation of youth to national youth celebration activities	Celebration of National Youth Day in June and Children's day November	Nov 2012 and June 2013	Reports	Number of youth attending the celebrations.	All youth formations within Mkhondo				
Increase youth participation in Youth Development initiatives	Organize Youth Summit and Youth Indaba	July 2012	Reports and attendance registers	Indaba and Summit held	Youth assisted to understand operations of government and services offered				
Ensure participation of Women, Men, Elderly, Children and person living with disability	Women, Men, Elderly, Children and person living with disability Summit/ Indaba	June 2013	Reports and attendance registers	Summit Held	Development of Women, men, Elderly, Children and person living with disability on youth issues				

Objective	Planned Activities	Time Frame	Outputs/Deliverables	Performance Indicator(s)	Performance Target	Budgets & Funding Sources	
						Budgets	Funding Sources

Records Systems	Resuscitate the records system that was install	July 2011- June 2012	Fully records systems (Orbit)	Train all new users and all users have access to the system.	quarterly	R100 000.00 MILM	
Centralizing records keeping	All letters, faxes and internal memorandum to be distributed through records office	July 2012- June 2013	Record all internal and external documents of the Municipality	Proper record keeping	quarterly		
Staffing	Appoint the records clerk	July 2012 – June 2013	Advertise the position and appoint the suitable candidate.	Appointment of records clerk	12 Months		

ACTIVITY PLAN-IDP/LED & TOURISM

Objective	Planned Activities	Time Frame	Outputs/Deliverables	Performance Indicator(s)	Performance Target	Budgets & Funding Sources			
						2012-2013	2013-2014	2014-2015	
KPA:IDP/ LED & TOURISM									
Office space for NYDA & SEDA	Establish an information centre	12 Months	Full resourced information centre	Fully functional office of NYDA and SEDA	12 Months	R150 000.00			

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Transport for Cooperative	Assist the cooperatives with transport when they are attending trainings	12 Months	Transporting of cooperative at least to 4 training	4 trainings to be attended by cooperatives	R10 000.00		
Development of LED Strategy	Development of LED strategy	July 2012 – June 2013	LED strategy	LED strategy developed and approved by Council in October 2012	R200 000.00		
Training and seminar for Cooperatives	One Training and one seminar for the Cooperatives	July 2012 – June 2013	1 Training and 1 Seminar	Number of training attended by the Cooperatives	R300 000.00		
Tourism Master Plan	Development of Tourism Master plan	July 2012 – June 2013	Tourism Master Plan	Tourism Master Plan developed and approved by Council in October 2012	R100 000.00		
SMME Development and Business Support	Conduct research/ study to determine <ul style="list-style-type: none"> • SMME size and scope • SMME practical problems • SMME database • SMME development and support plan 	July 2012 to June 2013					

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Recruitment, Skills and capacity development of LED	<ul style="list-style-type: none"> Skills and capacity development of the LED & IDP unit and appointment of the officers. 	July 2012 continuous	Appoint and Capacitated LED & IDP officials	Appointment of the officers and Number of trainings attended by LED & IDP staff	One training session attended per official	HR budget.	
Targeted Economic Sector Development	Assessment of the economic opportunities around: <ul style="list-style-type: none"> Agriculture and forestry Mining potential and both upstream and downstream beneficiation. Trade sectors, especially establishment of shopping malls. Tourism potential development and establishment of relevant structures such as Local Tourism Organisations Manufacturing 	July 2012 to June 2013	Report of available economic opportunities.	Number of feasibility studies conducted. Economic sectors with potential identified.	2 (two) feasibility studies conducted.		
To facilitate job creation recruitment	<ul style="list-style-type: none"> Mobilise communities to participate at the CRDP projects 	Attend all CRDP meetings 2012/13	Implement and report CRDP projects	Temporal job opportunities be created by 2012/	Job creation		

Monitoring of the CWP employment in the municipal entity	<ul style="list-style-type: none"> Coordination of the programme in all the municipal wards 	2012/13 financial year	1000 people be employed on the programme	2013. Temporal job opportunities created.	1000 jobs created	CoGTA funded project	
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TECHNICAL DEPARTMENT ACTIVITY PLAN FOR 2012/2013.

Strategic Objective	Institutional KPI	Time Frame (Months)	Outputs / Deliverables	Performance Indicator (s)	Performance Indicator (Target)	Unit of Measurement	Annual Budget 2011/12 FY (Millions)	Annual Budget 2012/13 FY (Millions)	Funding Sources
PMU									
Provision for water covering areas within Ward 13 & 14	Mangosuthu Water Installation Project	12				Budget Spent	R 3,000,000	R 17,000,000	MIG
Provision of waterborne infrastructure to cover areas within Ward 7, 8, 10, 11 & 13	Upgrading of Piet Retief Waste Water Treatment plant	14				Budget Spent	R3,400,000	R 20,000,000	MIG
Provision of waterborne infrastructure to cover areas within Ward 17	Nkonjaneni Water Borne Sanitation	5			Fully functional water borne sanitation system	Budget Spent	R 11,000,000	R 0	MIG

Provision of rural sanitation infrastructure to cover areas within Ward 13, 8, 6, 3 and 2	Installation of VIP toilets (Phase 1)	3				Budget Spent	R10,000,000	R 4,000, 000	MIG
Provision for access roads for areas within Ward 10, 11& 13	Bus and Taxi Route in eThandukukhanya (Phase 2)	4			Surfaced roads	Budget Spent	R 10,000,000	R 0	MIG
Provision for access roads for areas within Ward 5	Bus and Taxi Route in kwaThandeka (Phase 2)				Surfaced roads	Budget Spent	R7,000,000	R 0	MIG
Provision for public lighting for areas within Ward 1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 13, 14 & 15	Installation of High Mast Lights (Phase 1)	4			Fully functional high mast lights	Budget Spent	R 4,000,000	R 4,000,000	MIG
Provision of public infrastructure for areas within Ward 10 & 12	Fencing of Municipal Infrastructure (Reservoirs, Water Treatment Plants, Sewer Treatment Plant and Substations) Phase 1	3			Fence Thokozeni and Richards bay cemeteries	Budget Spent	R 2,000,000	R 2,850,240	MIG

Provision for basic electrical services	Electrification				327 connections	Budget Spent	R 8,000,000	R 7,792,350.30	DoE & Eskom
Strategic Objective	Institutional KPI	Time Frame	Outputs / Deliverables	Performance Indicator (s)	Performance Indicator (Target)	Unit of Measurement	Annual Budget 2011/12 FY	Annual Budget 2012/13 FY	Funding Sources
WATER									
Give more consumers access to water	Household water connections					Water connections program			EQ
Provide safe drinking water	Provide safe drinking water					Number of water samples for testing			EQ
Maintain Boreholes	Borehole repairs and maintenance					Number of boreholes repaired			EQ
Strategic Objective	Institutional KPI	Time Frame	Outputs / Deliverables	Performance Indicator (s) <td>Performance Indicator (Target)</td> <td>Unit of Measurement</td> <td>Annual Budget 2011/12 FY</td> <td>Annual Budget 2012/13 FY</td> <td>Funding Sources</td>	Performance Indicator (Target)	Unit of Measurement	Annual Budget 2011/12 FY	Annual Budget 2012/13 FY	Funding Sources
SANITATION									
Provide an adequate and appropriate sewer systems for the urban part of the municipality as well									EQ

as VIP's for the rural conditions													
Maintenance of Sewer Network	Manhole repairs								Number of manholes repaired				EQ
	Cleaning of sewer lines								Length of sewer lines cleaned				EQ
	Unblocking of sewers								Number of sewers unblocked				EQ
Sewer Network upgrade	Upgrading of existing Sewer Network								Length of sewer replaced				EQ
Maintenance of Sewer Network	Manhole repairs								Number of manholes repaired				EQ
Strategic Objective	Institutional KPI	Time Frame	Outputs / Deliverables	Performance Indicator (s)	Performance Indicator (Target)	Unit of Measurement	Annual Budget 2011/12 FY	Annual Budget 2012/13 FY	Funding Sources				
ROADS													
To improve the	Patching												EQ

Strategic Objective	Institutional KPI	Time	Outputs /	Performance	Performance	Unit of	Annual	Annual	Funding
condition of existing surfaced roads ('Tarred roads')	Resealing								EQ
	Fog Spray								EQ
	Road Shoulder Fill								EQ
	Kerbs Repair								EQ
	Re-Gravelling								EQ
	Blading (Levelling)								EQ
	Dust Control								EQ
	Storm water pipes								EQ
	Channels								EQ
	V-drains								EQ
	Catchment Pits								EQ
	Manholes								EQ
	Stone Pitching								EQ
To maintain the sidewalks and pavements	Side Walk & Paving Repairs								EQ

	Frame	Deliverables	Indicator (s)	Indicator (Target)	Measurement	Budget 2011/12 FY	Budget 2012/13 FY	Sources
ELECTRICITY								
Increase the number of households with access to basic level of electricity.								EQ
Maintain sustainable electricity supply					Electrification program			EQ
								EQ
To keep all public lighting functional and effective.								EQ
					Public Lighting Maintenance			EQ
To ensure reliable & safe supply to prolong equipment life according to NERSA license					Repair and maintenance of transformers			EQ

Strategic Objective	Institutional KPI	Time	Outputs /	Performance	Performance Indicator	Unit of	Annual	Annual	Funding
To sustain and ensure good condition of electrical network (cables, overhead lines, breakers, etc.)	Continuous supply					Maintain the electrical network (cables, overhead lines, breakers, etc.)			
To ensure reliable & safe supply and prolong life of equipment according to NERSA license condition.	Substation maintenance					Service and repair all substations as per the maintenance program.			
To sustain effective service of machinery	Standby generator					Routine inspection as per the maintenance program			

	Frame	Deliverables	Indicator (s)	(Target	Measurement	Budget 2011/12 FY	Budget 2012/13 FY	Sources
MACHINERY AND TOOLS								
Number of Machine	1 x Low bed Truck							
	1 x Honey Sucker							
	1 x TLB							
	2 x Tipper Trucks				Procurement of machinery			EQ
	3 x 1 Ton Trucks 3 x LDV's							
Number of Tools	2 x Plate Compactors							
	1 x Jack Hammer Compressor				Procurement of tools			EQ

4.6. PROJECTS BY PROVINCIAL DEPARTMENT OF HUMAN SETTLEMENTS FOR 2011/2012

Projects	Allocation/annual output	Areas	Budget
IRDP Phase 1 Servicing of sites	1157	Emaphepheni Rustplaas Emalayinini	R24, 500

Informal Settlements (special project)	240	Mangosuthu	R14,400
Total budget	1397		R38,900

4.7. UNFUNDED PROJECTS FOR 2011-2016 FINANCIAL YEARS (NO FUNDS TO IMPLEMENT)

NO.	PROPOSED PROJECTS	ESTIMATED AMOUNT	NARRATIVE
1.	Construction of offices for Mkhondo Municipality to address lack of office space	R 20 000 000	Funding still needs to be sourced
2.	Purchase of Teammate Audit Management System which consists of the following: <ul style="list-style-type: none"> • Audit planning and risk assessment • Working paper preparation feature • Working paper review feature • Automated reporting features 	R 60 000	Funding still needs to be sourced
3.	Construction of a transfer station in Driefontien. This station will also cater for Dierkiesdorp, Kwangema and the surrounding areas		Funding still needs to be sourced
4.	Construction of another test yard to optimize the currently services that are being provided by the municipality		Funding still needs to be sourced
5.	Construction of the best model registration authority		Funding still needs to be sourced
6.	Establishment of recreational park to ensure that recreational areas that are properly done are available for communities to use (Emagadeni: phase 2)		Funding still needs to be sourced
7.	Provision of 1,450 chairs to community halls	R 60 000	Funding still needs to be sourced

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				sourced
8.	Purchase/construction of accommodation for a Business Advisory Centre, in order to enable SEDA to provide advisory services for SMIMEs and cooperatives within Mkhondo Municipality			Funding still needs to be sourced
9.	Electrification of households at Ntombe/Bakenkop, Emakhaya, Khalambaso			Funding still needs to be sourced
10.	Electrification of households at Eziphunzini			Funding still needs to be sourced
11.	Land Use Management System			Funding still needs to be sourced
14.	Water Bulk Line from CBD to Rust Plaas and Maphpheni (10km long) and, Malayinini (6km Long) respectively.	R 4 000 000		Funding still needs to be sourced
15.	Sewer system for rustplaas	R 2 000 000		Funding still needs to be sourced
16.	Water Reticulation Iswepe for 500 RDP houses	R 1 495 000		Funding still needs to be sourced
17.	Water Bulk line from Driefontein to Iswepe 25km Long	R 2 500 000		Funding still needs to be sourced
18.	eThandakukhanya Bus & Taxi Route	R 30 000 000		Funding still needs to be sourced
19.	KwaThandeka Bus & Taxi Route	R 32 000 000		Funding still needs to be sourced
20.	Amsterdam Substation	R15 000 000		Funding still needs to be sourced
21.	Piet Retief substation	R30 000 000		Funding still needs to be sourced
22.	Upgrading of ageing cables	R25 000 000		Funding still needs to be sourced
23.	Land Fill site in Amsterdam (Transfer Station)	R 7 000 000		Funding still needs to be sourced
24.	Heavy Duty Bypass	R2 000 000		Funding still needs to be sourced

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25.	CBD surface road maintenance	R15 000 000	Funding still needs to be sourced
26.	Rehabilitation of church street	R25 000 000	Funding still needs to be sourced
27.	Establishment of Bio-diesel plant		Funding still needs to be sourced
28.	Drilling of 226 boreholes across rural wards	R 2 000 000	Funding still needs to be sourced
29.	ICT Upgrade	R 1 000 000	Funding still needs to be sourced
30.	Demand site analysis to increase revenue		Funding still needs to be sourced
Proposed Jabulani CRDP projects for 2011/12			
1.	Access to Electricity	R13, 500, 000	Funding still needs to be sourced
Proposed Forest View Projects for 2011/12			
	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

NOTE:

- Some MIG funded projects like *The Installation of VIP Toilets in Rural Wards, Piet Retief Sewer Treatment Works and Nkonjaneni Water Borne Sanitation* were not implemented in the 2010/11 financial year as required but the funding has been rolled over to 2011/12 financial year for implementation.
- *Bus and Taxi Route at KwaThandeka* phase 1 is complete but has not been formally handed over to Mkhondo Local Municipality, phase 2 is in progress awaiting the appointment of a contractor.

Gert Sibande District Municipality: *Construction of VIP toilets and Boreholes* is complete, and *Conversion of RDP houses'* phase 2 is complete but phase 3 and 4 might not be done in the proposed financial years because a sewer reticulation cannot be completed without a sewer treatment plant.

4. ALIGNMENT OF THE IDP WITH DISTRICT, PROVINCIAL AND NATIONAL PRIORITIES

4.1. INTRODUCTION

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

- MEDIUM TERM STRATEGIC FRAMEWORK
 - The priority areas to give effect to the above MTSF strategic objectives are:
 - more inclusive economic growth, decent work and sustainable livelihoods
 - economic and social infrastructure
 - rural development, food security and land reform
 - access to quality education
 - improved healthcare
 - the fight against crime and corruption
 - cohesive and sustainable communities
 - creation of a better Africa and a better world
 - sustainable resource management and use
 - a developmental state, including improvement of public services.

- PROVINCIAL GROWTH AND DEVELOPMENT STRATEGY (PGDS)
 - PGDS developed the following priority areas:
 - **Economic Development** (i.e. investment, job creation, business and tourism development and SMME development);
 - **Infrastructure Development** (i.e. urban/rural infrastructure, housing and land reform);
 - **Human Resource Development** (i.e. adequate education opportunities for all);

- **Social Infrastructure** (i.e. access to full social infrastructure);
 - **Environmental Development** (i.e. protection of the environment and sustainable development); and
 - **Good Governance** (i.e. effective and efficient public sector management and service delivery).
- GERT SIBANDE DISTRICT MUNICIPALITY IDP
 - Strategic Objectives of Gert Sibande District Municipality are as follows:
 - Improve and sustain Financial, Human Resources and Management Excellence across the District
 - Restore and maintain the institutional integrity of the District and its constituent LMs
 - Stimulate integrated and sustainable and shared Regional Development through aligned Spatial Planning
 - Improve and sustain Financial, Human Resources and Management Excellence across the District
 - Creation of decent jobs, poverty alleviation, sustainable livelihoods & Rural Development , food security and Land Reform through LED
 - Improve the quantity and quality of Municipal basic services to the people
 - Deepen democracy through effectively and efficiently functional Public Participation structures, mechanism and processes
 - Create a single window of co-ordination for the support, monitoring and intervention in municipalities within the District
 - Advanced Community Well-being
 - Facilitate the development and strengthening of a politically and administratively sound and stable municipalities within the District

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

National Goals	Mpumalanga Province	Gert Sibande District	Mkhondo Local Municipality Development Priorities	2011/2012 Projects that address development priorities
<p>More inclusive economic growth, decent work and sustainable livelihoods</p> <p>Economic and social infrastructure</p>	<p>Economic Development (I.E. investment, job creation, business and tourism development and SMME development);</p>	<p>Improve the quantity and quality of Municipal basic services to the people</p> <p>Creation of decent job creation, poverty alleviation, sustainable livelihoods & Rural Development, food security and Land Reform through LED</p>	<p>Basic Service Delivery</p> <p>Local Economic Development</p>	<p>Piet Retief Sewer Treatment Works</p> <p>Nkonjaneni Water Borne Sanitation</p> <p>Bus and Taxi Route in KwaThandeka</p> <p>Bus and Taxi Route in eThandukukhanya</p> <p>Installation of High Mast Lights</p> <p>Installation of Boreholes in Rural Wards</p> <p>Installation of VIP toilets in Rural Wards</p> <p>Township establishments: to formalise all informal settlements in the municipality and open township registers for all the formalised townships (formalisation of informal settlements)</p> <p>Fencing of municipal infrastructure (water treatment plant, sewer treatment plant and substation, reservoir)</p> <p>Construction of a new waste cell landfill site in Piet Retief</p> <p>Fencing of cemeteries in Amsterdam and Driefontein</p>

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National Goals	Mpumalanga Province	Gert Sibande District	Mkhondo Local Municipality Development Priorities	2011/2012 Projects that address development priorities
A developmental state, including improvement of public services	Social Infrastructure (i.e. access to full social infrastructure); Environmental Development (i.e. protection of the environment and sustainable development);	Stimulate integrated and sustainable and shared Regional Development through aligned Spatial Planning	Local Economic Development Basic Service Delivery	Cooperative Support Pilot Project: Purchase of major production machinery and equipment for women and youth cooperatives
The fight against crime and corruption		Advanced Community Well-being	Good Governance and Public Participation	
The fight against crime and corruption		Improve and sustain Financial, Human Resources and Management Excellence across the District Improve and sustain Financial, Human Resources and Management Excellence across the District	Financial Viability and Management Municipal Institutional Development and Transformation	
Sustainable resource management and use	Good Governance (i.e. effective and efficient public sector management and service delivery). Human Resource Development (i.e. adequate education opportunities for all);	Deepen democracy through effectively and efficiently functional Public Participation structures, mechanism and processes	Good Governance and Public Participation	

4.2. CONCLUSION

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