



**2012/13
INTEGRATED DEVELOPMENT PLAN
FINAL**

Table of Contents

FOREWORD	4
EXECUTIVE SUMMARY	7
1. INTRODUCTION AND BACKGROUND	11
2. THE PLANNING PROCESS	13
2.1 Institutional Arrangements	13
2.2 Process Overview: The Event-Centred Approach	15
2.3 Self Assessment: Planning Process	15
3. THE SITUATION	26
3.1 Basic Facts and Figures	26
3.2 Spatial Analysis	42
3.3 Economic Analysis	44
3.4 Environmental Analysis	46
3.5 Institutional Analysis	51
3.6 Integrated Development Planning Analytical Report	52
3.7 Summary of Priority Issues	69
4. BROAD DEVELOPMENT FRAMEWORK	70
4.1 The Municipal Vision, Mission and Core Values	70
4.2 Localising the strategic guidelines	71
4.2.1 Government Outcomes	72
4.2.2 National Growth Path	80
4.2.3 Mpumalanga Growth and Development Strategy	81
4.2.4 Millennium Development Goals: Vision 2014	83
4.2.5 State Of The Nation Address : 2012	87
4.2.6 State Of The Province Address.....	88
4.3 NSDP and the National Key Performance Areas	91
4.4 Priority Areas of Intervention of The Draft Mpumalanga Economic Growth And Development Path	93
4.5 Nkangala District Municipality's Key Focus Area	93
5. PRIORITY ISSUES, OBJECTIVES, STRATEGIES AND PROJECTS	94
5.1. Service Delivery and Infrastructure	94
5.1.1. Issue 1: water and sanitation	94
5.1.2. Issue 2: Electricity Supply	108
5.1.3. Issue 3: Roads and Storm Water	114
5.1.4. Issue 4: Spatial Restructuring	121
5.1.5. Issue 5: Land Reform and Restitution	126
5.1.6. Issue 6: Human Settlement and Property Development	129
5.1.7. Issue 7: Culture, Sports and Recreation	135
5.1.8. Issue 8: Health	146
5.1.9. Issue 9: Emergency Services	151
5.1.10. Issue 10: Traffic, Safety and Security	155
5.1.11. Issue 11: Environmental and Waste Management	160
5.1.12. Issue 12: Social Welfare	170
5.1.13. Issue 13: Education	173
5.2. ECONOMIC GROWTH AND DEVELOPMENT	178
5.2.1. Issue 14: local economic Development	178
5.2.2. Issue 15: poverty alleviation and Job Creation	182
5.2.3. Issue 16: Tourism and Investment.....	184
5.2.4. Issue 17: Youth, Gender and Disabled	188
5.3 FINANCIAL MANAGEMENT	193
5.3.1. Issue 18: Financial Viability	193
5.4. INSTITUTIONAL ARRANGEMENTS AND TRANSFORMATION	208
5.4.1. Issue 19: Powers, Duties and Functions	208
5.4.2. Issue 20: Organisational Design.....	221
5.4.3. Issue 21: Employment Equity	231
5.4.4. Issue 22: Skills Development.....	234
5.4.5. Issue 23: Performance Management	236
5.5. GOOD GOVERNANCE	240
5.5.1. Issue 24: Corporate Governance.....	240
5.5.2. Issue 25: Public Participation	249
6. INTEGRATED SECTOR/ OPERATIONAL PLANS	253
6.1. Introduction	253
6.2. Integrated Infrastructure Development Plan	255
6.3. Local Economic Development Strategy	255
6.4. Integrated Waste Management Plan (IWMP)	257
6.5. Environmental Management Framework (EMF)	259
6.6. Disaster Management Plan (DMP)	261
6.7. Financial Plan and Capital Programme	262
6.8. Spatial Development Framework	263
7. IMPLEMENTATION AND MONITORING PLAN	271
8. CONCLUSION	274

FIGURES

Figure 1: IDP Organizational Structure.....	13
Figure 2: Locality Map of Emakhazeni Local Municipality	27
Figure 3: Age and Sex Structure of Emakhazeni Local Municipality	30
Figure 4: Population Projection of Emakhazeni Local Municipality	31
Figure 5: Percentage Distribution of Emkhahazeni Local Municipality	32
Figure 6: Educational attainment of females age 20 and other	33
Figure 7: Employment	33
Figure 8(a-e): Percentage of service distribution	36-39
Figure 9: Percentage distribution of households by type of dwelling	40
Figure 10: Percentage of households by type of refuse disposal.....	41
Figure 11: Spatial Infrastructure and Transport Network.....	42
Figure 12: Economic Analysis.....	44
Figure 13: Cultural Heritage Sites.....	45
Figure 14: Map of Geology and Minerals.....	44
Figure 15: Percentage Distribution of Household by type of energy or fuel used for cooking	110
Figure 16: Percentage Distribution of Household by type of energy or fuel used for cooking	111
Figure 16: Percentage Distribution of Household by type of energy or fuel used for cooking	111
Figure 17: Percentage Distribution of Household by type of dwellings.....	132
Figure 18: Map 1 – Ward 1.....	210
Figure 19: Map 2 – Ward 2.....	211
Figure 20: Map 3 – Ward 3.....	211
Figure 21: Map 4 – Ward 4.....	212
Figure 22: Map 5 – Ward 5.....	212
Figure 23: Map 6 – Ward 6.....	212
Figure 24: Map 7 – Ward 7.....	213
Figure 25: Map 8 – Ward 8.....	214
Figure 26: Functional Relationship (NGP/PGP/District IDP/ IDP & Sector Plans).....	255
Figure 27: ELM Spatial Development Framework.....	265

TABLES

Table 1: Summary Profile of Emakhazeni Local Municipality.....	23
Table 2: Prevalence of disabled by type of disability	34
Table 3: Number of receipts of social grants in 2007	35
Table 4: List of Rivers, Streams and Dams	46
Table 5: The UN Millenium Development Goals(2009 Review).....	85
Table 6: Table 9: Areas of focus and key implementable for the National Priorities	93
Table 7: CS2007 Service levels for the core function- Water	99
Table 8: CS2007 Service levels for teh core function - Sanitation.....	99
Table 9: Percentage distribution of households by type of energy/fuel used for lighting	104
Table 9: Needs for Upgrades to the Bulk Electricity	111
Table 10: Budget Assessment CIP (2009).....	116
Table 11: The Municipal Road Master Plan.....	116
Table 12: Total Housing needs and Budget required addressing Housing needs	131
Table 13: Prdicted Cashflow for Housing needs.....	131
Table 14: Percentage distribution of households by type of dwelling	132
Table 15: Summary of achievements on naming and renaming of public facilities.....	136
Table 16: HIV Prevalence (2001-2009).....	147
Table 17: The crime rate statistics- Emakhazeni/Siyathuthuka and surrounding farms.....	157
Table 18: Number of illegal dumping spots and bulk bin areas.....	165
Table 19: Number of beneficiaries accessing social grants in 2010.....	171
Table 20: Schools types and their location.....	174
Table 21: Total estimated revenue for 2012/2013 financial year.....	195
Table 22: Grants allocation as per the DORA 2011/12 and 2012/13	196
Table 23: Total expenditure projected for 2012/2013 financial	196
Table 24: Funded Capex Projects	198
Table 25: Unfunded Projects	198
Table 26: Total unfunded projects (Technical services)	199
Table 27: Total unfunded projects (Financial services)	200
Table 28: Summary of funding for capex projects over three years.....	200
Table 29: Electricity sale losses.....	202
Table 30: Eskom unit cost versus ELM unit cost increase.....	203
Table 31: Employment Equity (2007-2011).....	232
Table 32: Four Strategic Thrust.....	257
Table 33: Summary of costing and determination of funding process.....	264

ABBREVIATIONS AND ACRONYMS

ELM	Emakhazeni Local Municipality
AIDS	Acquired Immune Deficiency Syndrome
CBO's	Community Based Organisations
DBSA	Development Bank of South Africa
COGTA	Co-operative Governance and Traditional Affairs
ECD	Early Childhood Development
EMF	Environmental Management Framework
EPWP	Expanded Public Works Programme
FBE	Free Basic Electricity
FBS	Free Basic Services
FBW	Free Basic Water
GIS	Geographic Information System
HSP	Housing Master Plan
IDP	Integrated Development Plan
IGR	Inter-Governmental Relations
IIDP	Integrated Infrastructure Development Plan
ITP	Integrated Transport Plan
IWMP	Integrated Waste Management Plan
LED	Local Economic Development
LUMS	Land Use Management Systems
MANCO	Management Committee
MDE	Mpumalanga Department of Education
MEC	Member of the Executive Committee
MFMA	Municipal Finance Management Act
MIG	Municipal Infrastructure Grant
MMC	Member of the Mayoral Committee
MPCC	Multi Purpose Community Centre
MSA ¹	Municipal Structures Act 117 of 1998
MSA ²	Municipal Systems Act, Amendment Act 18 of 2003
NDM	Nkangala District Municipality
NEPAD	New Partnership for Africa's Development
NSDP	National Spatial Development Perspective
PGDS	Provincial Growth and Development Strategy
SDBIC	Service Delivery and Budget Implementation Committee
SDF	Spatial Development Plan

FOREWORD

The 2012-2016 revision of the Integrated Development Plan (IDP) is as the results of the ever changing societal condition under which the services are delivered in a local Municipality. The dynamic needs of our communities require a dynamic approach in re-prioritization of the community's needs, in order to meet their demands. The main focus at all times remains the fight against poverty and unemployment as we continuously strive towards building a caring community.

Our implementation of projects in various key issues of our IDP has compelled us to approach service delivery in a new and effective way. We can no more allow the needs of the society to be fragmented along sectoral lines, an act which has in the past financial year, not yielded good results. The Municipality will initiate the delivery of integrated package of services, by first initiating the interdepartmental planning processes and secondly, facilitate the establishment of cross-departmental task teams to implement and monitor the implementation of this integrated package of services.

The new approach mentioned above will take us to the local government envisaged by all South Africans, where all the spheres of government work together in order to deliver services to all our communities. This has been a call by President Jacob Zuma when he launched the local government manifesto in the North West Province on the 27 February 2011, that we will only succeed to build better communities when National and Provincial Government supports local municipalities. The citizens of South Africa in general and the community of Emakhazeni Local Municipality in particular have urged all spheres to work together towards improving their lives.

The ELM has continued in the past four years to prioritize service delivery to all its community members including farm areas, especially services such as water and sanitation. Majority of farm dwellers now can access portable water through the boreholes, and proper VIP toilets. Their dignity has been restored. More still needs to be done since more people on the farms still needs these services. The extension of all these services to the farm areas has crippled the Municipality financially due to the vastness of the area and the poverty level of our communities. In farm areas where there are no boreholes, water is transported twice a week in water tankers and emergency vehicles.

We have continued to regard education as everybody's business by partnering with social partners. The partnership has seen all the schools in the Municipality performing above all High Schools in the Nkangala District Municipality as far as the Grade 12 results are concerned. More still needs to be done in the quest to fight functional illiteracy in the Mpumalanga Province, and in Emakhazeni Local Municipality.

The 2009 manifesto of the Municipality has now been localised, for ease of implementation, in the five priority areas of operation as mentioned by the President of the Republic of South Africa during the launch of the manifesto. These five areas are as follows:

- 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.

Our community have made it possible for us to communicate the services to them through the web site, sms system, community participation meetings and notices. They have continued to seek for answers on municipal services and we have gladly supplied positive responses. Participatory democracy has been the order of the day in the Municipality.

The realization of the Millennium Development Goals of halving unemployment and eradicating poverty by 2014, and providing proper sanitation and electricity to all by 2010 and 2012 respectively, and water for all, have been our bases for planning. As we prioritize integrated planning across all spheres, we believe that the Millennium Development Goals will be realized on time in order to make the lives of our community better. Our responsibility as Local Government, a sphere of Government that is closest to the people, has been, is, and will still be, to provide basic services, addressing underdevelopment and building safe, vibrant and sustainable communities. In addition to the above, we have to ensure that sustainable jobs are created by partnering with our social partners to revive our economy.

The revised IDP has put more emphasis on Education, Health, Performance Management, Financial Viability and Grant expenditure, Water and Sanitation, and electricity, as issues that will lead to the sustainability of our Municipality. This does not mean that other issues are of less importance but, the elevation of Education and Health has necessitated the Municipality to position itself in a manner that will see a speedy realization of the set goals.

It must be further indicated that our internal research has identified challenges with the National funding model for local municipalities. Should such a model not be reviewed on time, a number of municipalities will find it difficult to provide services in a sustainable manner as per section 152 (1) (a) of the Constitution of the Republic of South Africa. The projects as planned for in the IDP document seek to lead the Municipality to the state of being viable and be able to take care of its core functions as prescribed by the Constitution.

The Municipality has through engagements with the provincial government and big-business role players as well as through the revised Spatial Development Framework (SDF) of September 2010 identified MEGA projects that will stimulate the economy of Emakhazeni. These Mega projects are as follows:

- Emgwenya Urban Renewal Project
- Building of a boarding school in Entokozweni
- Building of Mega Municipal Offices integrated with a shopping centre
- Establishment of Siyathuthuka Extension 4 which is known as Breaking New Grounds project
- High Altitude Training Centre in Siyathuthuka and Emakhazeni(Belfast)
- Rolling Estate a development by Basil Read situated between Emakhazeni(Belfast) and Entokozweni(Machadodorp)

We have realized that the solutions to the challenges of underdevelopment, poverty and joblessness, which are the number one enemy of democracy, lies building strong sustainable relations through long lasting partnerships with our Social partners. Alone as Government, we would not be in a position to respond to the ever changing needs of our communities. We need to bring all our resources together and face these challenges in a united and caring manner as we together strive to building better communities.

Executive Mayor
Councillor X.S. Ngwenya

Date: 13 May 2012

EXECUTIVE SUMMARY

The year 2010/2011 was a very hectic and difficult year for the Municipality in that it started during the time when the World Cup was at its pinnacle and so everybody was still in a joyous mood, this mood sort of affected service delivery priorities.

Over and above the festivities around the World Cup of 2010, the year 2011 was the year of Local Government Elections and so there were a lot of uncertainties that were abound for the Councillors that were in office at that time.

To that extent these uncertainties had a negative effect on the IDP process plan that was adopted during August 2011. This IDP Process Plan had to be revised, a record three times because the Municipality could not comply with the community outreach dates adopted in the process plan.

However, the Municipality continued to adopt the reviewed IDP for the 2010/11 financial year and in that IDP confirmed its previous vision, mission and core values. These strategic objectives can be summarised as follows:

Vision: "A secure environment with sustainable development to promote service excellence, unity and community participation resulting in a caring society"

Mission: "Emakhazeni Local Municipality is a category B municipality and a tourist designation within the Nkangala District, existing to provide sustainable basic municipal services to the local community and the visitors, creating a conducive environment for socio-economic development and promoting democracy, accountability and public participation in its affairs."

Core values

Consultation

Emakhazeni Local Municipality must consult with all community stakeholders by holding meetings with consumers as per Chapter 4 of the Municipal Systems Act.

Service Standards

The municipality must have service standards that are precise and measurable so that users can judge for themselves whether or not they are receiving what was promised.

Access

All communities within the municipality must have access to basic municipal service information.

Courtesy

The staff of the municipality must empathise with the citizens and treat them with as much consideration and respect as they would like themselves.

Information

The municipality must make information available about municipal services, the organisation and other service delivery related matters at all points of delivery for all its people and fellow staff members.

Transparency

The community of Emakhazeni should know about the way the municipality utilises the resources they consume, and who is in charge.

Redress

The municipality must welcome complaints and identify quickly and accurately when municipal services are falling below the promised standard and have procedures in place to remedy the situation.

Value for money

The local municipality's consumers are entitled to commensurate or even reasonably better service standards in relation to the value of the money they pay for the municipal standards.

A very close look at the mission of the municipality will indicate that there is a direct link with the key performance areas which are used to operationalize the vision and mission statements.

The Key Performance Areas (KPA) system also makes it easy to account for the performance of the municipality in each discipline.

So, the annual performance report of the municipality will be summarised within and clustered according to these key performance areas which are as follows:

KPA 1: Service delivery and infrastructural development

This KPA contains the key service delivery priorities such as water, sanitation, electricity, roads, storm water, emergency services, environmental and waste management and other service delivery related matters.

The year under review was particularly challenging for the municipality in that almost all capital projects identified to be done by June 2011 were delayed.

These projects include the widening of Bhekumuzi Masango Drive , a road project that was to have been completed by June 2010 by the Nkangala District Municipality, was then rolled over to the 2010/11 financial year and was eventually completed by November 2011.

There were also sewage refurbishment projects in Dullstroom and Entokozweni respectively that took longer than expected. The main reasons for the delays in these projects were said to be capacity challenges of the contractors and in some instances consultants as well as lengthy procurement processes.

The above mentioned projects were external projects done by the District Municipality on behalf of Emakhazeni Local Municipality.

Also, the external municipal projects done through the Municipal Infrastructure Grant (MIG) experienced major delays due to technical capacity and cash flow challenges.

Over and above the capital technical challenges, the municipal technical services operations experienced severe challenges as a result of aging infrastructure of water and electricity. Our municipal roads are particularly in a very bad state. It will still take some time for some of the infrastructure challenges to be resolved due to the fact that the municipality does not receive adequate allocations from National Treasury, a fact the municipality has raised with the Fiscal and Financial Commission (FFC).

KPA 2: Economic growth and development

The second KPA has remained the one for economic growth and development

In this regard, the municipality resolved in its IDP processes to create decent and sustainable jobs for the youth and women of its area of jurisdiction. Although under very difficult financial and micro economic conditions, the municipality was able to create decent jobs using internal resources. A total of 40 jobs were created directly by the municipality in the waste management area. Many other short term job opportunities were created by technical services during the implementation of capital projects. Details of these are reported on chapter two(2) and five(5) of the annual report.

KPA 3: financial management

Up until the year preceding the financial year under review, the municipality had already received five(5) unqualified audit opinions with particularly in the last year, falling short of only three (3) items from getting a clean audit.

So, the 2010/11 financial year was going to be a very difficult year to audit given the fact that the municipality was expected to submit GRAAP compliant financial statements to the Auditor General for auditing purposes.

Eventually the municipality received its sixth (6) consecutive unqualified audit opinion with other matters and these other matters related to expenditure management. The emphasis on these other matters was a result of financial cash flow challenges in the main.

The year 2011/12 is going to be even more difficult to audit because the municipality will be expected to be fully GRAAP compliant.

The major challenges faced by the municipality during the year under review were mainly in relation to cash flow. The cash flow challenges were caused by the electricity meters that are not functioning properly and or conventional meters that are not read properly and or illegal connections and the theft of water and electricity by consumers.

To that end, the municipality requested Nkangala District to fund a project called 5555, where more than five thousand (5000) electricity meters were to be installed to try and curb theft and correct meters that are not functioning properly. However, in the end, the District Municipality ended up being able to do only 900 meters, which means that the problem still exists and there is a greater need that this problem must be resolved urgently if the municipality is to get out of its cash flow challenges.

KPA 4: institutional arrangement and transformation

The municipality has always prioritized internal institutional capacity building because of the understanding that the growth of the municipality is inherently linked to its internal human resource development.

However, not much capacity building initiatives were done during the financial year under review due to the cash flow challenges. Details of capacity building initiatives are reported on chapter 3 of this annual report.

KPA 5: good governance and public participation

The last KPA is the one that assists the municipality to ensure that it accounts to its constituency and it complies with corporate governance principles.

To that end, we report on Chapter 5 of this annual report the number of public participation meetings that have been undertaken during the year under review.

With regards to good corporate governance, the municipality continued to be among the top performing municipalities in relation to internal audit information. Again details of the audit information are reflected in Chapter 5 of this annual report

1. INTRODUCTION AND BACKGROUND

Review of the IDP

The Municipal Systems Act requires a Municipal Council to develop and adopt an IDP which is a five year plan aligned to the five year term of the Council. In other words, a five year IDP must be adopted by each Council after each local government elections.

The Municipal Systems Act of 2000, Section 34, further requires that the municipal IDP be reviewed annually. Hence, the IDP for the current term of Council was adopted in 2011 and will continue until after the 2016 local government elections. The current review is a **first** review of the current Council's adopted IDP.

Following are the processes which were followed by council in relation to the IDP consultative meetings for the review of the IDP 2012/2013 financial year

IDP process plan

Before starting the planning process, Emakhazeni local Municipality completed and adopted an IDP process plan for 2012/2013 financial year. The plan is meant to ensure the proper management of the Integrated Development Plan (IDP) process. The plan is aligned with the district framework plan as required by the Municipal systems Act.

As part of the 2011/2012 IDP review process, the Municipality has undertaken its annual community outreach programme to consult with the community of the local municipalities on issues pertinent to their socio economic development and a better life for all.

Local municipalities within the District area of jurisdiction are visited twice per year in August/September and January / February to table projects that have been prioritized and budgeted for the district and local Municipality.

In Emakhazeni Local Municipality the Nkangala District outreach of September was held in Morelig secondary school (Wonderfontein). The meeting was attended by councilors from the district and the local Municipality, provincial sector departments, office of the premier, community members and parastatals as well as civil society at large,

IDP consultative meetings

Chapter 4 of the Municipal Systems Act allows for:

- the local community to be consulted on its development needs and priorities;
- the local community to participate in its drafting of the integrated development plan
- organs of state, including traditional authorities, and other role players to be identified and consulted on the drafting of the IDP

Accordingly, the local municipality has consulted the community on its developmental needs and priorities during the IDP public participation meetings held during December 2011.

Conclusion

Therefore the IDP 2012/2013 seeks to consolidate the community issues following the two Nkangala District Municipality's outreach meetings. The Municipality had in line with the IDP process plan of 2012/2013 has its IDP consultative meetings in November / December 2011 and February 2012.

It be noted that the process flow from the community outreach will be that the issues raised were consolidated and packaged during the IDP forum held on the 23rd of February 2012.

Subsequent to the IDP processes council together with key stakeholders will hold a strategic planning session to consider all issues raised and then prioritize accordingly.

Once the Municipality has adopted its draft IDP, it will within 10 days of the adoption, submit a copy thereof , together with the IDP process plan to COGTA in the province for the assessment of the IDP.

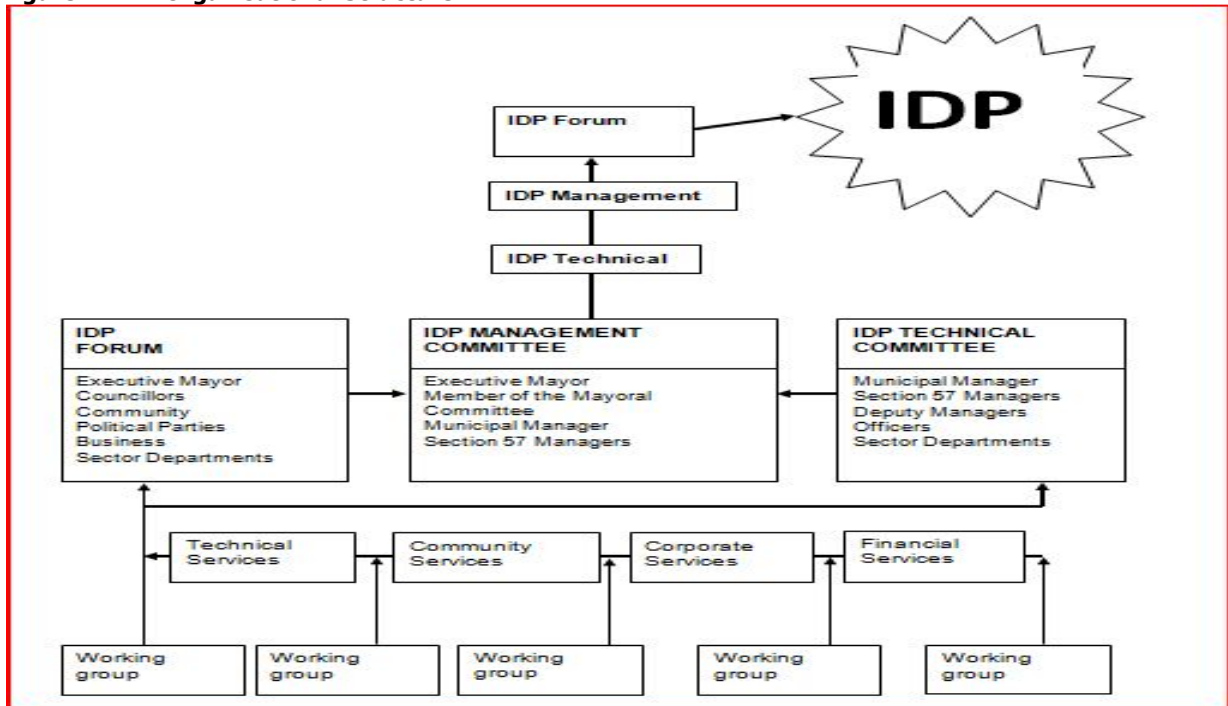
2. THE PLANNING PROCESS

2.1 Institutional Arrangements

The structures set up by the municipality during the drafting of the original IDP 2006-2011 remain relevant. These structures had to be set up for the purposes of compiling the IDP, and managing the processes involved in the drafting of the same.

The following diagram illustrates the organisational structure for IDP:

Figure 1: IDP Organisational Structure



The above organisational structure can be interpreted as follows:

IDP REPRESENTATIVE FORUM

This structure is chaired by the Executive Mayor and comprises of ward committees, business representatives, ward councillors, religious groups and other community stakeholders to:

- Inform interest groups, communities and organisations, on relevant planning activities and their outcomes,
- Analyse issues, determine priorities, negotiate and reach consensus, and
- Participate in the identification of projects and/or assess them.

IDP MANAGEMENT COMMITTEE

The structure is again chaired by the Executive Mayor and is comprised of the two full time councillors, the Municipal Manager and all section 57 managers. Its role is to consider the recommendations made by the technical committee, to ensure that the policy positions of council are reflected in the IDP. This committee then makes further recommendations to council or may commission further research to be done in order to enrich the document.

IDP TECHNICAL COMMITTEE

This is a committee chaired by the Municipal Manager and is comprised of all section 57 managers. The committee does invite officials from various provincial sector departments to guide on their relevant projects allocated to the municipality. The committee is responsible to align the local, district, provincial and National plans as well as to do the following:

- Provides terms of reference for the various planning activities,
- Commissions research studies,
- Considers and comments on:
 - i. Inputs from sub-committee/s, study teams and consultants
 - ii. Inputs from provincial sector departments and support services providers, and
- Ensure that the annual business plans, and municipal budget are linked to and based on the IDP.

IDP WORKING GROUPS

These working groups are led by departmental managers and their role is to consider issues relating to specific priorities and then making recommendations to the Technical committee as to what strategies and delivery mechanisms should be considered.

WARD COMMITTEES

The Speaker of Council led the process to establish Ward Committees in terms of the MSA¹ (Act 117 of 1998). All seven Ward Committees were somewhat functional but not as effective as expected. However these Ward Committees are consulted during the review and drafting of the IDP. The role of the Ward Committees can be summarized as follows:

- Link the planning process to their constituencies and/ or wards.
- Be responsible for organizing public consultation and participation.
- Provide feedback to their respective wards regarding prioritised projects and the Council's implementation plan.

Furthermore, during 2004/05, 10 Community Development Workers (CDW) were deployed in the Municipality to assist with community based planning.

2.2 Process Overview: The Event-Centred Approach

The Municipality adopted its 2011/2012 IDP Review Process plan during July 2011 in accordance with Section 28 (1) of the MSA².

The process plan made provision for community participation processes.

- The first round of public participation meetings was held in November/December 2011 with the second meetings held in February 2012.
- The IDP forum meeting was held on the **23 February 2012 at Council Chamber**, Emakhazeni to consolidate the issues raised and to prioritise key projects to be budgeted for, in the **2012/2013** financial year.
- Council will then convene an IDP/Budget Strategic Plan (Strategic Plan) in 01 March 2012 to link the IDP priorities and the Budget, in accordance with the envisaged internal income and allocations from the National, Provincial and District.

2.3 Self Assessment: Planning Process

The view of the municipality is that strategic planning of a municipality starts with the IDP and that the cycle for the year ends with the oversight report of the Council. In keeping with this conviction Council has adopted a calendar of events that incorporates the IDP Process Plan, Budget Timetable, Tabling of Annual Report and the consideration of an Oversight Report.

The participation in the IDP review process has been better than during the third , fourth and fifth revision, particularly in the townships and farm areas. However there still remains a challenge in attendance in the traditionally white towns. In this regard the municipality is accused of using poor co-ordination methods, a matter that must be attended to urgently.

The municipality is showing signs of improving particularly with the introduction of the SMS Hotline. There has been a notable improvement in attendance where this SMS Hotline has been used, particularly in Emgwenya and Dullstroom. The municipality is encouraged to use all methods of notices and not only limit itself to the bulk SMS system even though it is an effective form of communicating.

EFFECTIVENESS OF THE STRUCTURES OF THE IDP PROCESS

IDP TECHNICAL COMMITTEE

A majority of the stakeholders forming part of this committee have shown keen interest in the affairs of the municipality. In addition to the following Sector Departments such as Social Service, Agriculture, the South African Social Security Agency, SAPS, Labour, Justice and Constitutional Development, Education, Correctional Services, Roads and Transport, Departments of Home Affairs, Land Affairs, Land Claims and Restitution have taken their rightful place in the IDP technical committee.

This allows the Municipality to get a feel of all the activities taking place in each sector department and further advice on the urgency of some activities critical to the realization of the Municipal vision. Valuable information is shared amongst the various departmental heads. This is an augmentation of the internal technical committee of the Municipality.

It should further be noted that the Municipality is still struggling to attract the representatives from the departments of Public Works, Water Affairs and Department of Human Settlement, and Forestry amongst others, to form part of this committee. The attendance by all the sector departments and National departments' representatives allows for the establishment of a cross-departmental planning, implementing and monitoring approach in pursuit of 'Better life for all'.

IDP FORUM

Our IDP Forum meetings held for the revision process are successful at all times and the contribution of the forum members is always satisfactory. It must however be noted that the attendance is still dominated by the black community members. The conspicuous absence of the white community members, mainly from Entokozweni and Dullstroom, and the Indian community in Emakhazeni and Dullstroom, is particularly noted. Further, a number of Business people from outside South Africa doing business in our various towns have not yet been consulted though they have been part of our community for some time. This situation has to change as they contribute to the development of our economy and have various needs that might influence the growth patterns of our units. The **IDP** Representative Forum meeting was held by the Municipality on the **23 February 2012** at Council Chamber, Emakhazeni at 17h00 and for the first time since 2006, majority of sector departments were absent and this is a serious course for concern.

COMMUNITY INPUTS

We have been able to consult our community in all the Wards. This includes both the rural and urban areas. It is however still a challenge that our communities continue to raise operational issues instead of strategic issues that will impact positively on their livelihood during those meetings.

Below are summary of issues raised during the March IDP consultative meetings as well as issues raised during the IDP representative forum meeting held on the 23 February 2012.

Summary of issues raised during the fifth IDP review meeting

The following table reflects the summary of issues raised during the IDP Public Participation meetings held in **February 2012**.

SUMMARY OF NEW ISSUES RAISED IN THE IDP CONSULTATIVE MEETINGS HELD IN FEBRUARY 2012

ISSUE 01: WATER AND SANITATION

TOWN / WARD NO:	PROJECT NAME	STATUS
Ward 1	<ul style="list-style-type: none"> • More toilets needed (Sunbury) • Need for availability of water (Sunbury) • Windmill needs to be fixed in Sunbury and Leeufontein • Need a fountain at Wonderfontein to be used to draw water 	<ul style="list-style-type: none"> • To be prioritized in the 2012/2013 IDP

ISSUE 02: ELECTRICITY SUPPLY

TOWN / WARD NO:	PROJECT NAME	STATUS
Ward 1	<ul style="list-style-type: none"> • Electric connections needed in Hadeco and Leeufontein • Maria from Sunbury Rietvlei is prepared to pay for the installation of electricity meter • Mam Mayisela in Wonderfontein wants to start buying electricity herself or have a cable installed • Solar system for lights and stoves 	<ul style="list-style-type: none"> • To be prioritized in the 2012/2013 IDP

ISSUE 03: ROADS AND STORM WATER

TOWN / WARD NO:	PROJECT NAME	STATUS
Ward 1	<ul style="list-style-type: none"> • Roads used by scholar patrol need to be scraped/graded • Leeufontein needs speed humps next to the Thusong Centre and Clinic 	<ul style="list-style-type: none"> • To be prioritized in the 2012/2013 IDP

ISSUE 04: SPATIAL RESTRUCTURING

TOWN / WARD NO:	PROJECT NAME	STATUS
Ward 1	<ul style="list-style-type: none"> • Need land for cemeteries 	<ul style="list-style-type: none"> • To be prioritized in the 2012/2013 IDP

ISSUE: 05 LAND REFORM AND RESTITUTION

TOWN / WARD NO:	PROJECT NAME	STATUS
Ward 1	<ul style="list-style-type: none"> • Need for land to graze and for housing (Hadeco) • No response to land claims in Witklip 	<ul style="list-style-type: none"> • To be prioritized in the 2012/2013 IDP

ISSUE 06: HUMAN SETTLEMENT AND PROPERTY DEVELOPMENT

TOWN / WARD NO:	PROJECT NAME	STATUS
Ward 1	<ul style="list-style-type: none"> Build a bridge in Witklip for scholars to cross Dududu needs a RDP house in Leeufontein 	<ul style="list-style-type: none"> To be prioritized in the 2012/2013 IDP

ISSUE 07: CULTURE, SPORTS AND RECREATION

TOWN / WARD NO:	PROJECT NAME	STATUS
Ward 1	<ul style="list-style-type: none"> Sports ground and netball ground needed in Wonderfontein Ms Ester Mahlangu in Sunbury does bead work, but her palce is too small Sports ground needed in Leeufontein 	<ul style="list-style-type: none"> To be prioritized in the 2012/2013 IDP

ISSUE 12: SOCIAL WELFARE

TOWN / WARD NO:	PROJECT NAME	STATUS
Ward 1	<ul style="list-style-type: none"> Need to establish a committee that will monitor cases reported to police in Wildfontein. 	<ul style="list-style-type: none"> To be prioritized in the 2012/2013 IDP

ISSUE 13: EDUCATION

TOWN / WARD NO:	PROJECT NAME	STATUS
Ward 1	<ul style="list-style-type: none"> Extension of classes at Morelig School ABET School needed in Wonderfontein Need of learnerships and bursaries Morelig School needs an Admin block, five extra classes and a science laboratory for students 	<ul style="list-style-type: none"> To be prioritized in the 2012/2013 IDP

ISSUE 14: LOCAL ECONOMIC DEVELOPMENT

TOWN / WARD NO:	PROJECT NAME	STATUS
Ward 1	<ul style="list-style-type: none"> The need of bursaries from mines to assist young people to study further Mines to provide relevant training to young people Need skill development 	<ul style="list-style-type: none"> To be prioritized in the 2012/2013 IDP

ISSUE 25: PUBLIC PARTICIPATION

TOWN / WARD NO:	PROJECT NAME	STATUS
Ward 1	<ul style="list-style-type: none"> Public notices, invites and adverts to be placed all over, not only in towns 	<ul style="list-style-type: none"> Noted

ISSUE 01: WATER AND SANITATION

TOWN / WARD NO:	PROJECT NAME	STATUS
Ward 2	<ul style="list-style-type: none"> Turn around the time for delivery of water Drilling of boreholes should be done before winter 	<ul style="list-style-type: none"> To be prioritized in the 2012/2013 IDP

ISSUE 02: ELECTRICITY

TOWN / WARD NO:	PROJECT NAME	STATUS
Ward 2	<ul style="list-style-type: none"> When the electricity ready board is damaged, who must fix it? Human rights abuses by farm owners still persists 	<ul style="list-style-type: none"> Matter is on the operational plan

ISSUE 04: SPATIAL RESTRUCTURING

TOWN / WARD NO:	PROJECT NAME	STATUS
Ward 2	<ul style="list-style-type: none"> Why geysers are not installed according to stand numbers 	<ul style="list-style-type: none"> Prioritization of stand numbers with water system

ISSUE 05: LAND REFORM AND RESTITUTION

TOWN / WARD NO:	PROJECT NAME	STATUS
Ward 2	<ul style="list-style-type: none"> Kwamaza is excluded as beneficiaries of land claims Mr. Mathibela from Danny Bothman's farm complained that since his cattle was removed from the farm, it was never returned Mr. Ntuli at Charl's Botha Farm don't have water and the farmer closes the gates whenever he feels like Mam Mtshweni at Toy's Farm drink dirty water and the truck delivers water with a lot of Jik Paul Masobuka from Hoetspruit complains that the road is too bad drive on Mam Mtshweni form Uitkyk asks why we want to put a borehole, while they will relocate in future? 	<ul style="list-style-type: none"> To be prioritized in the 2012/2013 IDP

ISSUE 8: HEALTH

TOWN / WARD NO:	PROJECT NAME	STATUS
Ward 2	<ul style="list-style-type: none"> Staff shortage at Clinic 	<ul style="list-style-type: none"> To be prioritized in the 2012/2013 IDP

ISSUE 14: LOCAL ECONOMIC DEVELOPMENT

TOWN / WARD NO:	PROJECT NAME	STATUS
Ward 2	<ul style="list-style-type: none"> What happens to the businesses that are not paying the Municipality rates in town? The bakery meter is not functioning well 	<ul style="list-style-type: none"> To be prioritized in the 2012/2013 IDP

ISSUE 02: ELECTRICITY SUPPLY

TOWN / WARD NO:	PROJECT NAME	STATUS
Siyathuthuka Ward 3	<ul style="list-style-type: none"> Fixing of high mast lights Installation of street lights in dark areas 	<ul style="list-style-type: none"> Matter is on the operational plan

ISSUE 03: ROADS AND STORM WATER

TOWN / WARD NO:	PROJECT NAME	STATUS
Siyathuthuka Ward 3	<ul style="list-style-type: none"> Paving of Thushanang street Paving of Fox Street Paving of Hlongwane Street 	<ul style="list-style-type: none"> To be prioritized in the 2012/2013 IDP

ISSUE 06: HUMAN SETTLEMENT AND PROPERTY DEVELOPMENT

TOWN / WARD NO:	PROJECT NAME	STATUS
Siyathuthuka Ward 3	<ul style="list-style-type: none"> Emakhazeni Local Municipality to engage with NBC Exxaro with a report on the cracking houses caused by the mine blasting 	<ul style="list-style-type: none"> Noted

ISSUE 07: CULTURE, SPORTS AND RECREATION

TOWN / WARD NO:	PROJECT NAME	STATUS
Siyathuthuka Ward 3	<ul style="list-style-type: none"> Development of local contractors Disclosure of total budget used at Alfred Mahlangu Park project 	<ul style="list-style-type: none"> Noted

ISSUE 11: ENVIRONMENTAL AND WASTE MANAGEMENT

TOWN / WARD NO:	PROJECT NAME	STATUS
Siyathuthuka Ward 3	<ul style="list-style-type: none"> Municipality to employ more street cleaners to keep environment clean and green 	<ul style="list-style-type: none"> Noted

ISSUE 12: SOCIAL WELFARE

TOWN / WARD NO:	PROJECT NAME	STATUS
Siyathuthuka Ward 3	<ul style="list-style-type: none"> ELM to engage Department of Health to extend Clinic and its operation time, by adding staff members 	<ul style="list-style-type: none"> To be prioritized in the 2012/2013 IDP

ISSUE 01: WATER AND SANITATION

TOWN / WARD NO:	PROJECT NAME	STATUS
Ward 4	<ul style="list-style-type: none"> The community's livestock is dying due to lack of water People are without water and toilets, but are charged for services Boreholes to be installed in rural areas Pumps to pump from suikrboschkop dam up to Dorpsdam Raising of the dam wall Upgrading of pipeline from water plant to Sakhelwe reservoirs Pump station and pipeline from sewer plant to pump effluent back to Crocodile river Reservoir for Sakhelwe Water should be installed in Ward 2 The Municipality needs to upgrade Ema 7 Section because there's shortage of water Municipality to assist in terms of connecting water from the main lines into the houses in Extension 2 	<ul style="list-style-type: none"> To be prioritized in the 2012/2013 IDP

ISSUE 02: ELECTRICITY SUPPLY

TOWN / WARD NO:	PROJECT NAME	STATUS
Rural Area Ward 4	<ul style="list-style-type: none"> Council to assist with electricity supply Council should push ESKOM for electricity in extension 2 	<ul style="list-style-type: none"> To be prioritized in the 2012/2013 IDP

ISSUE 03: ROADS AND STORM WATER

TOWN / WARD NO:	PROJECT NAME	STATUS
Rural Area Ward 4	<ul style="list-style-type: none"> Upgrading of roads in the rural areas Jerusalem street needs to be paved 	<ul style="list-style-type: none"> To be prioritized in the 2012/2013 IDP

ISSUE 05: LAND REFORM AND RESTITUTION

TOWN / WARD NO:	PROJECT NAME	STATUS
Rural Area Ward 4	<ul style="list-style-type: none"> Vacant stands should be divided equally between Sakhelwe residents and Farm residents 	<ul style="list-style-type: none"> Noted

ISSUE 07: CULTURE, SPORTS NAD RECREATION

TOWN / WARD NO:	PROJECT NAME	STATUS
Rural Area Ward 4	<ul style="list-style-type: none"> • They want to know who is running the Caravan Park and who is benefitting • What is the purpose of Green Elephant, because they don't seem to be benefitting from it at all 	<ul style="list-style-type: none"> • Noted

ISSUE 14: LOCAL ECONOMIC DEVELOPMENT

TOWN / WARD NO:	PROJECT NAME	STATUS
Rural Area Ward 4	<ul style="list-style-type: none"> • The community demands a report back on the mismanagement of funds from the projects 	<ul style="list-style-type: none"> •

ISSUE 18: FINANCIAL VIABILITY

TOWN / WARD NO:	PROJECT NAME	STATUS
Rural Area Ward 4	<ul style="list-style-type: none"> • The older citizens are worried about the fact that they registered for the indigent programme and nothing has been done for two years now 	<ul style="list-style-type: none"> • Noted

ISSUE 21: EMPLOYMENT EQUITY

TOWN / WARD NO:	PROJECT NAME	STATUS
Rural Area, Dullstroom and Sakhelwe Ward 4	<ul style="list-style-type: none"> • Farm residents are not given opportunities to work in the municipality • Council should find a way to inform them of any job opportunities= 	<ul style="list-style-type: none"> • Noted

ISSUE 25: PUBLIC PARTICIPATION

TOWN / WARD NO:	PROJECT NAME	STATUS
Rural Area Ward 4	<ul style="list-style-type: none"> • Notices should be sent out in time • Loud hailing should be done in time 	<ul style="list-style-type: none"> • Noted

ISSUE 1: WATER AND SANITATION

TOWN / WARD NO:	PROJECT NAME	STATUS
Emthonjeni Ward 5 and 6	<ul style="list-style-type: none"> • Faulty meter readings • Residents still draw water from the river for a living 	<ul style="list-style-type: none"> • Noted

ISSUE 2: ELECTRICITY SUPPLY

TOWN / WARD NO:	PROJECT NAME	STATUS
Emthonjeni Ward 5 and 6	<ul style="list-style-type: none"> • Usage of crane to install lights on high mast lights • Electricity cut at Old Age Centre • Children switch off the high mast light in the border of Ward 5 and 6 • Electricity still needed in Slaaihoek 	<ul style="list-style-type: none"> • Noted

ISSUE 3: ROADS AND STORM WATER

TOWN / WARD NO:	PROJECT NAME	STATUS
Emthonjeni Ward 5 and 6	<ul style="list-style-type: none"> • Installation of speed humps on main road next to Fano Masango Community Hall • A drain that drains to a resident • Paving of roads that was promised by Nkomati • Speed humps at R23 or a traffic circle to be erected on the road to the bakery • Speed humps to be in township to the water tank • Roads in Slaaihoek are inaccessible 	<ul style="list-style-type: none"> • To be prioritized in the 2012/2013 IDP

ISSUE 04: SPATIAL RESTRUCTURING

TOWN / WARD NO:	PROJECT NAME	STATUS
Emthonjeni Ward 5 and 6	<ul style="list-style-type: none"> • Stands for sale • The community of Slaaihoek have a network connection challenge 	<ul style="list-style-type: none"> • To be prioritized in the 2012/2013 IDP

ISSUE 05: LAND REFORM AND RESTITUTION

TOWN / WARD NO:	PROJECT NAME	STATUS
Emthonjeni/ Rural Areas Ward 5 and 6	<ul style="list-style-type: none"> • What is ELM doing about vacant stands in Ext. 3 • Land should be availed for church sites 	<ul style="list-style-type: none"> • To be prioritized in the 2012/2013 IDP

ISSUE 06: HUMAN SETTLEMENT AND LAND REFORM

TOWN / WARD NO:	PROJECT NAME	STATUS
Emthonjeni/ Rural Area Ward 5 and 6	<ul style="list-style-type: none"> • Development of Enkanini will not benefit people of Emthonjeni, since the majority of residents are not from Emthonjeni 	<ul style="list-style-type: none"> • Noted

ISSUE 07: CULTURE SPORTS AND RECREATION

TOWN / WARD NO:	PROJECT NAME	STATUS
Emthonjeni Ward 5 and 6	<ul style="list-style-type: none"> • The Stadium should always be tidy and clean since the Municipality also uses it 	<ul style="list-style-type: none"> • Noted

ISSUE 10: TRAFFIC, SAFETY AND SECURITY

TOWN / WARD NO:	PROJECT NAME	STATUS
Emthonjeni Ward 5 and 6	<ul style="list-style-type: none"> • The Municipality should erect a wall that separates the township and the R28 road 	<ul style="list-style-type: none"> • To be prioritized in the 2012/2013 IDP

ISSUE 11: ENVIRONMENTAL AND WASTE MANAGEMENT

TOWN / WARD NO:	PROJECT NAME	STATUS
Emthonjeni Ward 5 and 6	<ul style="list-style-type: none"> • Remove dumping site near the location • The Municipality should organize a service provider to sell waste bins to community members 	<ul style="list-style-type: none"> • To be prioritized in the 2012/2013 IDP

ISSUE 14: LOCAL ECONOMIC DEVELOPMENT

TOWN / WARD NO:	PROJECT NAME	STATUS
Emthonjeni Ward 5 and 6	<ul style="list-style-type: none"> • Foreigners have taken a large percentage of business opportunities \ • Nkomati mine should employ some of the farm community members 	<ul style="list-style-type: none"> • Noted

ISSUE 18: FINANCIAL VIABILITY

TOWN / WARD NO:	PROJECT NAME	STATUS
Emthonjeni Ward 5 and 6	<ul style="list-style-type: none"> • Application for indigents • Older citizens are over-charged 	<ul style="list-style-type: none"> • Noted

ISSUE 21: EMPLOYMENT EQUITY

TOWN / WARD NO:	PROJECT NAME	STATUS
Emthonjeni Ward 5 and 6	<ul style="list-style-type: none"> • Presentations for job opportunities are always done in Belfast. They should alternate in all units • The Municipality should have an office that deals with data capturing of the unemployed 	<ul style="list-style-type: none"> •

ISSUE 06: CULTURE, SPORT AND RECREATION

TOWN / WARD NO:	PROJECT NAME	STATUS
Emgwenya (Waterval Boven) Ward 7	<ul style="list-style-type: none"> • Renovation of Stadium • renovation of tennis court • Renovation of Volley ball court • Construction of the netball court • Renovation of Nicholus Ndlovu hall 	<ul style="list-style-type: none"> • To be prioritized in the 2012/2013 IDP

ISSUE 14: LOCAL ECONOMIC DEVELOPMENT

TOWN / WARD NO:	PROJECT NAME	STATUS
Emgwenya (Waterval Boven) Ward 7	<ul style="list-style-type: none"> • TRAC should be forced to fix roads in Emgwenya 	<ul style="list-style-type: none"> • Noted

ISSUE 16: TOURISM AND INVESTMENT

TOWN / WARD NO:	PROJECT NAME	STATUS
Emgwenya (Waterval Boven) Ward 7	<ul style="list-style-type: none"> • Need for tourism activities in the area adjacent to the N4 tunnel in Waterval Boven 	<ul style="list-style-type: none"> • To be prioritized in the 2012/2013 IDP

ISSUE 19: PROMULGATION OF BY-LAWS

TOWN / WARD NO:	PROJECT NAME	STATUS
All Wards	<ul style="list-style-type: none"> • Implementation of by-laws in business and trade 	The news one are awaiting for budget, implementing the one's previously promulgated

ISSUE 01: WATER AND SANITATION

TOWN / WARD NO:	PROJECT NAME	STATUS
Ward 8	<ul style="list-style-type: none"> • Public toilets should be built in town 	<ul style="list-style-type: none"> • To be prioritized in the 2012/2013 IDP

ISSUE 02: ELECTRICITY SUPPLY

TOWN / WARD NO:	PROJECT NAME	STATUS
Ward 8	<ul style="list-style-type: none"> • Upgrade of electricity supply required in the lower part of town • Streetlight to be erected and maintained 	<ul style="list-style-type: none"> • To be prioritized in the 2012/2013 IDP

ISSUE 03: ROADS AND STORM WATER

TOWN / WARD NO:	PROJECT NAME	STATUS
Ward 8	<ul style="list-style-type: none"> • Correction; Upgrading of Joubert Street and not Scheepers Street and Bhekumuzi Masango Street to Stoffberg road • Upgrading of all roads in Ext 4 including Storm waters • Request for stop sign at Duggan and Kerk Street • Patching and maintenance of potholes • Upgrading and maintenance of storm water 	<ul style="list-style-type: none"> • To be prioritized in the 2012/2013 IDP

ISSUE 05: LAND REFORM AND RESTITUTION

TOWN / WARD NO:	PROJECT NAME	STATUS
Ward 8	<ul style="list-style-type: none"> • What control does the Municipality have over the blasting at NBC EXXARO 	<ul style="list-style-type: none"> • Exxarro was informed to revisit their blasting strategy

ISSUE 07: CULTURE, SPORT AND RECREATION

TOWN / WARD NO:	PROJECT NAME	STATUS
Ward 8	<ul style="list-style-type: none"> • Recreational facilities are nonexistent, therefore, they are required 	<ul style="list-style-type: none"> • To be prioritized in the 2012/2013 IDP

ISSUE 08: HEALTH

TOWN / WARD NO:	PROJECT NAME	STATUS
Ward 8	<ul style="list-style-type: none"> • Health inspectors to investigate all Doctors Consulting rooms to make sure no medical waste lands on the waste disposal sites • Barber shops on sidewalks are not permitted • Are all businesses in town registered, because some owners sleep on the business premises 	<ul style="list-style-type: none"> • The matter was reported to the Department of Health

ISSUE 10: TRAFFIC, SAFETY AND SECURITY

TOWN / WARD NO:	PROJECT NAME	STATUS
Ward 8	<ul style="list-style-type: none"> • Road signs and speed humps to be erected to divert heavy trucks from using internal roads • Street name boards to be erected • Trees behind the Magistrate are causing a hazard to the offices and flats surrounding it 	<ul style="list-style-type: none"> • To be prioritized in the 2012/2013 IDP

ISSUE 13: LOCAL ECONOMIC DEVELOPMENT

TOWN / WARD NO:	PROJECT NAME	STATUS
Rural Area Ward 1	<ul style="list-style-type: none"> • Correction: enforcement of by-laws, not shacks 	<ul style="list-style-type: none"> • To be prioritized in the 2012/2013 IDP

ISSUE 16: TOURISM AND INVESTMENT

TOWN / WARD NO:	PROJECT NAME	STATUS
Ward 8	<ul style="list-style-type: none"> • Emakhazeni Tourism Association are requesting a piece of land to build their offices 	<ul style="list-style-type: none"> • To be prioritized in the 2012/2013 IDP

IDP FORUM HELD IN FEBRUARY 2012

Emakhazeni local Municipality held its IDP forum on the **23 February 2012** at Emakhazeni Council Chamber, the purpose of the IDP forum was to consolidate all issues raised during the IDP consultative meetings and re-prioritise prior to the compilation of the this draft IDP document .

Below are the projects raised during the IDP representative forum meeting.

ISSUE: ELECTRICITY SUPPLY

TOWN / WARD NO:	PROJECT NAME	STATUS
Ward 1 wonderfontein/Rural areas	<ul style="list-style-type: none">• Installation of electricity in farm houses	To be prioritized in the 2012/2013 IDP
Ward 2 Rural areas	<ul style="list-style-type: none">• Installation of electricity in farm houses	To be prioritized in the 2012/2013 IDP
Ward 4 Sakhelwe	<ul style="list-style-type: none">• Need electricity at the stadium	To be prioritized in the 2012/2013 IDP
All wards	<ul style="list-style-type: none">• Installation of solar geysers in Emakhazeni	To be prioritized in the 2012/2013 IDP
All wards	<ul style="list-style-type: none">• Installation of solar heating cycling's by Eskom in Emakhazeni	To be prioritized in the 2012/2013 IDP

ISSUE: ROADS AND STORM WATER

TOWN / WARD NO:	PROJECT NAME	STATUS
Ward 3 Siyathuthuka	<ul style="list-style-type: none">• Paving of unpaved roads in Siyathuthuka	<ul style="list-style-type: none">• To be prioritized in the 2012/2013 IDP
Ward 4 Sakhelwe	<ul style="list-style-type: none">• Erection of storm water drainage in Sakhelwe	
Ward 7 Emgwenya (watervalBoven)	<ul style="list-style-type: none">• Patching of potholes	

ISSUE: WATER AND SANITATION

TOWN / WARD NO:	PROJECT NAME	STATUS
Ward 4 Sakhelwe & Dullstroom	<ul style="list-style-type: none">• Increment of water treatment plant in Dullstroom	<ul style="list-style-type: none">• To be prioritized in the 2012/2013 IDP
Ward 7 Emgwenya (Waterval Boven)	<ul style="list-style-type: none">• Provision of water and sanitation in some areas of the location i.e. Etimbileni and Entabeni	

ISSUE: LAND REFORM AND RESTRUCTURING

TOWN / WARD NO:	PROJECT NAME	STATUS
All wards	<ul style="list-style-type: none">• There's a need for conducting of a land audit in Emakhazeni	<ul style="list-style-type: none">• To be prioritized in the 2012/2013 IDP

ISSUE: CULTURE SPORTS AND RECREATION

TOWN / WARD NO:	PROJECT NAME	STATUS
All wards Emakhazeni	<ul style="list-style-type: none">• There's a need for establishment of recreational parks in Emakhazeni• High Altitude training centre	<ul style="list-style-type: none">• To be prioritized in the 2012/2013 IDP

ISSUE: EDUCATION

TOWN / WARD NO:	PROJECT NAME	STATUS
Emakhazeni	<ul style="list-style-type: none">• Building of a boarding school	<ul style="list-style-type: none">• To be prioritized in the 2012/2013 IDP

ISSUE: LED

TOWN / WARD NO:	PROJECT NAME	STATUS
Emakhazeni	<ul style="list-style-type: none">• Establishment of Emakhazeni (Belfast) Boulevard in ward 8• Implementation of the Emgwenya Urban Renewal project in ward 7	<ul style="list-style-type: none">• To be prioritized in the 2012/2013 IDP

ISSUE: HUMAN SETTLEMENT AND PROPERTY DEVELOPMENT

TOWN / WARD NO:	PROJECT NAME	STATUS
Emakhazeni ward 3 Emgwenya (Ward 7)	<ul style="list-style-type: none">• Integrated Human Settlement Project (Extension 4)• Building of 1000 units/ houses through the Emgwenya Urban renewal Project	<ul style="list-style-type: none">• To be prioritized in the 2012/2013 IDP

Following are **Major projects** to be implemented in Emakhazeni beginning from 2012 financial year

WARD / AREA	PROJECT	STATUS
Siyathuthuka (Ward 3)	<ul style="list-style-type: none">• High altitude training centre	Consultants started with EIA
Siyathuthuka (Ward 3)	<ul style="list-style-type: none">• Integrated Human Settlement(Extension 4)	Township establishment has been approved by NDM
Entokozweni (Ward 6)	<ul style="list-style-type: none">• Building of a boarding school	Land has been made available to DoE in Entokozweni
Emgwenya (Ward 7)	<ul style="list-style-type: none">• Emgwenya Urban Renewal Project by WB NOKA	Treasury approved processes to be followed in the PPP arrangements

3. THE SITUATION

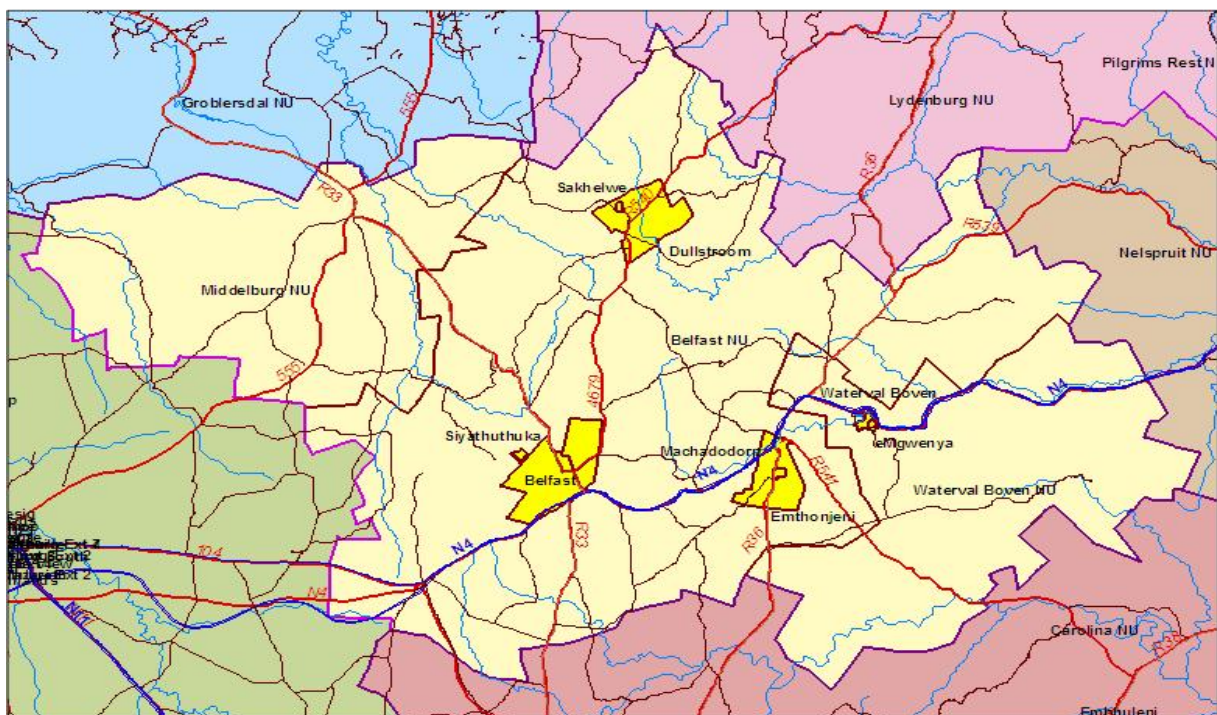
3.1 Basic Facts and Figures

This section aims to outline an overview of the status quo of the ELM.

Emakhazeni Local Municipality occupies the heart centre of the Mpumalanga Province. The Greater Groblersdal and Thaba-Chweu Local Municipalities, which form part of the Limpopo Province and Ehlanzeni District Municipality respectively, border the ELM to the North. It is bordered to the West by the Steve Tshwete municipality (also part of Nkangala DM) and to the South by Albert Luthuli Local Municipality in the Gert Sibande District. It is bordered to the East by the Mbombela Municipality in Ehlanzeni District.

The Emakhazeni Municipality is strategically located in the provincial context, as it is located between the Pretoria/Johannesburg complex in Gauteng and Nelspruit in Mpumalanga. It is furthermore situated on the N4 Maputo Corridor, the main link between Gauteng Province, Mpumalanga Province and Mozambique. Road P81-1 (R540) which runs in a northern direction from the N4 Freeway through Emakhazeni and Dullstroom provides an important link to Lydenburg and other centres in the Lowveld, particularly Hoedspruit, Pilgrim's Rest and Graskop. There are railway lines originating in Gauteng which stretch through this area and provide linkages with the Maputo and Richards Bay harbours respectively.

Figure 2: Locality Map of Emakhazeni Local Municipality



Source: Emakhazeni Local Municipality Website

Emakhazeni Local Municipality is situated between the two major towns in Mpumalanga Province, namely Middelburg and Nelspruit and is connected to both these centres via the N4 Freeway. The N4 and Road P81-1 provide links from Gauteng to the major tourism centres in Mpumalanga, specifically the Kruger National Park to the east and Pilgrim's Rest, Graskop, Lydenburg and Hoedspruit to the northeast. In the same vein, it must be mentioned that the ELM is a tourist

destination in its own right. Emakhazeni can therefore be called the gateway to the major tourism attraction points in Mpumalanga and the eastern parts of Limpopo Province.

Table 1: Summary Profile of Emakhazeni Local Municipality

Municipality Name	Emakhazeni Local Municipality
Total Population Size	32,840
Percentage of the population 0-14	29.68
Percentage of the population 15-65	65.07
Percentage of the population 65+	5.25
Percentage Black	86.99
Percentage Coloured	0.32
Percentage Asian	0.36
Percentage White	12.33
Percentage of municipality population to provincial population	0.9
Percentage of municipality population to district population	2.68
Population density	6.93
Percentage of the population not born in South Africa	2.8
Sex ratio at birth	96
Disability ratio	489
The major grant received	Child support grant
Percentage of persons over 20 years with no schooling	2.66
Percentage over 20 not attending school	2.71
Percentage between ages 5-24 attending school	2.41
Early Childhood Development Index	2570
Unemployment ratio	184
% economically active	60.43
Major Industry	Community; social and personal
Major occupation	Elementary occupations
Major source of energy for cooking	Electricity
Major source of energy for lighting	Electricity
Major source of energy for heating	Electricity
Percentage with flushed toilet	87.28
Percentage with access to piped water	93.19
Percentage with distance from water less than 200m	90.33
Percentage with distance from water less than 1K	96.35
% with refuse removal	77.69
Most prevalent type of dwelling	Formal dwelling
Average household size	3
Average number of rooms	4
Percentage with telephone/cellular phone	97.44

Source: Statistics South Africa, Community Survey (2007)

POPULATION PROFILE OF EMAKHAZENI LOCAL MUNICIPALITY

Background

Emakhazeni local municipality is located in the Nkangala district council. It had the smallest population size of 32,840 persons in 2007. The municipality is also the least populated in the district with a

population density of 6.93 persons per square meter. This profile will present information regarding the distribution of this population, the households where they reside and the services they have access to. Furthermore, the profile will give an indication of the level of human capital as measured by level of education and unemployment levels.

Although the municipality uses the data from the community survey conducted by Statistics South Africa in 2007, since there is no other official statistics that can be used other than the 2001 census information. However, there are reservations that the municipality has about the authenticity of the statistics from the 2007 community survey. The basis for the reservation emanates from the fact that the survey indicates that the population of the area dropped from 43007 in 2001 to 32,840 in 2007. The municipality argued in the previous review that according to its own survey done in 2007, the population had grown to 59,000. So, hopefully the correct statistics or population figures will be provided after the census 2011 project. There is also a need for the municipality to build its own research capacity in the next five years.

Methodology

The profiles are mostly generated using simple two by two tables, which are presented in graphic form for better illustration. All indicators are developed using person or household weights whichever is relevant. The weights are provided by Statistics South Africa for 2001 and 2007 data sources. The population of the district was projected to two time periods post 2007, i.e. 2012 and 2017. An exponential growth of -4.5% was estimated between the period 2001 and 2007. This growth rate was then applied to the population of 2007 (launch year) to project forwards.

Due to lack of recent data on mortality and fertility in the district, it was not possible to project the population by age groups using more robust methods. However, it is important to have a better picture of the population by age group in order to provide more precise information on the need for planning of services such as school and health care facilities. As a result, projections of the population of 2012 were done using information on age specific population growth between census 1996 and census 2001.

Data Source

The profile is designed to provide a picture of indicators of population dynamic development in the district council with an effort to give an indication of recent trends. The data used was chosen because of its ability to disaggregate to smaller geographic levels of population. The population census of 2001 provides a platform for district level analysis as it provides individual level and household level

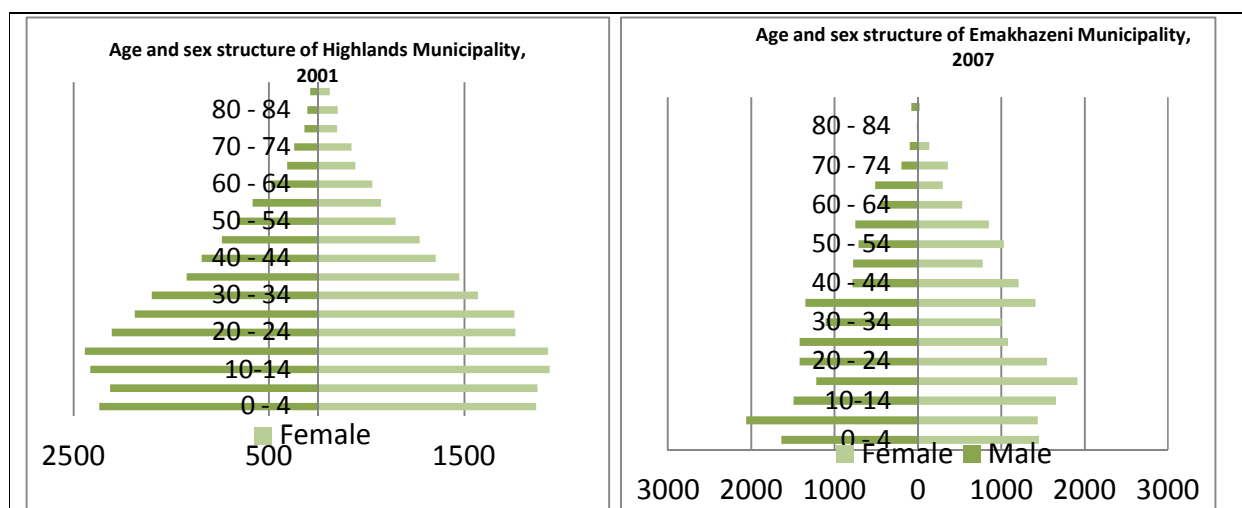
information. In the same vein, the 2007 community survey allows for comparisons on changes in 5 to 6 years on key national and provincial indicators.

POPULATION STRUCTURE AND COMPOSITION

Age and sex structure

The age and sex structure of the population is a key determinant of population change and dynamics. The shape of the age distribution is an indication of both current and future needs regarding educational provision for younger children, health care for the whole population and vulnerable groups such as the elderly and children, employment opportunities for those in the economic age groups, and provision of social security services such as pension and assistance to those in need. The age and sex structure of smaller geographic areas are even more important to understand given the sensitivity of small areas to patterns of population dynamics such as migration and fertility. If one can understand better components of population growth in a local municipality, such information can be used as a direct indicator of the needs of the population.

Figure 3: Age and Sex Structure of Emakhazeni Local Municipality between 2001 and 2007



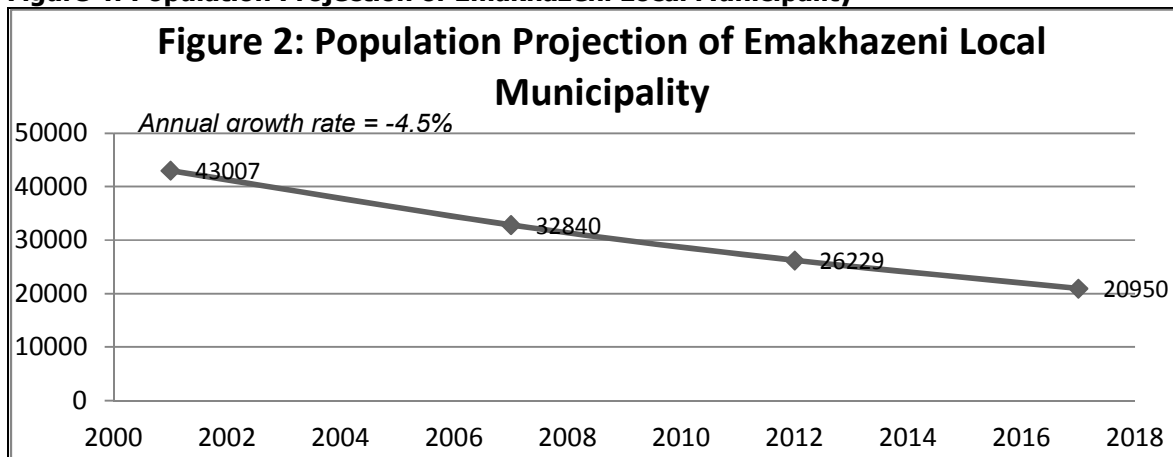
Source: Statistics South Africa, Community Survey (2007)

The population of Emakhazeni municipality shows a typical age structure of a very young population distribution. In 2001, there is slight evidence of declining fertility, which is observable from a steady decline in the population 10-14 and 5-9, but this stalled in the next 5 years as this is observed by an almost equal size between 0-4 and 5-9 age groups. Also evident is that the population of the municipality is concentrated in younger age group. The distribution is similar for both males and females, except observably larger female population at all age groups. The distribution in 2007 is less decisive and does not seem to follow from the distribution of 2001.

Projected population growth

The population of Emakhazeni local municipality from the census count of 2001 was 43,007 persons, and it declined to 32,840 persons based on the estimates from the 2007 Community Survey. This implies an annual growth rate of -4.5% between the 6 year period as indicated in figure 4 below. If one applies this growth rate over-time, the projected population of the local municipality is expected to be 26,229 by 2012 and reach 20,950 in 2017.

Figure 4: Population Projection of Emakhazeni Local Municipality

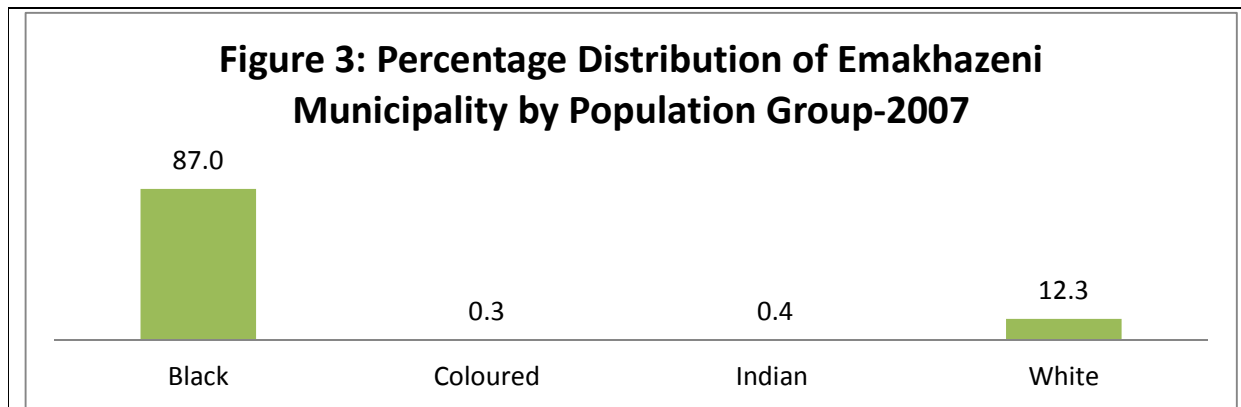


Source: Statistics South Africa, Community Survey (2007)

Population group

Figure 5 shows that the population of Emakhazeni local municipality was mostly Black based on the estimate from the 2007 Community Survey. 87% of the population is Black, 12% White and consists of less than 10% of Asians and Coloureds.

Figure 5: Percentage Distribution of Emakhazeni Municipality by Population Group- 2007



Source: Statistics South Africa, Community Survey (2007)

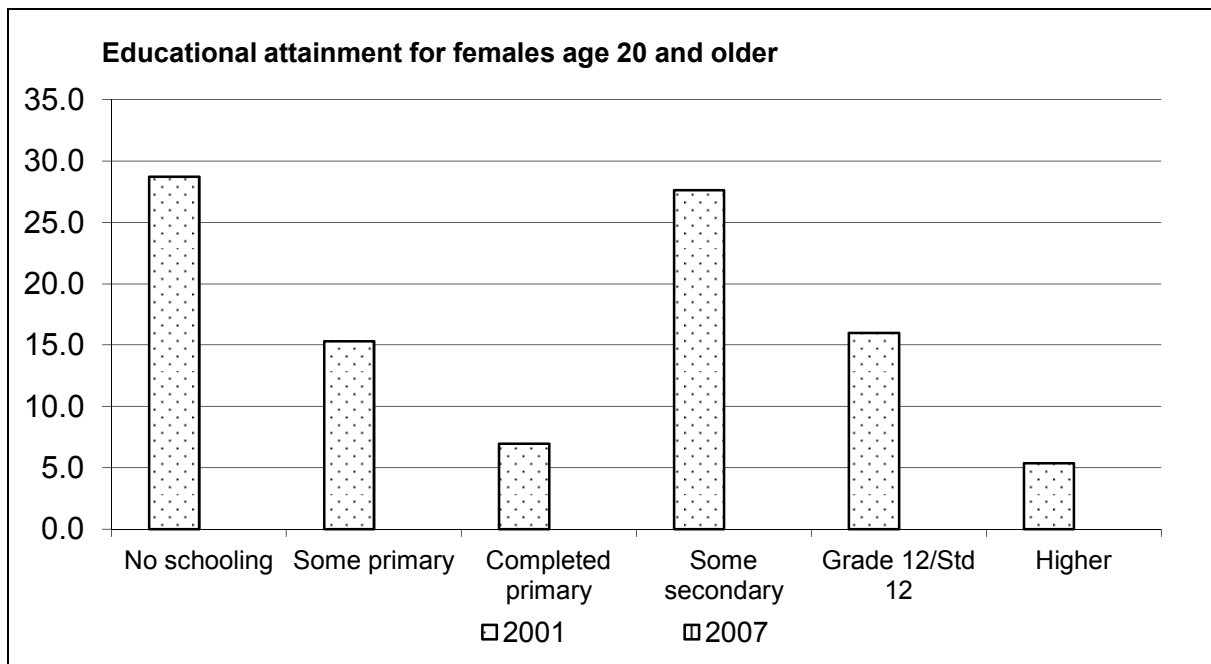
DEVELOPMENT INDICATORS

Educational attainment

Educational attainment is a key indicator of development in a population. There are several ways in which one can evaluate access to educational services in a population. This is evaluated here by observing the level of school attendance of the population within local district council versus attendance outside the local area. The higher the proportion of the population that chooses to move to neighbouring district council or local municipality, the more likely that this is an indication of insufficient educational provision in the local area. To evaluate long term provision of education, it is important to disaggregate educational attainment for persons older than 20 years. This is an ideal group since they would have completed attending educational institutions indicating that the level of education they have is the final one. Statistics South Africa generated a measure of educational attainment for persons over age 20. This group is expected to have completed educational enrolment and therefore giving a good measure for completed level of education.

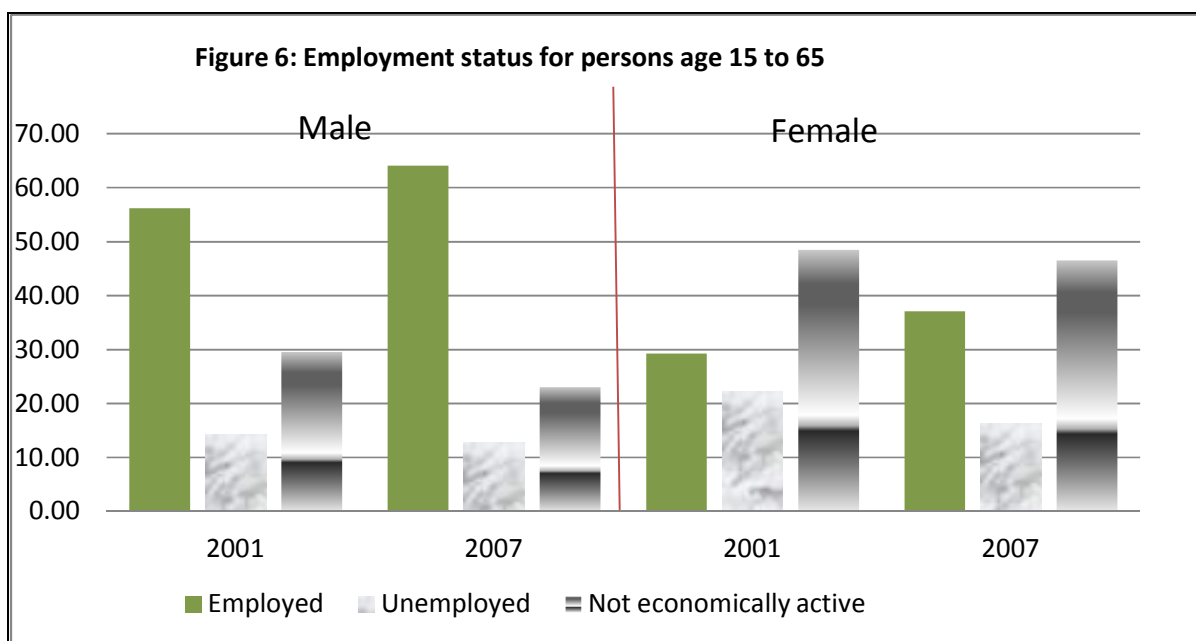
Figures 6 and 7 show educational attainment of persons older than 20 years in Emakhazeni local municipality. Based on the figures there were improvement in levels within the municipality between 2001 and 2007. About 30% of males and 37% females over 20 years had no schooling in 2001. This was reduced to 15% for males and 27% for females by 2007, which indicate favourable improvements in educational attainment over a period of 6 years. What is unexpected is the reduction in the percentage with grade 12 between 2001 and 2007, for both males and females. This decline is not offset by more persons attaining qualifications higher than Matric, since the percentage with higher education hardly changed. The major gains in educational attainment between 2001 and 2007 were an increase in the percentage with some secondary education, which is observed for both males and females.

Figure 6: Educational attainment for females age 20 and older



Source: Statistics South Africa, Community Survey (2007)

Figure 7: Employment



Source: Statistics South Africa, Community Survey (2007)

Figure 7 shows employment status for the population in the economically active group (15 to 65 years old). Employment opportunities are favorable in the municipality, particularly for males, about 65% of males and 37% females were employed in 2007. Figure 7 further indicate that there has been a reduction in the percentage unemployed in the district between 2001 and 2007 for both males and females. The decline is similar for males and females, although employment remains higher for males than for females.

About a third of females were unemployed in 2001 compared to 14% of males in economically active ages. By 2007, this was reduced to 12% for males and 16% for females. Also evident is that the

improvements in employment are much more prominent for males rather than females by 2007. In general, the municipality has better employment opportunities in the district.

Disability

Disability is one measure in a group of measures used to evaluate the health of a population. It is defined as a health condition that limits functioning. Most direct measures of the level of functional limitation require that surveys ask questions of disability by age, however in the absence of such data, prevalence of disability can be computed by observing the proportion of the population with functional limitation, and further explore the specific types of disability that is prevalent in the population.

Table 2: Prevalence of disabled by type of disability

	2001	2007
<i>Percentage disabled</i>	<i>7.6</i>	<i>4.9</i>
Sight	30.2	26.8
Hearing	11.4	12.0
Communication	2.7	3.7
Physical	25.8	35.6
Intellectual	5.4	14.3
Emotional	12.6	7.4
Multiple disability	11.9	0.3

Source: Statistics South Africa, Community Survey (2007)

Table 2 above, show that there was a decline in the proportion of the disabled in the district between 2001 and 2007. When looking at the percentage distribution of the disabled population by type of disability, one observes that in 2001 more than half of the disabled persons in the municipality either had sight (30%) or physical limitation (26%). A similar pattern was also observed in 2007. This is an important disaggregation to note for knowledge of what types of resources are needed by disabled persons within the district.

Social grants

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

Table 3: Number of recipients of social grants in 2007

<i>Grant type</i>	<i>Number receiving grant</i>
Old age pension	1,308
Disability grant	1,070
Child support grant	3,608
Care dependency grant	325
Foster care grant	10
Grant in aid	96
Social relief	64
Multiple grants	43

Source: Statistics South Africa, Community Survey (2007)

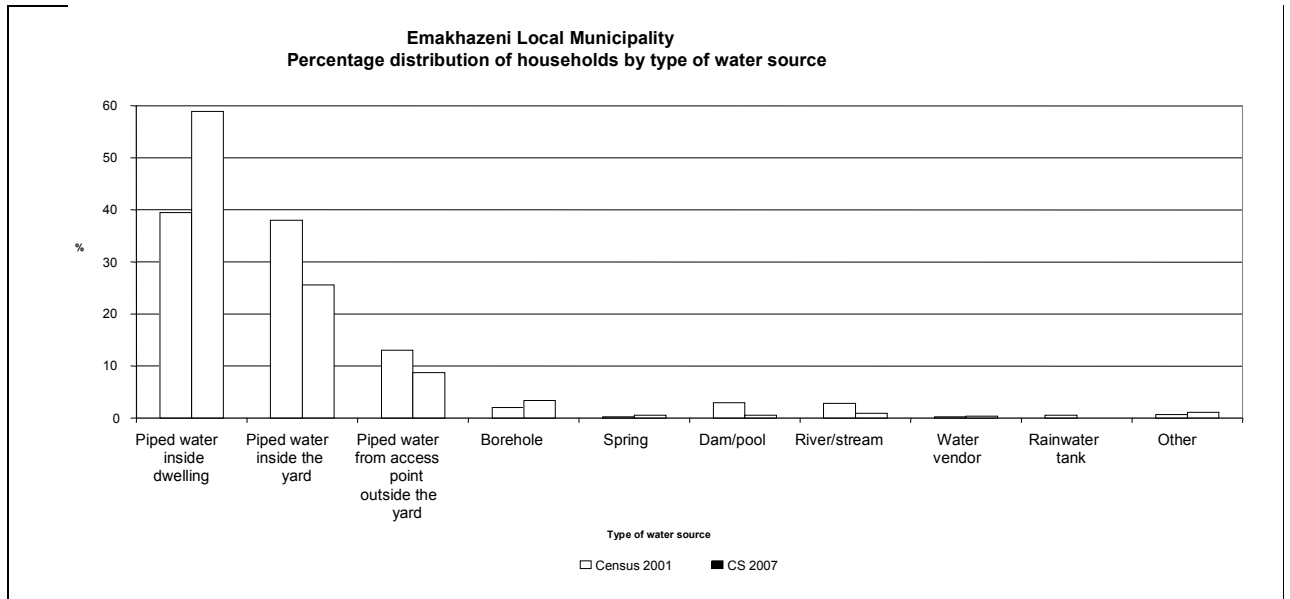
The number of persons receiving social grants is indicated in table 3. The grant with the largest recipients is the child support grant (3,608 children). This partly reflects the need for this grant in improving child wellbeing, but also the larger numbers of recipients for this grant is merely a function of the size of the population aged below 15 as indicated in figure 1. The second grant with the most recipients is the old age pension. As indicated in figure 1, the district has a sizable number of persons above the age 65, which reflects the number eligible for the old age pension. The data from census 2001 and CS 2007 is limited in the information obtained that can allow for evaluating the accessibility of these grants for those in need and eligible.

ACCESS TO COMMUNITY SERVICES

Access to water

The distribution of Emakhazeni local municipality households by water source is indicated in figure 8a. The majority of households have access to safe water, either piped within the dwelling or from a source outside the dwelling. There were major improvements in provision of piped water inside the dwelling between 2001 and 2007 (from 40% to 59%), Figure 8a. Evidence suggests that provision of basic services focused attention towards lowering the number accessing piped water from the yard and those that access it from a source outside the dwelling. Not much change is observed from the other types of water sources, except for eliminating households that had unspecified water sources in 2001.

Figure 8a: Percentage distribution of households by water source

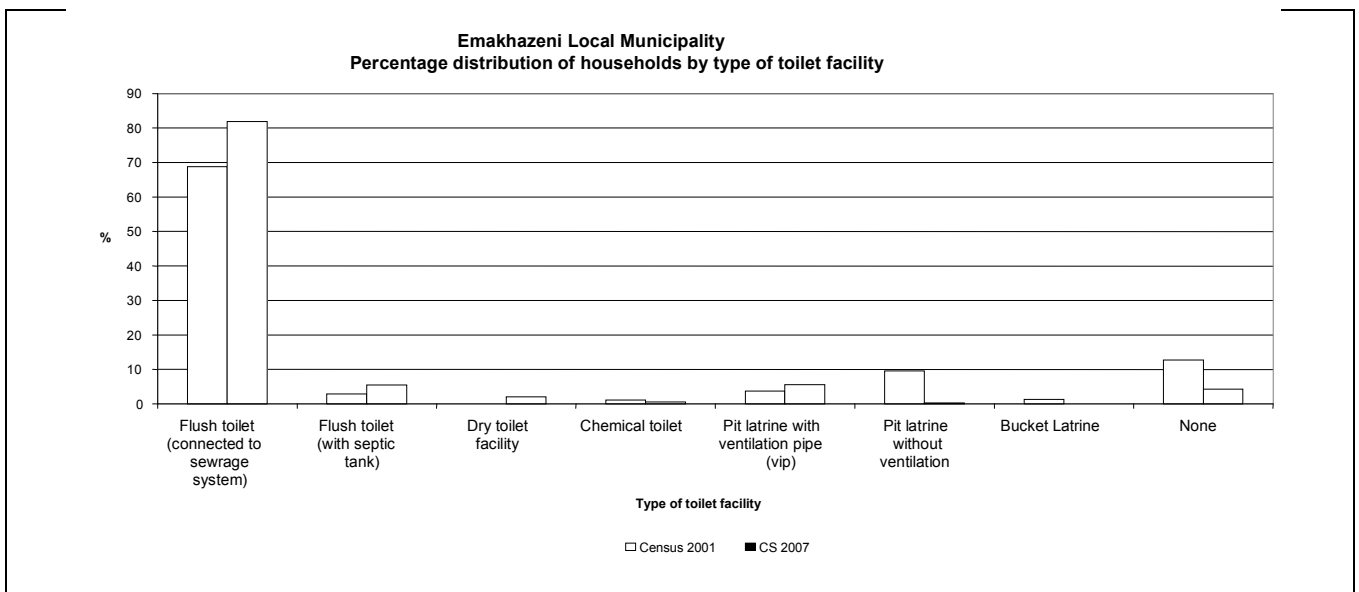


Source: Statistics South Africa, Community Survey (2007)

ACCESS TO SANITATION

The percentage distribution of Emakhazeni municipality households by access to sanitation facilities is indicated in figure 8b. In 2001, vast majority (almost 100%) of households in the municipality either had a flushed toilet or pit latrine without ventilations. There is clear evidence of a local government campaign to replace pit latrines without ventilations with those that are ventilated to promote safer sanitation facilities. By 2007, almost no household was using pit latrine without vent. Although the number of households with no toilet facility has declined between 2001 and 2007, the decline is small.

Figure 8b: Percentage distribution of households by type of toilet facility

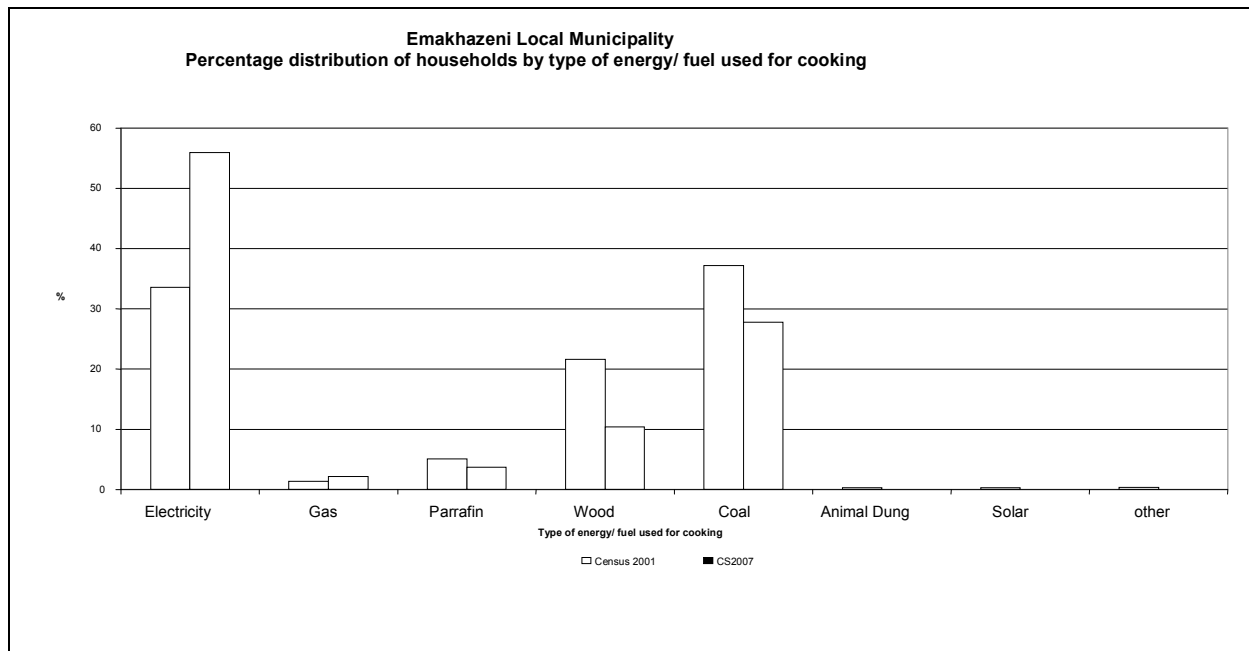


Source: Statistics South Africa, Community Survey (2007)

ACCESS TO ELECTRICITY

Access to electricity for lighting, cooking and heating is an important indicator of provision of one of the key resources in households. Figures 8c to 8e show the percentage of households that have access to electricity in the municipality, as well as other types of energy sources used by other households in the

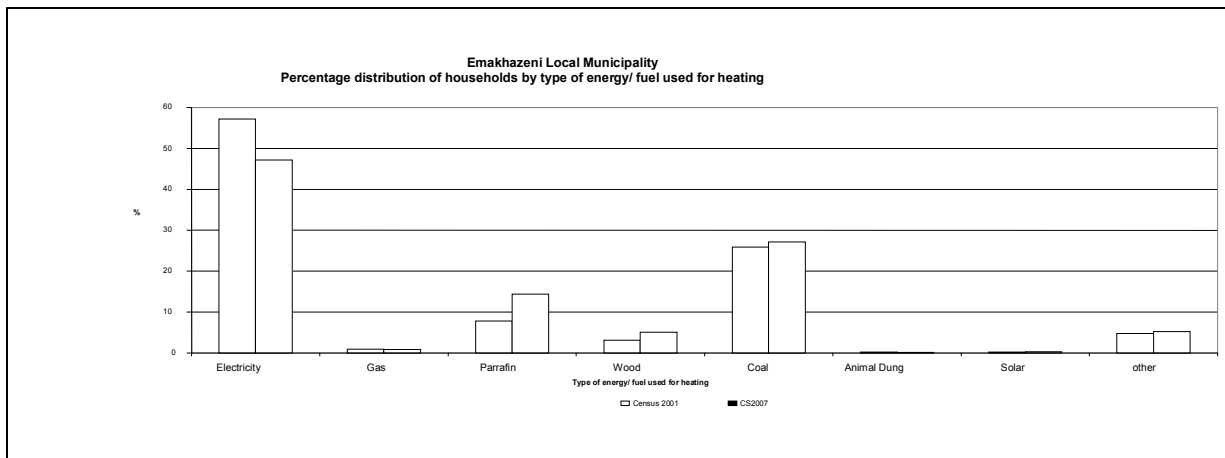
Figure 8c: Percentage distribution of households by type of energy/fuel used for cooking



Source: Statistics South Africa, Community Survey (2007)

Electricity was the leading source of energy for all uses. In 2007, electricity use for heating and cooking was observed in 48% and 58% households, respectively. Electricity use among households was not uniform, meaning even households with electricity do not choose to use it for all their energy needs. Evidence from Figures 8c and 8d suggests that although electricity is the most dominant source of energy, it is preferred more for cooking and less for heating. In fact, energy for heating declined between 2001 and 2007 in favor of coal and paraffin. The other sources of cooking and heating energy are paraffin and coal, the use of which increased in 2007.

Figure 8d: Percentage distribution of households by type of energy/fuel used for heating

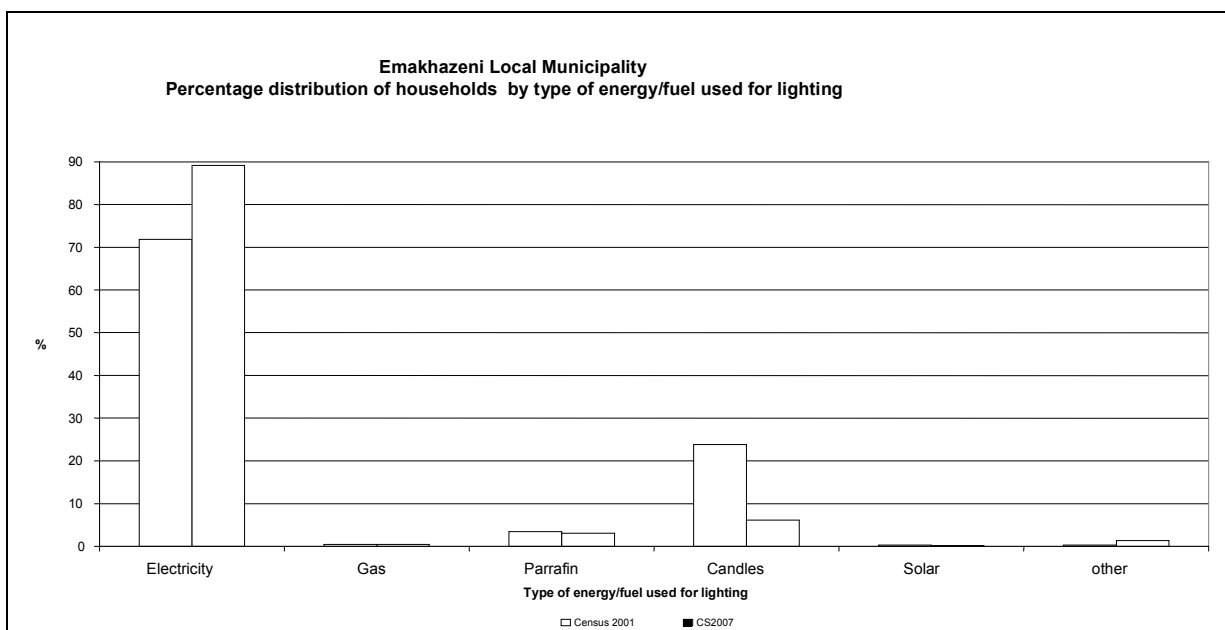


Source: Statistics South Africa, Community Survey (2007)

Figure 8e show that electricity use for lighting also increased between 2001 and 2007, from 70% to 90%.

Figure 8e: Percentage distribution of households by type of energy/fuel used for lighting

The use of candles and paraffin for lighting actually declined between 2001 and 2007.

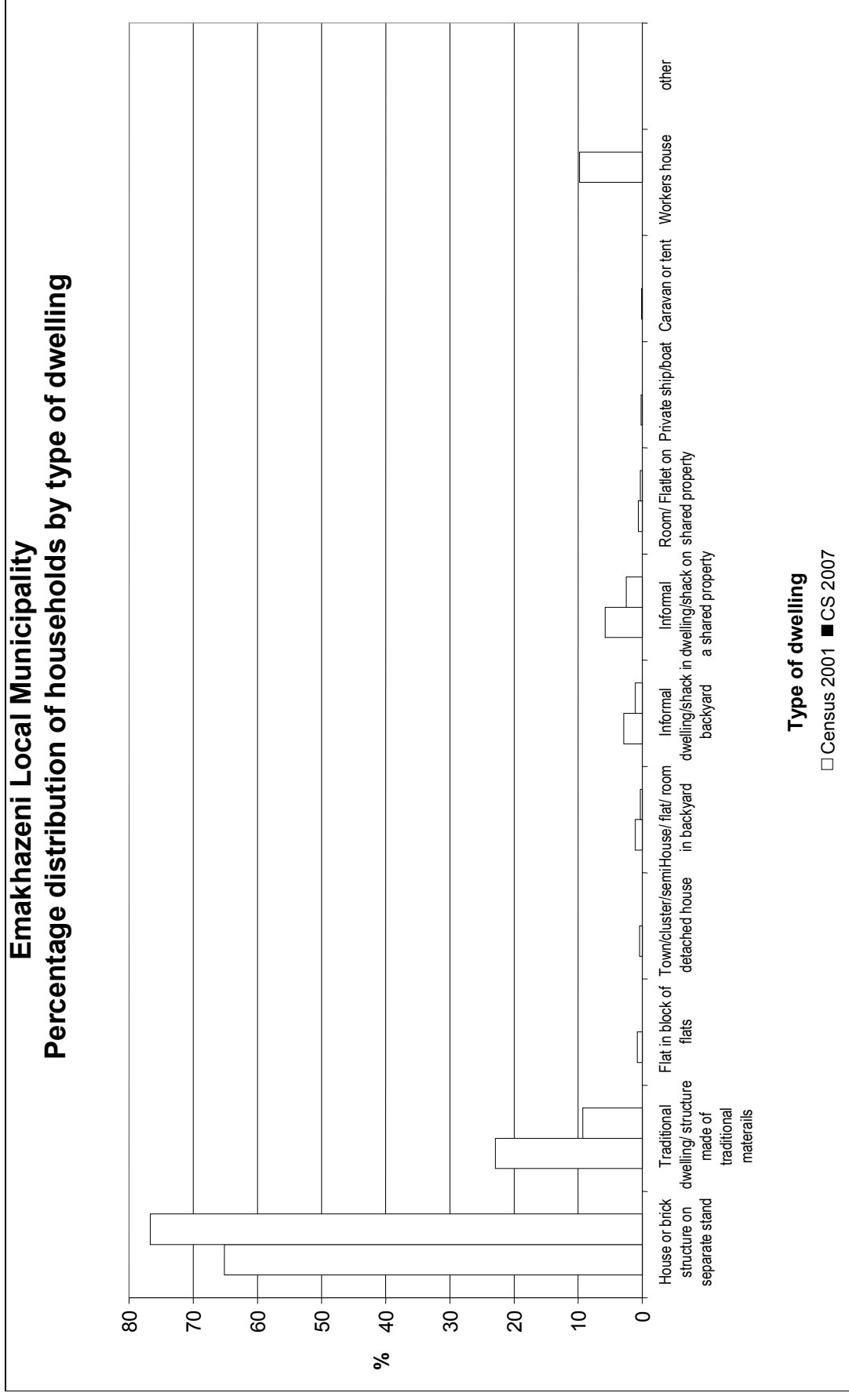


Source: Statistics South Africa, Community Survey (2007)

Dwelling type

The type of dwelling where a household resides is directly linked to wellbeing of household members. There is evidence that suggests that children under age 5 who reside in dwellings that have poor floor, wall and roof materials have higher prevalence of negative developmental outcomes. They have higher mortality during childhood, higher morbidity and lower school attendance (Weeks, 2004). This is also because dwellings with poor building structures are often poor, have no access to other basic services such as safe water and sanitation. The types of dwelling that prevailed in the municipality in 2007 were formal dwellings such as houses (78% of the households). There was a decline in traditional and informal dwelling between the 6 year periods.

Figure 9: Percentage distribution of households by type of dwelling

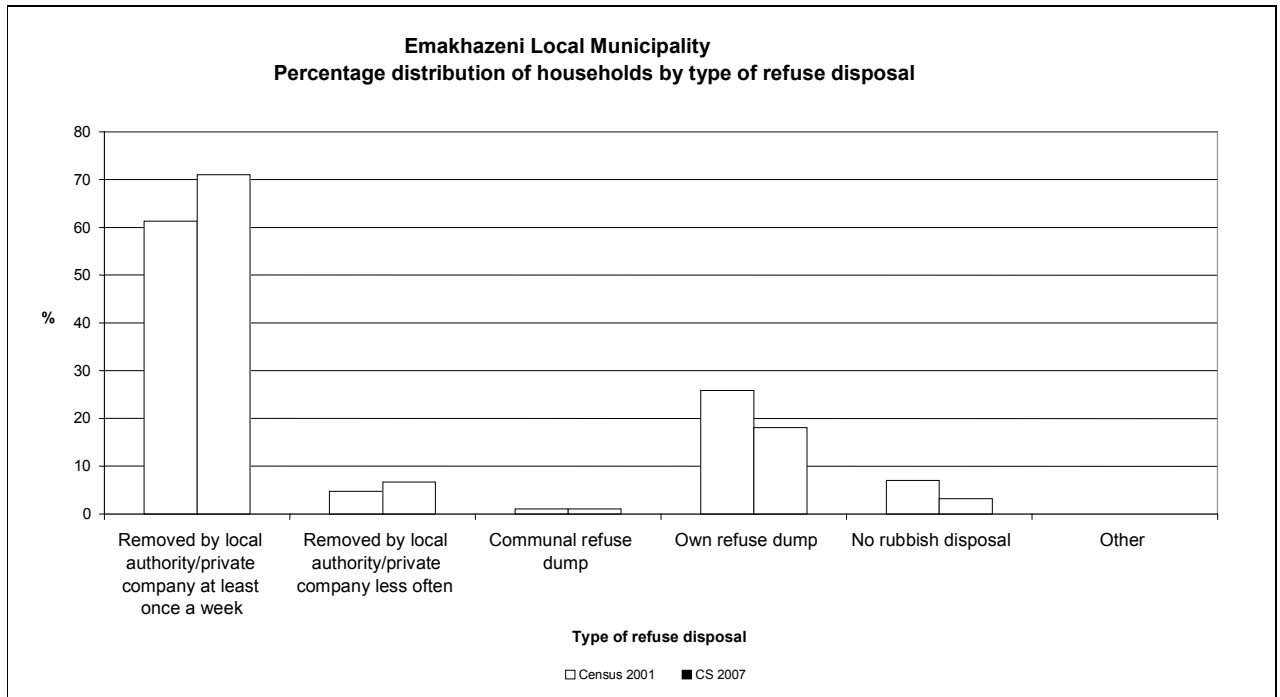


Source: Statistics South Africa, Community Survey (2007)

FREQUENCY OF REFUSE REMOVAL

Provision of refuse removal is one of the key community based services where the municipality has made some improvements over a period of 6 years since 2001. About 70% of households had their refuse removed by local authority at least once a week in 2001, which is the norm for all urban settings. The households who reported that they use their own dump declined in 2007, along with those who reported no refuse disposal.

Figure 10: Percentage of households by type of refuse disposal

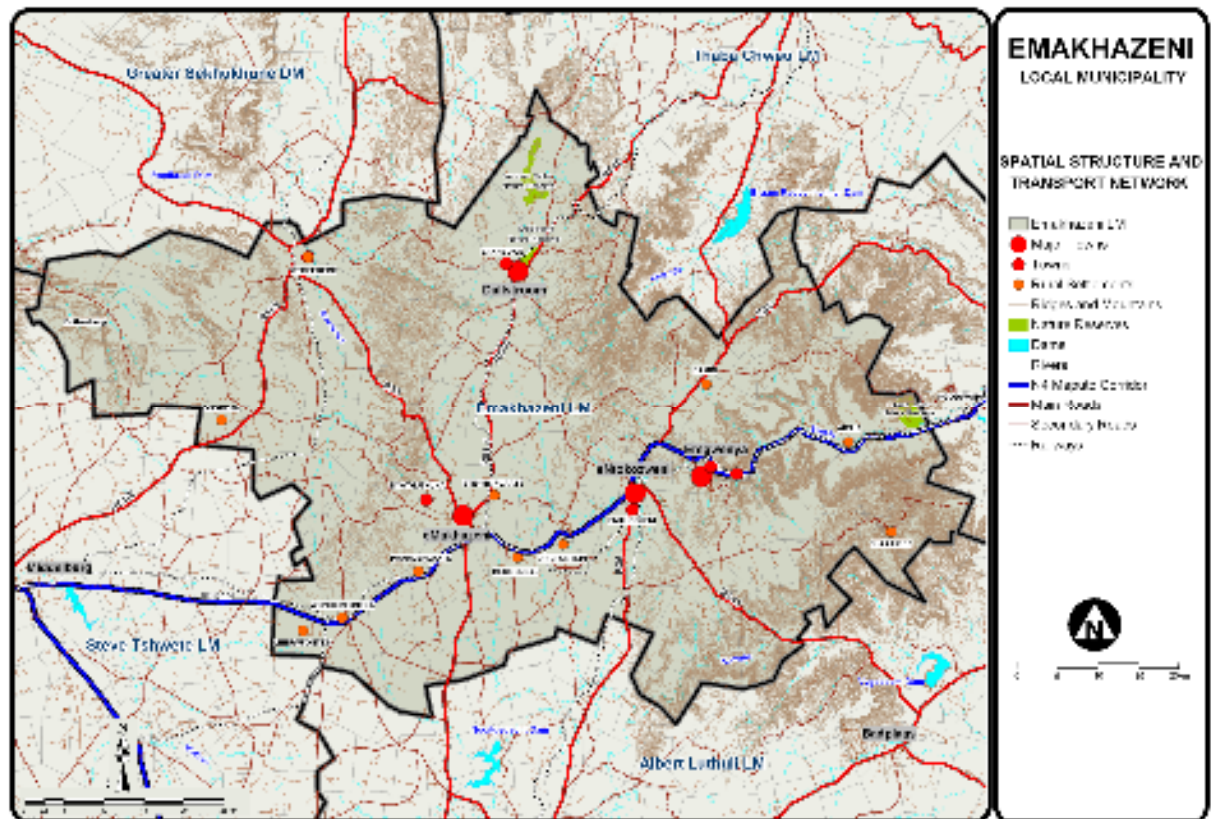


Source: Statistics South Africa, Community Survey (2007)

3.2 Spatial Analysis

The N4 Maputo Corridor which traverses the region from West to East. The R555 from Middelburg and R33 from Emakhazeni which converge at Stoffberg Road in the northwest; are the main connecting roads which form part of the major roads of the municipality.

Figure 11: Spatial Structure and transport network



Source: ELM Spatial Development Framework

Figure 11 above, reflects the Spatial Structure of the Emakhazeni area. The area is a vast rural area with an undulating landscape and high environmental and aesthetical value. Settlements in the area are sparsely distributed with residential densities increasing towards towns in the area as well as rural settlements, such as Wonderfontein, Paardeplaats and Driefontein.

The area is situated on the highest part of the Steenkampsberg Plateau at approximately 2 072 m above sea level, with the Dullstroom station being the highest point in Mpumalanga. The Suikerboschkop koppies are situated in the West of the area. The landscape declines from the plateau towards the escarpment and the Lowveld to the Mozambique Coast in the East.

There are various rivers and watercourses traversing the area, the most prominent of these being the Crocodile River in the north and Komati River in the south. There are also numerous wetlands and

sensitive environmental areas associated with these rivers, particularly around Dullstroom. These rivers are also popular for fly-fishing, attracting large number of tourists to the area.

There are four Nature Reserves in the area, namely the Tullach-Mohr Reserve on the eastern boundary of the area, the Dullstroom Nature Reserve situated north of Dullstroom and the Verloren Valley Nature reserve situated in the north of Emakhazeni. Lastly the Ntsinini Nature Reserve situated East of Emgwenya.

Farming is the dominant economic activity in the Emakhazeni area occupying the largest part of the physical area. Small towns have developed throughout the area, which serve as service centres to the agricultural sector. These towns are:

- Emakhazeni and Siyathuthuka;
- Dullstroom and Sakhelwe;
- Entokozweni and Emthonjeni; and
- Waterval-Boven and Emgwenya.

The spatial structure of these towns is typical of towns formed during the apartheid era, where the former white and black areas are physically separated.

The road network and railway lines are defining elements in the spatial structure and the location of town in the area. The major elements in the transport network are:

- P81-1(R540) which connects Emakhazeni and Dullstroom with Lydenburg north of the Emakhazeni area;
- Road R216 which connects Dullstroom and Entokozweni;
- Road R36 linking Entokozweni with Carolina to the southwest;
- R541 linking Entokozweni with Badplaas to the southeast;
- R36 linking Entokozweni and Waterval-Boven with Lydenburg;
- R33 linking Emakhazeni with Ermelo;
- The railway line from Gauteng to Emakhazeni. The main line continues to the east, through Nelspruit to the Maputo harbour. From this main line there are two lines going south (one from Emakhazeni and one from Entokozweni), through Ermelo to the Richards Bay harbour. There is also a railway line going north from the Emakhazeni station, running parallel to Road P81-1 through Dullstroom towards Lydenburg.

The Emakhazeni Municipality is therefore linked to many of the major economic centres within the region and the continent. Further the above Spatial Analysis, Emakhazeni Local Municipality has reviewed its Spatial Development Framework and it is summarised later in this document.

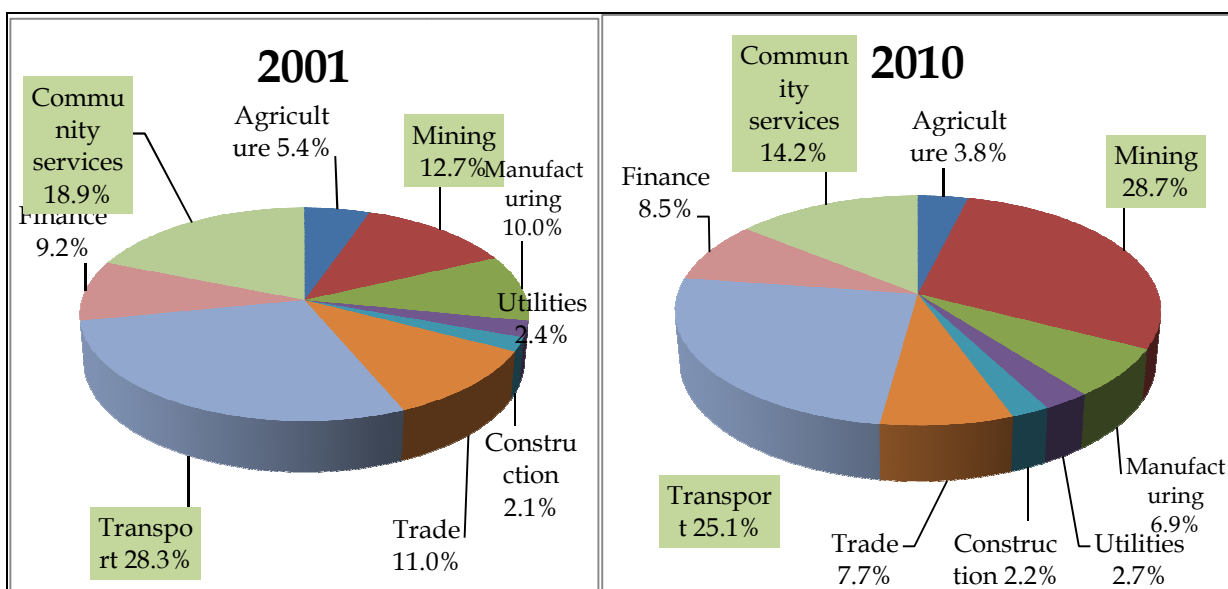
3.3. Economic Analysis

ECONOMIC ANALYSIS

Leading sectors in terms of % contribution to Emakhazeni economy is mining (28.7%), transport (25.1%) and community services (14.2%). Contribution to Nkangala economy ELM is at 3.5% with transport having a share of 10.2% and agriculture 6.7% to the district's relevant economic sectors.

Mining has recorded growth in GDP contribution in the municipality between 2001 and 2010. **Figure 12** below shows the contribution of each sector to the GDP between 2001 and 2010.

Figure 12: Economic Indicators



Source: Mpumalanga Provincial Treasury

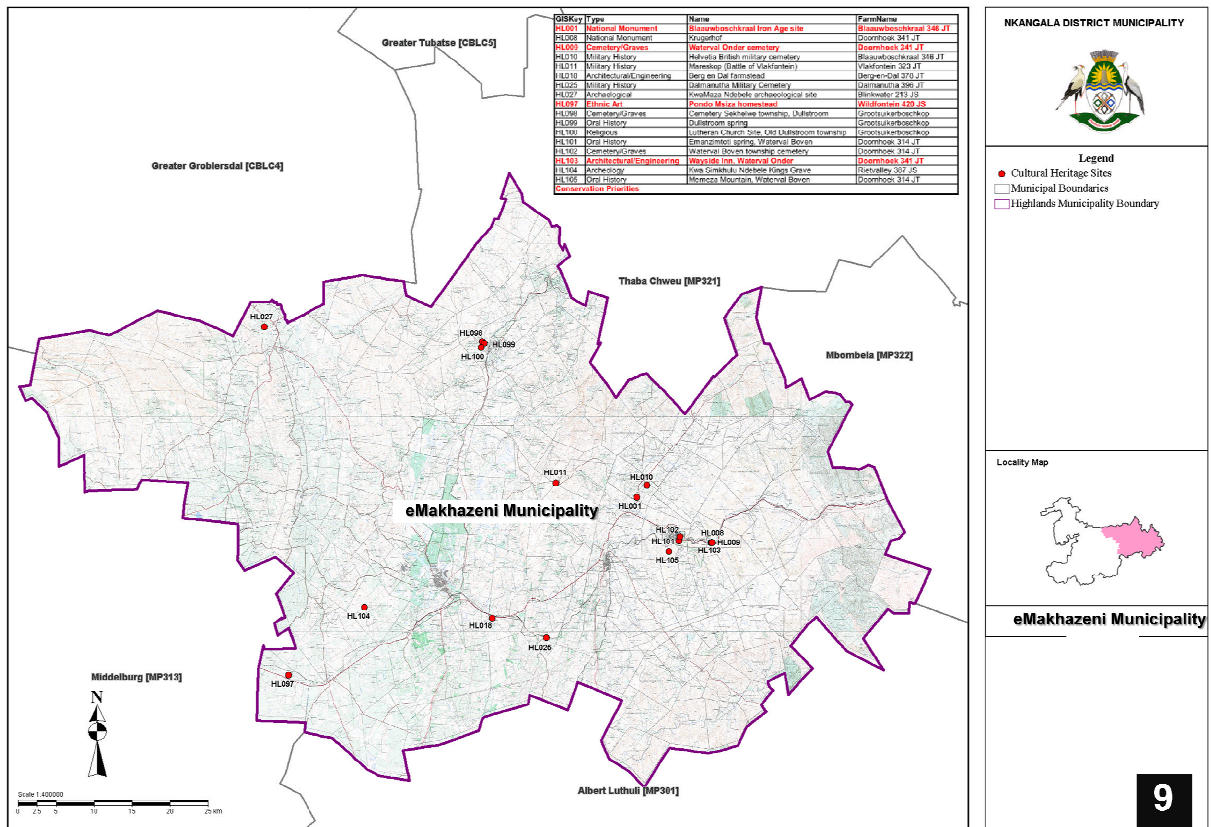
It should be noted that mining is also leading in terms of employment within the municipality with 22.7 percent followed by trade sector sitting at 20.6 percent. Even though Emakhazeni has got a high Agricultural potential, the sector has shown a rapid decrease in both sectoral employment and the GDP contribution between 2001 and 2010.

TOURISM AND CULTURAL NODES

The competitive advantage of ELM in tourism and culture can be summarized as follows:

- Emakhazeni (Belfast) has the opportunity to serve as a tourism gateway, due to the fact that tourists underway to the Kruger National Park along the N4 or Dullstroom/Pilgrim Rest/Hoedspruit along the R540 (P81-1) have to travel through Belfast. This centre could therefore be used to promote the tourism opportunities in the Tourism Belt and the entire District.
- The Bambi bypass route (R36) from Emgwenya (Waterval Boven) towards Montrose Falls in the Mbombela Municipal area is already a very popular tourism route in the NDM area.
- Dullstroom, which is a major attraction point to tourists and is expanding rapidly. The major attraction to this area is however the rural character and scenic qualities, should be protected from over-exposure and commercialisation. Associated with Dullstroom is the development of the R540 tourism corridor between Belfast, Dullstroom and Lydenburg towards the north.
- Further to the southeast, it is important to enhance the Entokozweni (Machadodorp)-Badplaas-Mkhondo tourism corridor, which forms part of the SDF of the adjacent Gert Sibande Municipality (R541).

Figure 13: Map of Cultural Heritage Sites



Source: ELM Spatial Development Framework

SPORTS AND RECREATION

3.4 Environmental Analysis

Topography, Hydrology and Climate

The Emakhazeni Municipal area is situated on the Steenkampsberg Plateau and forms part of the Highveld region of Gauteng and Mpumalanga. From this plateau there is a substantial drop in altitude towards the escarpment, Lowveld and towards the Mozambique coast.

The area is drained by a number of significant rivers, particularly the Olifants River and Steelpoort River in the West, Crocodile River in the North as well as the Elands River and Komati River in the South. Apart from the major dams located outside the boundaries of municipal area (**reflected on Figure 3**) there are also various small dams throughout the area.

The Crocodile River yields approximately 6.8m³ of water per second and the Steelpoort River yields 6.8m³ of water per second, which is sufficient for irrigation purposes, farming and general use. Both these rivers eventually join the Olifants River, forming the principal drainage system leading towards the Indian Ocean.

The next table provides a summary of the most significant rivers and dams in the area:

Table 4: List of Rivers, Streams and Dams

RIVERS AND STREAMS	
Steelpoort River	Witpoort River
Elands River	Klip River
Hartebees River	Lunsklip River
Crocodile River	Skilferlaagte Stream
Grootspruit	Waaikraalkop River
Leeubank Stream	Leeu Stream
Klein Komatie River	Rietvlei Stream
Wilgekraal Stream	Swartkoppies Stream
Kareekraal Stream	Draaikraal Stream
Lang Stream	Gemsbok Stream
DAMS	
The Emakhazeni Dam	Haartebeeshoek Dam
The dam in the Emakhazeni State Forest	Dullstroom Dam
Zoekap Dam	Wonderfontein Dam

The natural environment is described in more detail in terms of the various regions constituting the area.

Emakhazeni has an undulating environment, with rolling hills. The town is located 1800m to 2100m above sea level. The town lies on ground gently sloping from South to North. The topography falls away from Emakhazeni eastwards to the Elands River, rises into the ridge and then drops into the Lowveld.

Emakhazeni's drainage system forms part of the Olifant's River catchment in the North and the Komati River catchment system in the southwest. Emakhazeni forms part of the Steelpoort sub-drainage system. The Steelpoort River has its source near Emakhazeni and flows northwards past Stoffberg through the Highveld. Emakhazeni has an abundance of dams and water systems. The high altitude and water systems result in cold winters with very low temperatures in valleys and depressions.

The Dullstroom region is situated towards the northern boundary of the Highveld at an altitude of 2075m. The incline of the area displays a steep decline from the road P81-1 towards the south east away from the centre of the town. The topography in the town is characterised by a small, but significant, koppie in the vicinity of the railway line. Some rocky outcrops occur around the town, with a marsh situated in town at Taute Street.

Dullstroom enjoys a sub-alpine climate with an average annual rainfall of 726,4mm with an average of 285 rain free days. The average summer temperature is 22° C and the average winter temperature is 11° C.

The Entokozweni region is situated on the eastern boundary of the Highveld. The incline of the municipal area displays a gradual decline from south to north and from west to east. The highest point in the south is 1645m above sea level and the lowest point is 1585m above sea level.

Drainage in the area occurs to the west and mainly the northwest of the area. The eastern periphery of Entokozweni as well as Emthonjeni however drains towards the east, due to the occurrence of watersheds. The Elands River is a prominent river which runs through Entokozweni and ultimately forms part of the Crocodile River System.

Waterval-Boven is located on a sloping Highveld zone at the fringe of the escarpment formed by the Drakensberg Mountains. The Waterval-Boven area embraces part of the catchment area of the Komati River and the Elands River. The latter provides Waterval-Boven with three well-stocked trout dams and kilometres of fishing areas.

Wetlands in the Emakhazeni area and particularly in the vicinity of Emakhazeni, Dullstroom, Entokozweni and Emgwenya are increasingly under threat, due to the growing popularity of trout fishing and particularly the construction of dams. This threat was realised and resulted in the formulation of a report called "*An Environmental Plan for the Protection, Maintenance and Wise Use of Wetlands on the Steenkampsberg Plateau*"

VEGETATION AND ANIMAL LIFE

The field types occurring within the area can be divided into various categories, namely Tropical, Bush and Savannah Types (Bushveld). The largest section of the Emakhazeni area forms part of the pure veld type namely the North-Eastern Sandy Highveld. The North-Eastern Sandy Highveld is intruded by two bushveld types, namely the Lowveld Sour Bushveld and the Lowveld.

Emakhazeni forms part of the Grassveld Biome. This biome is the natural home of the Black Wildebeest and Bluebuck, it supports vast planes of grassland which respond to seasonal changes in rainfall, changing from green to yellow. Trees are sparse but bird life is plentiful; species include the Black Bustard and Blue Crane. A mere 1.1% of the entire Grass veld biome is reflected in conservation areas. The entire maize triangle is contained within this biome where other crops such as sorghum, wheat, sunflowers and fruit are grown. The area surrounding Emakhazeni is located where the Highveld Turf (red grass) gradually changes into the North-Eastern sandy Highveld. This consists of treeless veld with sour grass.

The Dullstroom region is rich in natural vegetation, with as many as 120 species of wild flowers to be found in the surrounding areas, as well as an abundance of natural veld grass. Temperatures and rainfall are optimal for growing beans, cabbage, potatoes and onions. Dullstroom is situated in a sensitive natural environment with an abundance of environmental assets that need to be protected and properly managed.

The Entokozweni region forms part of the Lowveld Sour Bushveld. This category is characterised by an open landscape with well-spaced trees in long grassveld or bushveld. Trees and shrubs typically found in the area are thorn trees (*Acacia Caffra*), *ficus* spp, and *Burkea Africa*. The grass in the area is tall, strong, polarised and sour, not rendering it deal fro grazing purposes. There is a possibility that veld fires and overgrazing resulted in the degradation and reduction of grass, especially grass of high quality such as Themeda within this area.

Indigenous vegetation that occurs in the Waterval-Boven area is what can be termed bushveld. However the impact of mankind's use of the environment has resulted in a mix of vegetation from cultivated forests, indigenous bushveld, and scrub thornveld to grasslands with no significant wetlands to be found.

GEOLOGY, MINERALS AND SOILS

In terms of geology, it is useful to investigate the area from a regional perspective. The oldest rock formation in the area belongs to the Barberton sequence. It is found in the Eastern and Northern areas as small outcrops of differentiated metamorphosed sediments, volcanic formations and intrusions of different ages. A large area in the East is covered with formations of the Transvaal system with an age of approximately 3100 million years.

Several minerals can be found in the Emakhazeni and Dullstroom regions, including gold (associated with silver, copper and bismuth on the farms Marine 535-ST, and Slaaihoek). The "Black Granite" of Emakhazeni lies in a 44km strip, but extraction is concentrated on specific farms East of Emakhazeni. The granite is exported and not processed locally. Investigations are currently being conducted to determine the viability of diamond deposits in the area.

The Western region of the Nkangala District Municipality is known as the Energy Mecca of South Africa due to its rich deposits of coal reserves and power stations such as Wilge, Komati, Arnot, Camden, Hendrina and Kriel. While some of these power stations have not been in operation for a number of years, Eskom announced a rejuvenation of the stations to supplement energy supply. There are two coalmines in the vicinity of Emakhazeni, the Emakhazeni and Glissa mines, operating as open quarry mines. These mines could benefit, should Eskom implement these plans. Further, a large coal deposit has been discovered towards the South of Emakhazeni. This new discovery identifies the origin of the coal belt towards Steve Tshwete and Emalahleni Municipalities. The mushrooming of a number of coal mines in the vicinity of Emakhazeni and Wonderfontein is strong evidence of the availability of this natural resource.

New information about the natural resources further indicates the presence of **lime** deposits within the Municipal boundaries. This is an indication that a cement plant that could respond to the envisaged shortage of cement in the Country can be established, especially around the Emakhazeni area.

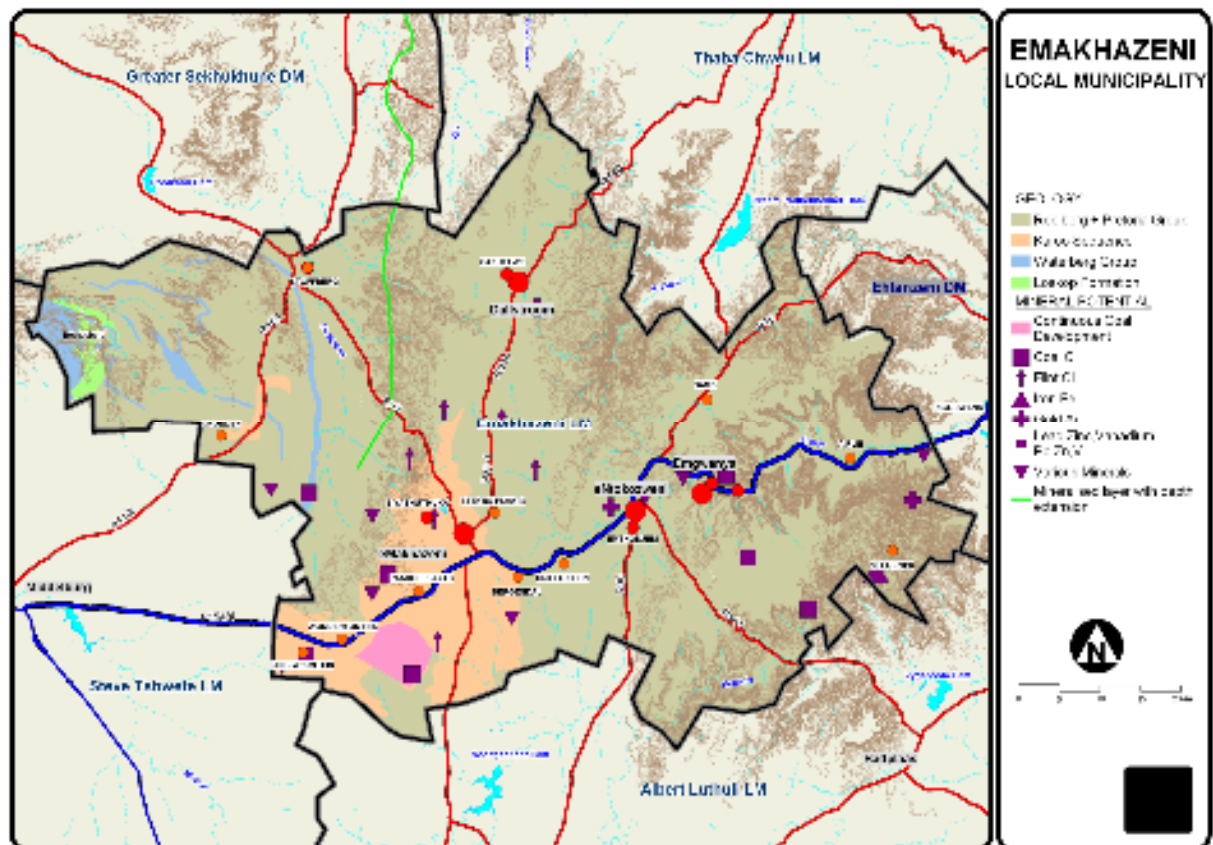
Other minerals found in the area include:

- Copper, nickel, cobalt, arsenic, platinum, sink and silver, North of Emakhazeni; and
- Flint clay at Emakhazeni, Witbank and Middleburg.

The Entokozweni region is mainly underlain by shale formation, with the Eastern side of the town underlain with basalt. Several minerals can be found in the area, including gold (associated with silver, copper and bismuth). Iron carrying sandstone, with shale layers in between are reclaimed in the Emgwenya district. Chrome-iron extracted at Zeerust and Rustenburg are processed at the Assmang Chrome (previously Feralloys) Plant in Entokozweni.

The undulating topography of Waterval-Boven, made up of hillcrests, troughs and valleys is an expression of the underlying geology. The geology of the area comprises mainly of sedimentary rocks and igneous intrusions. The sedimentary rocks are principally quartzite (belonging to the Transvaal Sequence: Pretoria Group) and alluvial soils. The intrusive rocks are mainly diabase outcrops, which occur between the quartzite bands. Iron deposits have been found in the area. **Figure 14** below, shows the geology and different mineral potential within the municipality.

Figure 14: Map of Geology and Minerals



Source: ELM Spatial Development Framework

3.5 Institutional Analysis

Emakhazeni Local Municipality was constituted in terms of Section 12 of the Municipal Structures Act (117 Act of 1998). This followed the amalgamation of four former TLC's i.e. Waterval-Boven TLC, Entokozweni TLC, Emakhazeni TLC and Dullstroom TLC on 5 December 2000.

The municipality has been structured such that it is able to fulfil its constitutional obligations in terms of section 152, (The Constitution of the Republic of South Africa, Act 108 of 1996).

Over and above the above arrangement, the ELM has, for the purposes of strategic planning and management composed itself into: The IDP working group, IDP Forum, IDP Technical Committee, IDP Management Committee, The municipal Manager, the Mayoral Committee and the Municipal Council. This is illustrated in terms of **Figure 1** above, (Under the heading: 2. **THE PLANNING PROCESS**, and the Sub-heading 2.1 Institutional arrangements).

For operational purposes, there are six satellite offices over and above the head office in Emakhazeni. Though not fully staffed and equipped they are assisting in the operationalisation of the municipal work i.e. delivery of services in all our units.

3.6 Integrated Development Planning Analytical Report

Background

During the past five years (2006-2011) the Emakhazeni Local Municipality made great progress towards serving all communities within the Municipality and improving the quality of life of all citizens.

This was done in line with the Goals set in the 2006 Municipal Elections Manifesto which comprised the following five categories:

- Service Delivery
- Sustainable Livelihood
- Local Economic Development
- Comprehensive Social Security
- Constitutional Rights and Democracy

During February 2011 the Emakhazeni Municipality compiled a Service Delivery Audit for the period 2006-2011 in order to assess what has been done in the municipality in terms of achieving the Goals referred to above. This included a summary of projects implemented, initiatives launched and organizational structures established to facilitate the implementation of programmes in the municipal area. In essence, it reflected on the achievements of the past five years.

This report, the Integrated Development Analytical Report, looks into the future, and specifically highlights the major challenges facing the Emakhazeni Municipality during the next five years, and what should be done to successfully address these challenges.

The information contained in this report was mainly derived from the Integrated Development Plan of the Emakhazeni Municipality which is a statutory document compiled in terms of the requirements of Section 25 of the Municipal Systems Act (32 of 2000). The primary purpose of the IDP is to identify and prioritise needs as identified from local stakeholders, formulate strategies to address these, and list projects to be implemented to rectify the problems/serve the needs identified. These plans (IDP's) have a five year planning horizon. It is thus only logical that the IDP should serve as the basis for this report.

The programme for the next five years was furthermore structured in accordance with the Mandate for Local Government as defined for the 2011 Municipal Elections, and which include the following objectives:

- 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;
- Ensure more effective, accountable and clean local government that works together with national and provincial government.

KEY CHALLENGES FOR THE FUTURE DEVELOPMENT PATH OF THE EMAKHAZENI LOCAL MUNICIPALITY

3.6.1. BUILD LOCAL ECONOMIES TO CREATE MORE EMPLOYMENT, DECENT WORK, AND SUSTAINABLE LIVELIHOODS

Local Economic Development

In October 2008 the Municipality established an LED forum as a result of the cabinet outreach programme to provide a community forum where economic issues, as well as opportunities for poverty alleviation and job creation are dealt with. In line with the LED strategy of the Municipality five working groups were established to assist the LED forum in carrying out its mandate and objectives. The low levels of skills and education in the area necessitates the development of institutions for skills development and further education and training. The IDP formulated the following objectives for the LED forum:

- To promote and raise funds for SMME development and growth;
- Facilitate skills development and support for women who produce traditional products;
- To facilitate access to funding and support to emerging business.

The high unemployment rate in the ELM (30%) especially affects youth and women. The IDP formulated the following objectives regarding unemployment and job creation:

- To ensure economic growth and all capital projects contribute towards the alleviation of poverty and the creation of jobs;
- To increase the labour intensity of government funded infrastructure projects, public environmental programmes and public social grants.

Tourism

The municipal area was identified to form part of the trout triangle by the Mpumalanga Tourism Growth Plan in 1999, but the Municipality has done little to maximise this potential. Note that in the past, tourism matters did not use to be a municipal function. Hence Tourism Associations were established in all towns by the private sector. The Emakhazeni Tourism Association has members from all tourism product owners in the municipal area. The Municipality is involved with the Tourism Association through representatives from political and administrative branches. The IDP formulated the following objectives for the tourism sector:

- To ensure that the tourism potential of Emakhazeni LM, especially regarding its natural environment, is fully developed and utilised;
- To establish a tourism office in Emakhazeni.

3.6.2 IMPROVE LOCAL PUBLIC SERVICES AND BROADEN ACCESS TO THEM

Road Network

Roads in the ELM are generally very old, not user friendly, with potholes, dusty and narrow. The roads were never designed for high volumes of traffic. The increasing traffic volumes are due to population growth but also due to the increasing popularity of the area as a tourism destination. Furthermore, roads in Belfast particularly, are used as a gateway to mining areas such as Steelpoort. Large trucks using the roads on a daily basis are also damaging the road infrastructure. Over the past financial years, the Municipality has concentrated on patching the roads with no success as heavy vehicles passing through the towns badly damage the repaired roads. Thus the roads are in dire need of upgrading. Not much had been done on road network which may have big impact on the quality of the most of the roads. It is still a fact that 60% of the road network in Emakhazeni Local Municipality is generally very old, some not use-friendly, with potholes, dust and narrowly built. There is still lot of work to be done as most of the roads were not designed for high volume of traffic. The increasing traffic volumes are due to population growth but also due to the increasing popularity of the area as a tourism destination. Emakhazeni roads are used as gateway to mining areas such as Steelpoort and Burgerfort. Entokozweni roads are being damaged on daily basis by trucks which travel to and from Nkomati Mine with Assmang as one of the coke & Chrome deposit area. Over the past two financial years, the municipality has concentrated on patching of the roads with no success as heavy vehicles passing through the towns badly damage the roads over and again. At least the entrance from N4 into Emakhazeni is receiving attention with the first phase of the upgrading will be executed in 2012/2013 financial year at a cost of R4 million funded by Nkangala District Municipality. The T-junction which was problematic for quite sometime in Entokozweni has been attended with the assistance of the social partners some roads in Emgwenya and Emthonjeni townships will be upgraded in the ensuing financial years.

Stormwater

The storm water management has not received the attention it warrants. However, the system is expected to be improved because the Municipality is in the process of securing services with a service provider to embark on the compilation of a stormwater masterplan. There is also a need to improve sidewalks and pavements in all towns, to enhance the pedestrian experience. The objectives from the IDP pertaining to road conditions are as follows:

- To improve the condition of the existing roads in all the towns and townships;
- To ensure that the stormwater is managed properly in order to have manageable systems;
- To build new roads and engage with the Department of Roads and Transport to assist with the maintenance of rural roads;
- To build a safe traffic environment, including street lighting;
- To bring the truck companies and mines to the Municipality technical meetings so as to arrive at an agreement on how the roads are to be fixed.

Requests have been made to Nkangala District Municipality for the compilation stormwater masterplan in Emkhazeni. The stormwater drainage system is the key to safeguard the life of the roads in Emkhazeni. In the interim, the EPWP personnel are assisting with the cleaning especially at the main roads. The challenges on stormwater resulted to a program of making sure that all the new roads to be constructed have provision for stormwater systems in their conceptual plans.

Electricity

Despite the availability of bulk electrical infrastructure in the rural areas, the poor communities do not have access to basic electricity supply even though electricity is available to farm owners. In this regard the Municipality will rely on ESKOM to accelerate the installation of electricity in these areas. However, the Municipality needs to consider strengthening the engagement forum with farm owners to gather their consent to serve farm workers and poor communities with electricity. The related IDP strategy is to provide affordable and reliable electricity to urban and rural areas in the Municipality, catering for current and future demands, through ongoing management, maintenance, upgrading and extension of the electrical network. The focus should be on the upgrading of the bulk infrastructure as well as reticulation networks. Specifically, the Municipality wishes to:

- Provide access to electricity for all households;
- Extend the provision of Free Basic Electricity (FBE) to more needy households;

The IDP strategy of the Emkhazeni Local Municipality is to provide affordable and reliable electricity to urban and rural areas in the Municipality, catering for current and future demands, through ongoing management, maintenance, upgrading extension of the electrical network. It is noted that most of the work has been done in urban areas where town such as Emkhazeni, Emgwenya and Entokozweni benefitted in 2011/2012 financial year. The upgrading executed was aimed at strengthening the constant power supply and eliminating the voltage drop. The upgrading on the medium voltage was also done in Emkhazeni in 2011/2012 financial year. The current masterplan will developments envisaged for an integrated human settlement in Siyathuthuka, the High Altitude Training Centre in Emkhazeni as well as the Boarding School in Entokozweni.

3.6.3. ELECTRICITY SUPPLY

The IDP strategy of the Emakhazeni Local Municipality is to provide affordable and reliable electricity to urban and reliable electricity to urban and rural areas in the Municipality, catering for current and future demands, through ongoing management, maintenance, upgrading and extension of the electrical network. It is noted that most of the work has been done in urban areas where town such as Emakhazeni, Emgwenya and Entokozweni benefitted in 2011/2012 financial year. The upgrading executed was aimed at strengthening the constant power supply and eliminating the voltage drop. The upgrading on the medium voltage was also done in Emakhazeni in 2011/2012 financial year. The current masterplan will have to be revised to cater for the new developments envisaged for an integrated human settlement in Siyathuthuka, the High Altitude Training Centre in Emakhazeni as well as the Boarding School in Entokozweni.

BACKLOG

- 255 RDP houses to be completed by June 2013 will need prepaid meters.
- 200 RDP houses in Dullstroom do not have electricity in their houses.
- 1087 homesteads do not have electricity supply in their dwellings on the farms.

PROBLEM STATEMENT

Emakhazeni Local Municipality has got a license to distribute electricity in areas such as Entokozweni, Emgwenya and Emakhazeni in terms of Electricity Regulation Act no. 4 of 2006. The only areas supplied directly by Eskom within Emakhazeni Municipality are the Farming communities and Dullstroom as a whole.

Water Supply

A large number of rural communities do not have water supply to their homesteads. According to a survey conducted in 2009 much still needs to be done to eradicate the backlogs. Furthermore, it was found that some farm owners are not willing to grant written permission to the Municipality to drill for water on their farms. The IDP Strategy is to secure funding from both MIG and NDM to install water handpumps and for the construction of toilets. Furthermore, continuous meetings are to be held with farm owners to convey the importance of having access to water and sanitation. Specific initiatives include:

- Finalise an upgraded WSDP by end of June 2013;
- Complete a study on the contamination of underground water by 2013; and
- Introduce water conservation and water demand management.

Waste Management

Waste management is a major challenge of the Municipality at this stage. Of the four landfill sites in the ELM, two need to be rehabilitated. Two sites, namely Belfast and Waterval Boven are legal (have authorisation to operate) while the other two are still illegal sites. The IDP Strategy is namely:

- To fast track the closure and rehabilitation of the existing landfill sites and establish authorised sites which meet the minimum conditions as prescribed in DWAF and develop the IWMP;
- Educate all residents on the importance of the protection of the environment;
- Utilising the environmental management framework as a management tool;
- Acquire the appropriate equipments/ vehicles to render the service.

3.6.4. BUILD MORE UNITED, NON-RACIAL, INTEGRATED AND SAFER COMMUNITIES

Spatial Restructuring

The challenge is for the Municipality to transform its planning patterns such that it encourages social integration. Currently, the white areas are located closer to areas of work and economic activities, whereas the black townships are located far away from areas of economic activity. This situation results in a rapid eruption of informal settlements closer to places of work and other economic activity. This is particularly prevalent in Belfast Old Township, Dullstroom and Sakhelwe. The IDP Strategy in this regard is as follows:

- That the Municipality promotes the review and restructuring of spatial patterns, by way of regulations and guidelines, as well as information systems enabling planning activities to be performed easily;
- Meet the housing needs of Emakhazeni residents;
- Facilitate a public private partnership linkage as far as property development is concerned;
- Provide suitable land for housing by purchasing more land within existing towns;
- Implementing the Housing Sector Plan for the Municipality;
- Purchase more land for housing development especially low-middle income housing.
- Encourage private investment, e.g. shopping complexes, golf estates, leisure estates etc.

Environmental Management

Due to the biodiversity of the Municipality, DEAT identified Emakhazeni to benefit from the development of an Environmental Management Framework which was launched in August 2009. In terms of environmental conservation and enhancement, the IDP Strategy is to educate all residents on the importance of the protection of the environment through on-going awareness campaigns; to establish environmental committees in all units, and to utilise the environmental management framework as a management tool.

Health

There is a general lack of health facilities in the ELM, especially clinics, hospitals and ambulances and particularly in the rural areas. There is also a shortage of medical staff, especially doctors and specialists, paramedics and nurses; and of relevant medicine. Other issues include a lack of support from the sector departments and the hospice; poor co-ordination of HIV and AIDS related activities in the Municipality; and the fact that primary health services remain limited to some communities within the municipal jurisdiction.

Communities that lack immediate medical services have to travel extremely far to reach them. This concern has particularly been voiced in Emgwenya, Ongesiens, Airlie, Tonteldoos, Stofberg, Sterkloop, Santa and the Badfontein area. The rural areas are service by mobile clinics, but which have been reported to be unreliable at times. Regarding health, the IDP Strategy is as follows:

- The Introduction of PMTCT campaigns to high school learners to promote access to information through lifelong learning;
- The extension of health services especially to the poor through a multi-sectoral approach and collaboration with the Department of Health and Social Services so that adequate safety nets are created and the provision of ARV's and condoms becomes widespread;
- Special attention be given to augmenting Home-based care and encouraging disclosure amongst those infected;
- Encouraging voluntary testing amongst all community members;
- Appointment of an HIV/ AIDS co-ordinator.

Education

Education is also a major challenge in Emakhazeni, seeing as 30% of children of school going age do not have access to quality education. This is due to the rural nature of ELM – the majority of schools are farm schools which are multi-graded, and that lack quality infrastructure and adequate human resources. The majority of primary schools are on the NSNP (National Schools Nutrition Programme). The ELM also welcomes the proposal by the Department of Education to extend the NSNP to high schools. The only tertiary educational facility (FET College) in the municipal area is located in Emgwenya. This did not benefit students since the curriculum planning was done in Ehlanzeni DM, making it irrelevant to the needs of the ELM. However, since 2011 the FET has been transferred to the Nkangala Region and Emakhazeni local municipality.

Community Facilities

Regarding Community Facilities, it is especially the farming community that is in dire need of social services. A Multi-Purpose Community Centre was constructed at Wonderfontein. Furthermore, the ELM is to solicit funds for the establishment of MPCCs at Poolzee and Emgwenya. The future IDP Strategy is that the Municipality intends, through the establishment of the Thusong Centres, to extend welfare department services such as that of the Departments (Health, Social Services, Home Affairs, etc) by hosting these departments. This linkage will reduce the travelling time for communities to access these services.

Youth Development

The Municipality has a youth development unit, which deals with inter alia youth, women and disabled development. However, there is a need to properly workshop these concepts in order to gain clearer definitions of them, so that strategies will be relevant to the target group. In this regard, the Municipality drafted an Integrated Youth Strategy in 2008 which addresses the above and other relevant issues.

Cemeteries

There is a need to upgrade cemeteries in the ELM, seeing as graveyards were not properly fenced and the access roads were not well planned making it difficult to access graves, especially during rainy seasons. The lack of security around some municipal cemeteries has led to vandalism and some have become grazing land for livestock. In response to this challenge, the Municipality fenced existing graveyards, and established and fenced new gravesites. Ablution blocks and other services were also provided at the newly established cemeteries. In this regard, the IDP objectives are to provide safety and accessibility within the municipal cemeteries, and keep providing additional cemetery sites in the ELM.

Sports and Recreation

The Municipality has addressed the issue of underdevelopment in existing sports infrastructure by means of upgrading sports facilities in Siyathuthuka, Sakhelwe, Emgwenya and Emthonyeni. Priorities like the planting of new grass, installation of flood lights and fencing, and renovation of ablution blocks were completed. However, vandalism of sports facilities, particularly in Emgwenya, remains a challenge. The Municipality partnered with the Community and Hearlines for the renovation of the Emgwenya Stadium. A committee has also been set up so as to monitor progress. According to the IDP, the priority is both the provision of new facilities, and the upgrading of existing ones; as well as developing a culture of ownership.

The project on World Class High Altitude Training Centre is currently underway and will accommodate about 20 sporting codes of which most of them are currently not catered for by the available infrastructure.

Libraries

Municipal libraries contribute to the promotion of a culture of learning amongst community members. However, the reading material in existing libraries is relevant to adults, since these are public libraries and not necessarily school libraries. Improving the library readership remains a challenge particularly amongst young children, seeing as resources in African languages (the majority population home languages) are limited. The IDP Strategy is as follows:

- The establishment of a cross departmental task team that will deal with education related matters;
- Hosting the Education Indaba to share the impact of illiteracy and poor education levels on the wellbeing of the Municipality and the Community.

Traffic, Safety and Security

With regards to Traffic, Safety and Security, the visibility of traffic officials in Waterval Boven, Machadodorp and Dullstroom remains a challenge. This is mainly due to a shortage of traffic officials for law enforcement. The existing staff cannot cope with the workload which includes testing and attributing learners' and drivers' licenses. The result is that many applicants go elsewhere to obtain their licenses.

Regarding signage, the greatest challenge is in township areas, especially in newly established settlements where the streets have not yet been named. Furthermore, the ELM is still to erect signs directing visitors to important buildings such as the Town Hall, Magistrate's Offices and the Municipal Offices.

It remains the responsibility of the Municipality to provide a safe and secure, an environment free from corruption and prejudice, where all people are equal before the law. It is through an integrated approach that the Municipality can assist in the reduction of a number of pending cases at the Magistrate's offices. Yet, the involvement of the community in the prevention of crime cannot be underestimated. It is for this reason that CPF structures were established. These forums assist in ensuring that communication between the SAPS and the community is effective, and initiating community involvement in crime prevention and solving cases. The related IDP Objectives are:

- To increase the visibility of traffic officers;
- To establish community policing forums in all wards in liaison with SAPS;
- To bridge the gap between the police and the community, and provide safety to farm dwellers;
- To create a secure and safe environment that minimizes fraudulent activities in the Municipality;
- To increase the capacity of the Belfast testing ground by enlarging it;
- To facilitate integrated communication with SAPS, Magistrate's Courts and Correctional Services;
- To purchase important signs.

Disaster Management

Without investing in services that will assist in curbing local disasters, many informal settlements will be trapped in the spiral of increasing vulnerability and this is particularly true in Sakhelwe/ Dullstroom and Waterval Boven/ Emgwenya. The lack of disaster management services makes the municipal response time very high as services are currently rendered from Belfast. The issue is compounded by a lack of personnel in the fire and rescue sections. The ELM area is located near a high accident zone as it is next to the busy N4 freeway. The non-availability of paramedics is another challenge as traffic officers must perform this function along with their regular duties. This necessitates calling on a number of young people to pursue a career in paramedics. The official IDP Strategy reads thus: Through a coordinated approach, strengthen the Municipality's ability to respond to emergency situations. This can be achieved through bringing the services closer to the people; Foster relations with other municipalities and external role players; Facilitate the provision of learnerships for paramedics and fire fighting.

Arts and Culture

Finally, with regards to Arts and Culture, it is imperative to embrace our rich cultural heritage and improve service delivery in the previously marginalised communities, so that the imbalances of the past will be addressed. The IDP Objectives in this instance are:

- To make sure that geographical features reflect the diverse African cultures;
- To make sure that service delivery is enhanced in previously disadvantaged areas;
- To recognise and embrace all cultural sites;
- The IDP is to review all names that do not reflect the diverse cultural heritage;
- Celebrate the African history and cultural heritage;
- Name or rename geographical features.

Land Reform

Many of the rural communities were displaced during the apartheid era. In order to restore the order, land reform and restitution becomes the solution. This is a tedious and very difficult process. In 2010 there were more than 200 unconsolidated land claims in the Municipality. The Municipality is in partnership with the Department of Rural Development and Land Administration for the procurement of land to address backlog on property development. IDP Objectives in this regard are:

- To settle people in accordance to the land claims;
- To resettle the communities who were previously disadvantaged;
- To create a lively Neighbourhood by establishing good relationship between rural communities and farmers;
- To work hand in hand with the Department of Land Affairs as well as the Commission of Land Restitution to buy more land and finalise the land claims in order to resettle the communities.

3.6.5. PROMOTE MORE ACTIVE COMMUNITY PARTICIPATION IN LOCAL GOVERNMENT

Community Participation

The cornerstone of community participation in governance is CDWs coupled with Ward Committees. During the past election, the ruling party made an undertaking to ensure that Ward Councillors hold at least six mandatory public meetings per annum. This is important to ensure that the line of communication with the community remains intact. In line with Section 52 of the Constitution of South Africa, the LM will ensure: 1) The involvement of the community of Emakhazeni in the planning processes of other decision making processes, i.e. ward committees, organisational arrangement of the IDP; 2) Special attention be given to the involvement of youth in the development process; and 3) Community outreach meetings for the purpose of feedback and further engagement. The following are the IDP Objectives regarding community participation:

- Develop appropriate mechanisms, processes and procedures to encourage the involvement of community in matters of Local Government;
- Invite as many stakeholders and structures in all community participation matters through CDWs;
- Train people who are responsible for loud-hailing of community meetings;
- Effectively train and workshop Ward Committees, Councillors and officials on the importance of community participation;
- Provision of sufficient budget for community participation;
- Encourage the establishment and active involvement of youth, women and aged in matters of local governance;
- Convene the Budget, IDP, Mayoral *izimbizo*, NDM IDP outreach meetings;
- Ensure that ward committees communicate with their constituencies and create a platform of accountability to communities;
- Ensure that the IDP Representative Forum and Technical Committees function properly and that community members are effectively engaged;
- See that Community Development Workers (CDWs) are properly integrated into Wards Committees;
- That the community needs are integrated into the IDP via Ward Committees and other bodies;
- Ensure that all possible technological means are implemented to inform the public about Council's activities;
- Ensure that all of the above is integrated into a relevant Communication Policy for Emakhazeni LM.

Ensure More Effective, Accountable and Clean Local Government that Works Together with National and Provincial Government

Employment Equity

It is required of the ELM, in its Employment Equity Plan, to indicate that their staff compliments the demographics of the municipal area with regard to race, gender, disability and age. However, the Municipality struggles to meet these numerical targets due to skills shortages in specific groups. Accordingly, the Municipality must develop these skills so the accolade of being the "best Municipality in Municipal Transformation" could be sustained. The IDP Strategy is namely that the ELM will commission activities to ensure that people from designated groups are recruited to achieve the numerical targets set in the Employment Equity Plan.

Workplace Skills Development

In 2008, the Emakhazeni Workplace Skills Plan (WSP) audit was submitted to LGSETA on time as prescribed. However, the intention of submitting the WSP is not to comply only but to ensure that the capacity of the municipal staff is built so as to meet the demands of service delivery. The other major component of WSP is the training of community members. Although some community members have been trained through the Emakhazeni Development Trust, it must be noted that the Municipality has not done enough directly to identify community members requiring training. The related IDP Strategy is as follows:

- The ELM will commission educative activities to ensure that officials, councillors and members of the public understand the prescribed requirements of the Workplace Skills Plan;
- The Municipality will form partnerships with the private sector to conduct a community survey aimed at developing a data base of existing skills, which will lead to specific interventions to bridge the identified skills gaps.

Financial Viability

The term good governance is often used to describe the desired objective of a local government as espoused in Section 152 of the Constitution of the Republic of South Africa. In this regard, the Municipality has resolved to prioritise compliance with legislation in its transformation agenda. For this reason financial statements were submitted on time for at least the terms from 2005/6 to 2008/9. Furthermore, the Municipality has put pressure on itself by obtaining unqualified audit opinions for the four financial years referred to above, therefore it cannot retrogress. The IDP Objectives in htis regard are as follows:

- To create a culture that promotes good governance;
- To strengthen community participation in the fight against corruption;
- To ensure compliance with laws, regulation and any other applicable Acts.

In the financial years 2000/1 until 2004/5, the ELM was awarded qualified financial statements. However, from 2005/6 until 2008/9 they received unqualified audit reports. This indicates that the Municipality has fared far better financially, and are growing in capacity and performance. The main objective is for the

Municipality to sustain the success of the past. The original objectives of the ELM, in terms of financial viability, were namely:

- To maximise the income of the Municipality by increasing the payment rate to 102%;
- To fully implement the MFMA and the MPRA;
- To fully implement the MFMA and all Treasury Regulations;
- To improve payment levels due to the success of the initiative and decrease outstanding consumer debtors. The aim was to reduce long outstanding debts by 2 million by June 2010; and
- To fully comply with the GRAP conversion.

The cash flow of the Municipality is under continuous pressure and only by persistent management thereof are they achieving the monthly spending commitments of the Municipality, the utilization of the revenue at the disposal of the Municipality, and the minimization of risk and debt servicing costs.

Organisational Structure

The municipal organogram was reviewed in 2004 and 2006 to meet the requirements of the newly established Municipality (amalgamation of the former Local and Transitional Councils). The design of the organogram did not allow for improvements whenever a need arises. The Municipality has a major challenge in that it lacks an Integrated Human Resources Development Strategy that stipulates how promotions, salary increases, capacity building etc are handled. Another issue regards occupational health and safety –maximising employee involvement in the workplace. The IDP Strategy in this regard is namely:

- That the ELM will commission educative activities to ensure that both the administration and the council understand the powers, duties and functions and the implementation thereof;
- ELM will appoint professionals to improve the design of the organizational structure to allow future improvements and also design departmental organizational structures;
- Professionals will also be appointed to assist in developing a Human Resource Development Strategy linked with a Remuneration Strategy.

Performance Management

The ELM Council adopted its Performance Management Framework (PMF) in 2004. According to this Framework, the ELM adopted the Municipal Balanced Scorecard as its performance management system. The PMF was reviewed in 2006. The Municipal Manager and managers directly accountable to the MM entered into performance management agreements with the Municipality as required in terms of the Municipal Systems Act. The managers' performance assessments have led to the realization of some challenges that include:

- The implementation of the old and the new performance management regulations, due to the different periods in which various managers were appointed;
- The emphasis on the percentage of the tasks handled, as in the SDBIP, versus the real impact of such a task on the ground, and its relation to the resources utilised;

- The inclusion of the projects by Provincial departments in the Managers' SDBIP and the lack of accountability by these departments to the Municipality, which results in the lowering of service standards.

The IDP Strategy in terms of performance management is that the ELM will initiate an inter-departmental planning process that will facilitate an integrated planning approach by all Provincial sector departments and National departments. Furthermore, the Municipality will facilitate the establishment of cross-departmental task teams, to monitor the implementation of integrated service packages. This will require monthly meetings with all sector departments in order to report on implementation of the planned projects per sector department, and further performance assessment and feedback from the Municipality.

Lastly, as the Municipality aimed at creating a culture that does not tolerate unethical conduct or fraud and corruption, the (draft) fraud prevention plan, policy and response plan was adopted by Council in 2008. This fraud prevention plan, policy and response plan is utilised to guide employees on the acceptable and expected behaviour with regards to achieving the municipal vision and mission.

Conclusive Summary

From the above assessment the following can be summarised as the priority challenges facing the Emakhazeni Local Municipality.

- Upgrade the dilapidating bulk infrastructure to reduce the electricity interruptions and water outages in the municipal area;
- Ensure that the municipal maintenance budget can carry the maintenance of the infrastructure;
- Ensure that subsidised government housing is provided to benefit specifically the poorest of the poor;
- Focus efforts in the creation and development of the appropriate technical skills to deliver services;
- Focus on the improvement of the basic services infrastructure throughout Emakhazeni Local Municipality;
- Improve in the provision of quality and reliable energy/electricity as well as clean and quality water to all;
- Focus on the provision of water borne sanitation to all;
- Formalise at least two multi purpose community centres (MPCC) in Wonderfontein and Poolzee;
- Integrate community development workers into the operational systems of the municipality;
- Finalise the conversion of the local hostels into family units;
- Extend the provision of free basic services to rural communities;
- Drastically reduce the backlogs on basic services provision, especially in rural areas;
- Commit Emakhazeni Municipality to complete all the outstanding RDP houses;
- Support the initiative by the National Department of Housing to forge partnerships with private developers in the reduction of the housing backlog.

Development Programme for the Next Five Years (2011-2016)

PRIORITIES	STRATEGY
<p>Build local economies to create more employment, decent work and sustainable livelihoods</p>	<ul style="list-style-type: none"> • Review, adopt and implement the ELM LED strategy which has incorporated the Mpumalanga Economic Growth and Development Path • Partner with our social partners to create decent sustainable jobs • Monitor the expenditure of the CSI in all the mining companies within ELM as prescribed in the Mining Charter • Establish the poultry project in Poolzee, Wonderfontein • Establish commercial farming activities in all rural areas within ELM • Supporting the establishment of cultural villages by private sector and community organizations around Misty valley, Emgwenya and Emakhazeni • The revival of the outdoor adventure in and around Emgwenya's natural features which include the waterfall, old tunnel, Paul Kruger's hideout, SAZM tunnel, ancient stone walls on top of the mountains • Creating the viewing point along the Skurwekop mountain towards Badplaas • Branding of ELM to attract more tourists using the key achievements and major events that took place within Emakhazeni, that is; the Anglo Boer war monument, the 1949 Maputo train disaster, the unqualified audit reports for the 5 consecutive years • Construction of the High Altitude Sports Academy in Emakhazeni • Proper signage on all the major roads to attract tourists • Construction of Extension 4 human settlement in Siyathuthuka: the first integrated human settlement • Presentation of the ELM spatial development framework to business sector • Appoint community organization to deal with waste management related challenges • To support the lion farming activity by a social partner in Entokozweni • Encourage home gardens towards the establishment of a market • Support expansion projects by the local mining and big businesses • Utilise municipal land to attract investment • Build municipal offices and make current offices available to Nkangala FET for training of young people in fields required by ELM,s economy
<p>Improve local public services and broaden</p>	<ul style="list-style-type: none"> • Rehabilitate all access roads in Emakhazeni Local Municipality

<p>access to them</p>	<ul style="list-style-type: none"> • Re built the Funda Community hall which burnt down on the 28 December 2010 • Continue and maintain sewer treatment plants in ELM • Continue and maintain the water purification plants in ELM • Focus on building new roads and maintain existing ones • Build community halls in Sakhelwe and Siyathuthuka • Build new and maintain existing storm water drainage systems • Continue to upgrade electrical network • Maintain boreholes in rural areas
<p>Build more united, non-racial, integrated and safer communities</p>	<ul style="list-style-type: none"> • Integrated human settlement • Conducting campaigns to fight against crime, drug abuse, and public drinking places near the schools, hospitals and clinics, and churches • Implement the Extension of Security of Tenure in rural areas to curb illegal evictions • Build proper houses in rural areas • Installation of basic services infrastructure, that is water, sanitation and electricity in rural areas • Finalization of land claims by the department of land affair and the Land Claims Commission • Formalize and rehabilitate all our landfill sites • Establish the buy-back centre in order to keep the environment clean and create employment for the needy • Monitor the work of the Environment management committees in all our units
<p>Promote more active community participation in local government</p>	<ul style="list-style-type: none"> • Establishment of junior Councils • To consult communities on budget related matters • To conduct road shows and explaining what the core responsibilities of the local municipalities are • Call community participation meetings by Ward Councillors • Call Mayoral izimbizo • Consult various stakeholders on issues of IDP and Annual Budget • Continue with six mandatory meetings per ward • Establish ward committees that will represent the demographics of the area.
<p>Ensure more effective, accountable and clean government that works together with national and provincial government</p>	<ul style="list-style-type: none"> • Appoint skilled and qualified officials in the vacant funded posts • Enter into performance agreements with Managers • Continue with the daily cash flow management • Continue with <i>Ukuba Phambili</i> programme • Facilitate the integrated approach in planning, implementation and monitoring of projects and programmes by ELM, NDM, National and Provincial Departments • Facilitate the integrated budgeting approach by ELM, NDM, National and Provincial Departments • Compile annual reports and submit the draft together with the

	<p>Annual Financial Statements before the 31 August of each financial year</p> <ul style="list-style-type: none">• Establish the oversight committee to deal with the Annual report• To meet regularly with the NDM audit committee to discuss risks and Municipal performance• To develop and analyze the monthly financial statements• To implement the adopted IDP priorities and the reviewal of it on a yearly basis• Post the IDP on the website on the yearly basis and advertise the draft for 21 days after adoption by Council• Post the annual budget on the website on the yearly basis and advertise for 21 days after adoption by council• Keep copies of the IDP and annual budget in all our unit offices, libraries and high schools• Advertise tenders on time with realistic specifications and award in line with the ELM supply chain policy
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3.7. Summary of Priority Issues

As it is stated above, Wards consultative meetings were conducted. These meetings were followed by technical meetings and forum meetings which consolidated recommendations to council. After all the deliberations the Municipal Council reconfirmed and agreed that the five year delivery programme can still be implemented following the priority issues identified hereunder.

1. Water and Sanitation
2. Electricity Supply
3. Roads and Storm water
4. Spatial Restructuring
5. Land reform and Restitution
6. Human Settlement and Property Development
7. Culture sports and recreation
8. Health
9. Emergency services
10. Traffic, Safety and Security
11. Environmental and Waste Management
12. Social Welfare
13. Education
14. Local Economic Development
15. Poverty Alleviation and Job creation
16. Tourism and Investment
17. Youth, Gender and Disabled
18. Financial Viability
19. Powers, Duties and Functions
20. Organisational Design
21. Employment equity
22. Skills development
23. Performance Management
24. Corporate Governance
25. Public participation

In total, 25 issues were raised in the consultative meetings. The details of these issues are described in **Chapter 5** of this document.

4. BROAD DEVELOPMENT FRAMEWORK

4.1 The Municipal Vision, Mission and Core Values

VISION STATEMENT

During the Strategic Planning session, the Municipal vision was slightly amended. The Vision of the Emakhazeni Local Municipality now reads as follows:

"A secure environment with sustainable development to promote service excellence, unity and community participation resulting in a caring society".

MISSION STATEMENT

Over and above the vision, the Emakhazeni Municipality believes that it is through a focused mission statement that it can achieve its vision and also meet the Millennium Development Goals proposed by the United Nations. The mission was accordingly, revised and now reads:

"Emakhazeni Local Municipality is a category B municipality and a tourist destination within the Nkangala District; existing to provide sustainable basic municipal services to the local community and the visitors; creating a conducive environment for socio-economic development; and promoting democracy, accountability and public participation in the our affairs".

MUNICIPAL CORE VALUES

Furthermore as it was stated in the first revision of the IDP, it is reconfirmed that the Municipality can, through sound values, meet its service delivery needs, and that the *Batho Pele* principles reflect the core value system the ELM envisages.

However, the values were further elaborated to have a practical meaning to an ordinary citizen. Therefore, the following are the Municipal Core Values:

1. CONSULTATION

- *ELM must consult with all community stakeholders by holding meetings with consumers as per chapter 4 of the Municipal Systems Act*

2. SERVICE STANDARDS

- *ELM must have service standards that are precise and measurable so that users can judge for themselves whether or not they are receiving what was promised*

3. ACCESS

- *All communities within ELM must have access to basic municipal services and information.*

4. COURTESY

- *The staff of ELM must empathize with the citizens and treat them as much considerations and respect, as they would like for themselves.*

5. INFORMATION

- *ELM must make information available about municipal services, the organization and other service delivery related matters at all the points of delivery for all its people and fellow staff members*

6. TRANSPARENCY

- *The ELM community should know more about the way the municipality operates, how well the municipality utilizes the resources they consume, and who is in charge*

7. REDRESS

- *The ELM must welcome complaints and identify quickly and accurately when municipal services are falling below the promised standard and have procedures in place to remedy the situation.*

8. VALUE FOR MONEY

- *The ELM consumers are entitled to commensurate or even reasonably better service standards in relation to the value of the money they pay for the municipal services*

4.2 Localising the strategic guidelines

Emakhazeni Local Municipality cannot operate in isolation. Thus the localisation of National Development Objectives, Provincial Growth and Development Strategy as well as the Development issues of the District were considered when compiling this document. Furthermore it must be noted that the new department of Co-operative Governance and Traditional Affairs has during late 2009 embarked on a process to establish a new turnaround strategy for local government. While this new turnaround strategy suggests a new way of doing things in local government it does not replace the currently existing development plans that have an impact on the integrated development planning of Emakhazeni Local Municipality.

Over and above the development perspectives identified above, national government has developed a new growth path aimed at growing the economy and job creation. Therefore, following hereunder are summaries of the National Development Objectives that have an impact and are binding on the municipality's development planning.

4.2.1 Government Outcomes

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

All Municipalities are expected to consider the 12 Outcomes when reviewing their IDPs and developing their annual Budgets for the 2011/12 MTREF. Below are the 12 Outcomes and the related outputs, together with indicative areas where Municipalities have a role to play in either contributing directly to the realization of the Outcomes or facilitate the work of National and Provincial Departments in realizing them:

It be noted that the attached summary has been adapted from Nkangala District Municipality's IDP of 2011-2016

Outcome 1. Improve the quality of basic education

Outputs	Key spending programmes	(National) Role of Local Government	Municipal alignment to Outcome 1
1. Improve quality of teaching and learning 2. Regular assessment to track progress 3. Improve early childhood development 4. A credible outcomes-focused accountability system	<ul style="list-style-type: none"> • Increase the number of Funza Lusha-ka bursary recipients from 9300 to 18 100 over the 2011 MTEF • Assess every child in grades 3, 6 and 9 every year • Improve learning and teaching materials to be distributed to primary schools in 2014 • Improve mathematics and science teaching 	<ul style="list-style-type: none"> • Facilitate the building of new schools by: <ul style="list-style-type: none"> - Participating in needs assessments - Identifying appropriate land - Facilitating zoning and planning processes • Facilitate the eradication of municipal service backlogs in schools by extending appropriate bulk infrastructure and installing connections 	<ul style="list-style-type: none"> • ELM is facilitating integrated planning with the Department of Education on education related matters ELM is working with Doe on a Boarding school project • ELM has a strong focus on provision of basic services • Breakfast meetings are held with matric students for motivation and career guidance.

Outcome 2: Improve health and life expectancy

Outputs	Key spending programmes	(National) Role of Local Government	Municipal Alignment to Outcome 2
<ol style="list-style-type: none"> 1. Increase life expectancy to 58 for males and 60 for females 2. Reduce maternal and child mortality rates to 30-40 per 1 000 births 3. Combat HIV/Aids and TB 4. Strengthen health services effectiveness 	<ul style="list-style-type: none"> • Revitalise primary health care • Increase early antenatal visits to 50% • Increase vaccine coverage • Improve hospital and clinic infrastructure • Accredit health facilities • Extend coverage of new child vaccines • Expand HIV prevention and treatment • Increase prevention of mother-to child transmission • School health promotion increase school visits by nurses from 5% to 20% • Enhance TB treatment 	<ul style="list-style-type: none"> • Many municipalities perform health functions on behalf of provinces • Strengthen effectiveness of health services by specifically enhancing TB treatments and expanding HIV and AIDS prevention and treatments • Municipalities must continue to improve Community Health Service infrastructure by providing clean water, sanitation and waste re- 	<ul style="list-style-type: none"> • ELM has a strong focus on provision of basic services • ELM has established an Aids Council

Outcome 3: All people in South Africa protected and feel safe

Outputs	Key spending programmes	(National) Role of Local Government	Municipal Alignment to Outcome 3
<ol style="list-style-type: none"> 1. Reduce overall level of crime 2. An effective and integrated criminal justice system 3. Improve perceptions of crime among the population 4. Improve investor perceptions and trust 5. Effective and integrated border management 6. Integrity of identity of citizens and 	<ul style="list-style-type: none"> • Increase police personnel • Establish tactical response teams in provinces • Upgrade IT infrastructure in correctional facilities • ICT renewal in justice cluster • Occupation-specific dispensation for legal professionals • Deploy SANDF soldiers to South Africa's borders 	<ul style="list-style-type: none"> • Facilitate the development of safer communities through better planning and enforcement of municipal by-laws • Direct the traffic control function to-wards policing high risk violations – rather than revenue collection • Metro police services should contribute by: increasing police personnel 	<ul style="list-style-type: none"> • ELM has by-laws in place and they are published in the municipal website.

Outcome 4: Decent employment through inclusive economic growth

Outputs	Key spending programmes	(National) Role of Local Government	Municipal Alignment to Outcome 4
<ol style="list-style-type: none"> 1. Faster and sustainable inclusive growth 2. More labour-absorbing growth 3. Strategy to reduce youth unemployment 4. Increase competitiveness to raise net exports and grow trade 5. Improve support to small business and cooperatives 6. Implement expanded public works programme 	<ul style="list-style-type: none"> • Invest in industrial development zones • Industrial sector strategies – automotive industry; clothing and textiles • Youth employment incentive • Develop training and systems to improve procurement • Skills development and training • Reserve accumulation • Enterprise financing support • New phase of public works programme 	<ul style="list-style-type: none"> • Create an enabling environment for investment by streamlining planning application processes • Ensure proper maintenance and re-habilitation of essential services infrastructure • Ensure proper implementation of the EPWP at municipal level • Design service delivery processes to be labour intensive • Improve procurement systems to eliminate corruption and ensure value for money • Utilise community structures to provide services 	<ul style="list-style-type: none"> • ELM is in a process of developing a LED strategy. • ELM has supply chain management committees in place. • ELM is working closely with NGO's and other local organization in development of the community

Outcome 5: A skilled and capable workforce to support inclusive growth

Outputs	Key spending programmes	(National) Role of Local Government	Municipal Alignment to Outcome 5
<ol style="list-style-type: none"> 1. A credible skills planning institutional mechanism 2. Increase access to intermediate and high level learning programmes 3. Increase access to occupation specific programmes (especially artisan skills training) 4. Research, development and innovation in human capital 	<ul style="list-style-type: none"> • Increase enrolment in FET colleges and training of lecturers • Invest in infrastructure and equipment in colleges and technical schools • Expand skills development learnerships funded through sector training authorities and National Skills Fund • Industry partnership projects for skills and technology development • National Research Foundation centres excellence, and bursaries and research funding • Science council applied research programmes 	<ul style="list-style-type: none"> • Develop and extend intern and work experience programmes in municipalities • Link municipal procurement to skills development initiatives 	<ul style="list-style-type: none"> • The municipality has 3 (three) interns currently in Finance and 2 (two) in IT.

Outcome 6: An efficient, competitive and responsive economic infrastructure network

Outputs	Key spending programmes	(National) Role of Local Government	Municipal Alignment to Outcome 6
<ol style="list-style-type: none"> 1. Improve competition and regulation 2. Reliable generation, distribution and transmission of energy 3. Maintain and expand road and rail network, and efficiency, capacity and competitiveness of sea ports 4. Maintain bulk water infrastructure and ensure water supply 5. Information and communication technology 6. Benchmarks for each sector 	<ul style="list-style-type: none"> • An integrated energy plan and successful independent power producers • Passenger Rail Agency acquisition of rail rolling stock, and refurbishment and upgrade of motor coaches and trailers • Increase infrastructure funding for provinces for the maintenance of provincial roads • Complete Gauteng Freeway Improvement Programme • Complete De Hoop Dam and bulk distribution • Nandoni pipeline • Invest in broadband network infrastructure 	<ul style="list-style-type: none"> • Ring-fence water, electricity and sanitation functions so as to facilitate cost-reflecting pricing of these services • Ensure urban spatial plans provide for commuter rail corridors, as well as other modes of public transport • Maintain and expand water purification works and waste water treatment works in line with growing demand • Cities to prepare to receive the devolved public transport function • Improve maintenance of municipal road networks 	<ul style="list-style-type: none"> • ELM has effective road systems connecting the municipality to main development corridors. • ELM has a WSDP in place and upgrading the plan in 2012/2013. • Road projects

Outcome 7: Vibrant, equitable and sustainable rural communities and food security

Outputs	Key spending programmes	(National) Role of Local Government	Municipal Alignment to Outcome 7
<ol style="list-style-type: none"> 1. Sustainable agrarian reform and improved access to markets for small farmers 2. Improve access to affordable and diverse food 3. Improve rural services and access to information to support livelihoods 4. Improve rural employment opportunities 5. Enable institutional environment for sustainable and inclusive growth 	<ul style="list-style-type: none"> • Settle 7 000 land restitution claims. • Redistribute 283 592 ha of land by 2014 • Support emerging farmers • Soil conservation measures and sustainable land use management • Nutrition education programmes • Improve rural access to services by 2014: Water - 74% to 90% Sanitation - 45% to 65% 	<ul style="list-style-type: none"> • Facilitate the development of local markets for agricultural produce • Improve transport links with urban centres so as to ensure better economic integration • Promote home production to enhance food security • Ensure effective spending of grants for funding extension of access to basic services 	<ul style="list-style-type: none"> • ELM is working with Department of Agriculture in providing the equipped farming commonage for the community.

Outcome 8: Sustainable human settlements and improved quality of household life

Outputs	Key spending programmes	(National) Role of Local Government	Municipal Alignment to Outcome 8
<ol style="list-style-type: none"> 1. Accelerate housing delivery 2. Accelerate housing delivery 3. Improve property market 4. More efficient land utilisation and re-lease of state-owned land 	<ul style="list-style-type: none"> • Increase housing units built from 220 000 to 600 000 a year • Increase construction of social housing units to 80 000 a year • Upgrade informal settlements: 400 000 units by 2014 • Deliver 400 000 low-income houses on state-owned land • Improved urban access to basic services by 2014: Water - 92% to 100% Sanitation - 69% to 100% Refuse removal - 64% to 75% Electricity - 81% to 92% 	<ul style="list-style-type: none"> • Cities must prepare to be accredited for the housing function • Develop spatial plans to ensure new housing developments are in line with national policy on integrated human settlements • Participate in the identification of suit-able land for social housing • Ensure capital budgets are appropriately prioritised to maintain existing services and extend services 	<ul style="list-style-type: none"> • ELM has a SDF in place and has developed a Housing plan for a municipality. • Integrated Human Settlement Project in Siyathuthuka Ext 4

Outcome 9: A response and, accountable, effective and efficient local government system

Outputs	Key spending programmes	(National) Role of Local Government	Municipal Alignment to Outcome 9
<ol style="list-style-type: none"> 1. Differentiate approach to municipal financing, planning and support 2. Community work programme 3. Support for human settlements 4. Refine ward committee model to deepen democracy 5. Improve municipal financial administrative capability 6. Single coordination window 	<ul style="list-style-type: none"> • Municipal capacity-building grants: • Systems improvement • Financial management (target: 100% unqualified audits) • Municipal infrastructure grant • Electrification programme • Public transport & systems grant • Bulk infrastructure & water grants • Neighborhood development partnership grant • Increase urban densities • Informal settlements upgrades 	<ul style="list-style-type: none"> • Adopt IDP planning processes appropriate to the capacity and sophistication of the municipality • Implement the community work programme • Ensure ward committees are representative and fully involved in community consultation processes around the IDP, budget and other strategic service delivery issues • Improve municipal financial and administrative capacity by implementing competency norms and standards and acting against incompetence and corruption 	<ul style="list-style-type: none"> • ELM has adopted a 5 year IDP and reviewed it for 2012/13. • ELM has effective governance structures that are used for consultation during IDP and Budget processes. • ELM has received an unqualified audit for the 5 consecutive years since 2005/6.

Outcome 10: Protection and enhancement of environmental assets and natural resources

Outputs	Key spending programmes	(National) Role of Local Government	Municipal Alignment to Outcome 10
<ol style="list-style-type: none"> 1. Enhance quality and quantity of water resources 2. Reduce greenhouse gas emissions; mitigate climate change impacts; improve air quality 3. Sustainable environment management 4. Protect biodiversity 	<ul style="list-style-type: none"> • National water resource infrastructure programme reduce water losses from 30% to 15% by 2014 • Expanded public works environmental programmes 100 wetlands rehabilitated a year • Forestry management (reduce deforestation to <5% of woodlands) • Biodiversity and conservation (increase land under conservation from 6% to 9%) 	<ul style="list-style-type: none"> • Develop and implement water management plans to reduce water losses • Ensure effective maintenance and re-habilitation of infrastructure • Run water and electricity saving awareness campaigns • Ensure proper management of municipal commonage and urban open spaces • Ensure development does not take place on wetlands 	<ul style="list-style-type: none"> • ELM has the Environmental Management Framework in place

Outcome 11: A better South Africa, a better and safer Africa and world

Outputs	Key spending programmes	(National) Role of Local Government	Municipal Alignment to Outcome 11
<ol style="list-style-type: none"> 1. Enhance the African agenda and sustainable development 2. Enhance regional integration 3. Reform global governance institutions 4. Enhance trade and investment between South Africa and partners 	<ul style="list-style-type: none"> • International cooperation: proposed establishment of the South African Development Partnership Agency • Defense: peace-support operations Participate in post-conflict reconstruction and development • Border control: upgrade inland ports of entry • Trade and Investment South Africa: Support for value-added exports Foreign direct investment promotion 	<ul style="list-style-type: none"> • Role of local government is fairly limited in this area. Must concentrate on: • Ensuring basic infrastructure is in place and properly maintained • Creating an enabling environment for investment 	<ul style="list-style-type: none"> • The municipality is working on maintaining and improving the condition of the existing roads infrastructure.

Outcome 12: A development-orientated public service and inclusive citizenship

Outputs	Key spending programmes	(National) Role of Local Government	Municipal Alignment to Outcome 12
<ol style="list-style-type: none"> 1. Improve government performance. 2. Government-wide performance monitoring and evaluation. 3. Conduct comprehensive expenditure review. 4. Information campaign on constitutional rights and responsibilities. 5. Celebrate cultural diversity. 	<ul style="list-style-type: none"> • Performance monitoring and evaluation: • Oversight of delivery agreements • Statistics SA: Census 2011– reduce undercount • Chapter 9 institutions and civil society: programme to promote constitutional rights • Arts & Culture: promote national symbols and heritage • Sport & Recreation: support mass participation and school sport programmes 	<ul style="list-style-type: none"> • Continue to develop performance monitoring and management systems. • Comply with legal financial reporting requirements. • Review municipal expenditures to eliminate wastage. • Ensure councils behave in ways to restore community trust in local government. 	<ul style="list-style-type: none"> • ELM has the OPMS in place and reports appropriately as required by the legislation. • ELM has got the Councils Code of Conduct in place and it is being implemented.

The Medium-Term Strategic Framework

The Medium Term Strategic Framework (MTSF) seeks to identify the major strategic choices that need to be made in order to put the country on a higher trajectory in dealing with poverty and underdevelopment. It is also meant to serve as a backdrop to guide planning and budgeting across the three spheres of government. The document seeks to identify the few critical things that need to be done to define a new trajectory for the country's development. Among these are the key objectives for 2014, which include:

- Reduce poverty and unemployment by half
- Provide the skills required by the economy
- Ensure that all South Africans are able to fully to exercise their constitutional rights and enjoy the full dignity of freedom
- Compassionate government service to the people
- Achieve a better national health profile and massively reduce preventable causes of death, including violent crime and road accidents
- Significantly reduce the number of serious and priority crimes and cases awaiting trial
- Position South Africa strategically as an effective force in global relations.

These strategic objectives are broken down into various thematic areas which include a growing economy; sustainable livelihoods; access to services; comprehensive social security; crime and corruption; constitutional rights and governance; and Africa and the world. In order to ensure capacity to meet these objectives, the following critical measures would in terms of the MTSF have to be adopted:

- Cooperation among economic partners;
- Stronger partnership across all sectors;
- Improving the system of monitoring and evaluation;
- Focusing on economic development in areas with economic potential; as well as
- Recruiting and skilling law-enforcement agencies.

Emanating from the above, the logic of the path of development can be summarised as follows:

- The central and main intervention required in the current period is to grow the economy
- The state has to intervene decisively to promote the involvement of the marginalised in economic activity, including sustainable livelihoods
- To the extent that able-bodied South Africans are reliant on welfare grants, these grants should be seen as a temporary intervention which should diminish in the same measure as the economic interventions succeed
- The performance of the state, the campaign against crime and international relations should improve in the main to promote economic growth and social inclusion.

The MTSF also highlights the significance of government action in promoting and facilitating the following matters:

Expanded Public Works Programme: The main objective is to launch and or expand labour- intensive projects which also provide opportunities for skills development for employment and self-employment through labour-intensive programmes, building capacity for the maintenance of infrastructure, provide community service as well as development of a programme for Early Childhood Development. ELM is working with all sector departments and social partners in ensuring the implementation of labour-intensive programmes in line with the presidential call on job creation initiatives.

Development of Small and Micro-Enterprises: This seeks to harness the entrepreneurial energy within poor communities and encourage self-employment through improving the regulatory environment, to provide micro-credit for productive purposes, address communication failures and to tighten the definition of small businesses and consider exemption from unnecessary regulations. ELM has structured internal policies (Supply Chain Management Policy) to be biased to Youth, Women and People living with disabilities. SMME's are also provided with skills and information on available opportunities. The municipality is also facilitating the mentorship with Big business and local SMME's.

Direct Facilitation of Job-creation, Skills Development and Work Experience: by launching a massive campaign on learnerships, recapitalization of FET institutions, working with the private sector to identify needs in the economy, identify specific labour-intensive sectors for targeted employment subsidy and rearrange the allocation of the students assistance scheme for tertiary education in such a way that it prioritizes skills. The NDM's skills development summit clearly outlines key areas of intervention that the District must pursue. The World Class High Altitude Training Centre is a project by the Mpumalanga Department of Culture, Sports and Recreation (DCSR) that is located in ELM. The project has an opportunity for massive job creation during the construction phase and further during its lifetime as sporting infrastructure.

Land Reform and Agricultural Support Programmes by completing within the next three years the land restitution programme combined with intensive agricultural support, with resources allocated for interventions where failures are registered, launch the Agricultural Credit Scheme. The Comprehensive Agricultural Support Programme (CASP) should be expanded to improve the effectiveness of the land restitution and reform programmes, finalise and implement Black Economic Empowerment (BEE) with regard to land acquisition, skills development. It is hoped that this is a matter that Department of Rural Development and Land Reform (DRDLR) will seek to address within its initiative of Area Based Plan (ABP).

Addressing the Needs and Changing the Balances in Welfare Support in order to reduce dependence on social grants and expanding access to economic opportunities, to expand the employment of Community Development Workers, 200 Multi-purpose centers (MPCCs) should have been established in localities, Resolving the issue of safe and efficient transport, Minimization of illicit trade and drug-dealing as well as the International relations for growth and development. The issue of establishing MPCCs has since 2003 been elevated by the Council to the status of anchor projects. As such, the Council resolved to have

at least two (2) MPCCs in each Local Municipality within the current term of Council. In identifying and implementing all programmes and projects, the question of partnerships that can be forged with various sectors of society should be a critical indicator. Success in this regard will not only result in the improvement of citizens' material conditions; but it will also be critical in improving social cohesion.

4.2.2 National Growth Path

The new Growth Path must provide bold, imperative and effective strategies to create the millions of new jobs South Africa needs. It must also lay out a dynamic vision for how we can collectively achieve a more developed, democratic and equitable economy and society over the medium-term, in the context of sustainable growth.

This shift to a New Growth Path will require the creative and collective efforts of all sections of South African society. It will require leadership and strong governance. It takes account of the new opportunities that are available to us, the strength we have and the constraints we face. We will have to develop a collective National will embark on joint action to change the character of the South African economy and ensure that the benefits are shared more equitably to all our people, particularly the poor.

Job Drivers

- Substantial Public investment in infrastructure both to create employment directly, in construction, operation and maintenance as well as the production of inputs, and directly by improving efficiency across the economy
- Targeting more labour-absorbing activities across the main economic sectors: the agricultural and mining value chains, manufacturing and services
- Taking advantage of new opportunities in the knowledge and green economies
- Leveraging social capital in the public service and
- Fostering rural development and Regional Integration.

Job Driver 1: Infrastructure

- Public investment creates 250 000 jobs yearly in energy, transport, water and communication infrastructure and housing through 2015

Job Driver 3: Seizing the Potential of New Economies

- 300 000 jobs to Green Economy by 2020
- 80 000 in 2020 and 400 000 in 2030 in manufacturing and the rest in construction, operations and maintenance of environmentally friendly infrastructure
- 100 000 jobs by 2020 in the knowledge –intensive sectors of ICT, higher Education, Health care, Mining related technologies, Pharmaceutical and biotechnology

Job Driver 2: Main Economic Sectors

- 300 000 in Agriculture smallholder schemes
- 145 000 jobs in agro processing by 2020
140 000 additional jobs in
- Mining by 2020, and 200 000 jobs by 200, not counting the downstream and side stream effects.
- 350 000 jobs as per the IPAP2 targets in manufacturing by 2020
250 000 jobs in Business and Tourism by 2020

Job Driver 4: Investing in Social and Public Services

- 250 000 jobs by NGO's like Co-operatives and Stockvel
- 100 000 jobs by 2020 in Public Services(Education, Health and Policing)

JOB Driver 5: Spatial Development (Regional Integration)

- 60 000 direct jobs in 2015 and 150 000 jobs in 2020 through exports within SADC

ELM's Jobs Drivers

ELM is working with social partners in ensuring that all projects implemented within the municipality are labour intensive, and that all government funded infrastructure, environmental and social projects are structured towards massive job creation for economic growth and poverty alleviation. The youth waste management and recycling programme has created about 40 job opportunities in the local municipality.

4.2.3 Mpumalanga Growth and Development Strategy

The Provincial Growth and Development Strategy (PGDS) is a strategic and integrated provincial development strategy, providing direction and scope for Province-wide developmental trajectory. The PGDS provides a spatially referenced framework for both public and private sector investment, indicating areas of opportunity and development priorities, and enabling intergovernmental alignment. It guides the activities of all agencies and role-players by linking to and deepening the application of the NSDP and the MTSF in areas of shared impact.

The PGDS sets the tone and pace for growth and development in the Province and provides a collaborative framework to drive implementation within the Province. It is not a provincial government plan, but a development framework for the Province as a whole. The cornerstone of the PGDS is a deep and thorough understanding of provincial endowments and assets, social need and economic potential (as defined in the NSDP) and constraints, along with the forces shaping these and how they are changing over time, as defined in the Mpumalanga's revised Draft PGDS for 2004 -2014. The aim of the PGDS is to articulate quantified targets for provincial growth and development. The PGDS should be seen as serving as a guide, supporting sector departments, municipalities and other social partners to prioritise and align their sectoral strategies, plans and programmes in line with the priorities of the PGDS. It will further ensure alignment of plans between and within the different spheres of Government. As a product of joint deliberations by all social partners, it constitutes a consensus position on our growth and development in the Province with an overarching objective of fast-tracking the progressive realization of 'a better life for all'. Inherent within the PGDS are the six priority areas of intervention are identified as:

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

Furthermore, in terms of the Provincial Growth and Development Strategy, the following infrastructure projects and "Programmes of Action" are 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 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.

One of the key mechanisms for ensuring the alignment between the IDP and the NSDP is the SDF. The first step in promoting alignment is to ensure that the SDF is aligned to the NSDP and takes into account the NSDP principles. This has been achieved in the case of the NDM SDF. The second step in ensuring alignment is then to ensure that SDF informs the IDP and that the spatial strategies formulated in the SDF are evident in the IDP. This means that the analysis, objectives, strategies, and projects contained within the IDP have an explicit spatial dimension to them. Through this two-step process, it is possible to ensure alignment between the NSDP and IDP.

The usage of priority intervention areas is useful to guide IDP capital investment programmes and economic interventions, as outlined in the SDF. However, a dynamic and systematic system that will facilitate mutual alignment between all spheres of government is one of the areas of improvement in order to ensure that alignment does not take place in one direction. The PGDS should not only reflect the action plan of the provincial sector departments but entail a shared, action plan for all stakeholders in its area of jurisdiction.

4.2.4 Millennium Development Goals: Vision 2014

The United Nations Millennium Declaration committed global heads of states to making the right to development a reality for everyone and to freeing the entire human race from want. The Millennium Declaration, signed by world's leaders of 189 countries in 2000, earmarked 2015 as the deadline for achieving most of the Millennium Development Goals (MDGs). The majority of MDG targets has a baseline of 1990, and is set to monitor achievements over the period 1990-2015. The objective of the Declaration is to promote "a comprehensive approach and a coordinated strategy, tackling many problems simultaneously across a broad front." The Declaration calls for halving by the year 2015, the number of people who live on less than one dollar a day (1993 PPP). This effort also involves finding solutions to hunger, malnutrition and disease, promoting gender equality and the empowerment of women, guaranteeing a basic education for everyone, and supporting the Agenda 21 principles of sustainable development. Direct support from the richer countries, in the form of aid, trade, debt relief and investment is to be provided to help the developing countries. Table 5 below articulates the MDGs in total.

Table 5: The UN Millennium Development Goals (2009 Review)

GOAL	TARGETS	Municipal Alignment to MDG's
1. Eradicate extreme poverty and hunger	<ol style="list-style-type: none"> 1. Halve, by 2015, the proportion of people whose income is less than \$1 a day. 2. Halve, by 2015, the proportion of people who suffer from hunger. 	ELM is working with social partners in creating jobs and providing infrastructure to boost the economy.
2. Achieve universal primary education	<ol style="list-style-type: none"> 1. Ensure that, by 2015, children everywhere, boys and girls alike, will be able to complete a full course of primary schooling. 	ELM is currently having 20 primary schools in the municipal area, provide infrastructure ELM are in a process of building a boarding school to ensure access to education for all children in the area.
3. Promote gender equality and empower woman	<ol style="list-style-type: none"> 1. Eliminate gender disparity in all levels of education no later than 2015. 	ELM's objectives are to mainstream gender, youth and disability issues in all municipal programmes
4. Reduce child mortality	<ol style="list-style-type: none"> 1. Reduce by two-thirds, by 2015, the under-five mortality rate. 	ELM is working with the DOH in the provision of mobile clinics.
5. Improve Maternal Health	<ol style="list-style-type: none"> 1. Reduce by two-thirds, by 2015, maternal mortality ratio. 	ELM is working with the DOH in the provision of mobile clinics.
6. Combat HIV/AIDS, Malaria, and other diseases	<ol style="list-style-type: none"> 1. Have halted by 2015 and begun to reverse the spread of HIV/AIDS. 2. Achieve, by 2010, universal access to treatment for HIV/AIDS for all those who need it. 3. Have halted by 2015 and begun to reverse the incidence of malaria and other major diseases 	ELM's plan is to launch the AIDs council and train all members in 2012/13
7. Ensure Environmental Sustainability	<ol style="list-style-type: none"> 1. Integrated the principles of sustainable development into country policies and programmes and reverse the loss of environmental resources. 2. Reduce biodiversity loss, achieving, by 2010 a significant reduction in the rate of loss. 3. Halve, by 2015, the proportion of people without sustainable access to safe drinking water and basic sanitation. 	ELM has adopted an Environmental Management Framework.
8. Develop a Global Partnership for development	<ol style="list-style-type: none"> 1. Have achieved by 2020 a significant improvement in the lives of the least 100 million slum dwellers. 2. In corporation with the private sector, make available the benefits of new technologies, especially information and communication 	The municipality is exploring ICT for improvement of service delivery; the current mass sms communication with stakeholders is one of them.

Resident within Global Village, South Africa's Developmental Agenda is also guided by the International Community Targets, and thus it adopted Vision 2014, which is derived from the 'United Nations' Millennium Development Goals. Vision 2014 is South Africa's direct response to contribute and address the development challenges as set-out in the Millennium Development Declaration. Vision 2014 outlined the following:

- Reduce unemployment by half through new jobs, skills development, assistance to small businesses, opportunities for self-employment and sustainable community livelihoods.
- Reduce poverty by half through economic development, comprehensive social security, land reform and improved household and community assets
- Provide the skills required by the economy, build capacity and provide resources across society to encourage self-employment with an education system that is geared for productive work, good citizenship and a caring society
- Ensure that all South Africans, including especially the poor and those at risk - children, youth, women, the aged, and people with disabilities - are fully able to exercise their constitutional rights and enjoy the full dignity of freedom.
- Compassionate government service to the people; national, provincial and local public representatives who are accessible; and citizens who know their rights and insist on fair treatment and efficient service.
- Massively reduce cases of TB, diabetes, malnutrition and maternal deaths, and turn the tide against HIV and AIDS, and, working with the rest of Southern Africa, strive to eliminate malaria, and improve services to achieve a better national health profile and reduction of preventable causes of death, including violent crime and road accidents.
- Significantly reduce the number of serious and priority crimes as well as cases awaiting trial, with a society that actively challenges crime and corruption, and with programmes that also address the social roots of criminality.
- Position South Africa strategically as an effective force in global relations, with vibrant and balanced trade and other relations with countries of the South and the North, and in an Africa that is growing, prospering and benefiting all Africans, especially the poor."

Vision 2014

Vision 2014 provides a series of socio-economic development milestones to ensure progressive attainment of development, which can be summed up as follows:

- All households (including villages) should have access to clean potable **water by 2014;**
- There must be decent **sanitation for all by 2014**
- **Poverty, unemployment and skills shortages** should be **reduced by 50%** respectively **by 2014** and
- Services should be improved to achieve a **better National Health Profile** and a **reduction of preventable causes of death** including violent **crimes and road accidents, by 2014**

Generally, the United Nations (UN) has observed that in order to meet the MDGs at a global scale there must be a paradigm shift, recognising the following issues which, inter alia, include:

- With the 2015 target date fast approaching, it is more important than ever to understand where the goals are on track, and where additional efforts and support are needed, both globally and at the country level.
- In order to achieve the MDGs, countries will need to mobilize additional resources and target public investments that benefit the poor.
- In general, strategies should adopt a wide-ranging approach that seeks to achieve pro-poor economic growth, including through the creation of a large number of additional opportunities for decent work.
- This, in turn, will require comprehensive programmes for human development, particularly in education and health, as well as building productive capacity and improved physical infrastructure.
- In each case, an effort should be made to quantify the resources required to implement these programmes.

- The results achieved in the more successful cases demonstrate that success is possible in most countries, but that the MDGs will be attained only if concerted additional action is taken immediately and sustained until 2015.
- With half the developing world without basic sanitation, meeting the MDG target will require extraordinary efforts.
- In order to meet these goals a paradigm shift from the **(TINA) THERE IS NO ALTERNATIVE** to a necessary **(THEMBA) THERE MUST BE AN ALTERNATIVE** approach is paramount. The basis for an alternative must be the principle of '**Business Unusual**'.

4.2.5 State Of The Nation Address : 2012

During his state of the Nation address on Thursday, the 10th of February 2012, the President Jacob Zuma highlighted the following Developmental issues as pertinent to Government for the next five years:

Heath And Welfare

- Refurbishment of hospitals and nurses homes to prepare for the National health insurance system
- Accelerate general HIV prevention efforts
- Departments to have 2% of their people from people living with disabilities

Education

- R300 million for preparatory work for building a university in Mpumalanga
- Urged parents to send their children to FET's

Economy

- Develop and integrate rail, road and water infrastructure to facilitate increased mining and stepped up benefaction of minerals
- Reduce port charges as part as part of reducing costs of doing business
- Ten priority roads to be upgraded in the north west
- Amend BBBEEE ACT to criminalize fronting
- Draft the Woman Empowerment and Gender Equality bill to provide for sections in the case of none compliance in both the government and private sector
- Convene a presidential infrastructure summit to discuss the implementation of the plan to industrialize the country, generate skills and boost job creation
- Eskom to slow down electricy price increase in support of economic growth and job creation
- Five new water augmentation schemes to be completed

Housing And Governance

- R1 billion guarantee fund – starting from April to promote access to home loans for people who don't qualify for bank assistance
- Those earning between R3500 and R15 000 to obtain subsidies of up to R83 000 for m the province to enable them to obtain housing from banks
- Install R1 million solar geysers from 220 000 within the next three years

Crime

- Revive the entire state procurement system to reduce corruption
- Vet all supply chain personnel in government departments
- Home Affairs to roll out the online fingerprint verification system to assist in fraud prevention and detection

4.2.6 State Of The Province Address

During the state of the province address on Friday, 24 February 2012, the honorable Premier DD Mabuza highlighted the following developmental issues:

Rural Development

- That all land lying fallow in rural areas will be brought into full scale production, this includes private, both restituted and redistributed land, including communal land
- That, through MEGA and MRTT the government is going to provide comprehensive support to co-operatives
- To conclude the feasibility study of the Fresh produce Market and commence construction
- Identify and mentor co-operatives in CRDP sites to produce for the fresh produce market
- That, the Masibuyele Emasimini programme will be linked to the Fresh Produce Market
- Will investigate the establishment of the cooling Zone for commodities destined for exports markets
- Will accelerate the provision of bulk water and sanitation infrastructure
- Deal with issues of waste management, paying particular attention on the construction of land or disposal sites

Toward s improving quality of education

- To continue enhancing the provision of early childhood development to build a solid foundation for improved learner performers when learners proceeds to higher grades
- Expand access to quality education to children living with disabilities
- To accelerate schools infrastructure delivery to achieve at least basic minimum functionality in all schools
- The Provincial Government will collaborate with the South African Police Service to implement and integrated school safety programme as part of creating an environment conducive to quality learning and teaching

- Capacitating school safety committees on a random search, seizer and drug testing, procuring drug testing devices as well as installing alarm systems in schools
- Thru the MRTT Government is targeting the intake of 1 240 out of school youth into the skills programme, particularly hospitality and tourism, technical and entrepreneurial fields

Health

- Expanding access to ART to people living with HIV and AIDS
- Ensuring that 278 primary health care facilities (PHC) and 33 hospitals provide ART services
- Increase a total number of qualifying patients on ART from the current 138 598 to 172 855
- Conducting 50 000 male medical circumcision to reduce HIV infections
- Expanding the HIV counseling and testing programme, as well as improving TB cure rate
- Upgrading of Bethal, Carolina, Matibidi and Sabie hospital will be prioritize
- Upgrading of Mametlake hospital in Dr. J.S Moroka Local Municipality
- Construction of the following community health centers and clinics, Tweefontein G, Phosa Village, Sinqobile Clinic, Mbhejeka Clinic, Pankop, Wakkerstroom and Siyathemba Clinic
- Establishment of 40 primary health care outreach teams to improve access to health care
- Accelerating training of nurses, pharmacist and allied health professionals needed

Heritage, Sports And Social Cohesion

- Establishment of a cultural hub that will contribute to the development of various performing arts and contribute to the development of talent in various art genres
- In celebrating the liberation history and heritage the Province has identified liberation routes to honor the leaders who were in forefront of the liberation struggle
- To conclude work on the construction and unveiling of the statue of Dr. Pixley ka Isaka Seme
- Unveiling of a monument at the Delmas Magistrate Court
- Establishment of the Provincial liberation route to identify historical moments and places that celebrate our struggle history in heritage
- Construction of the Sports Academy in Emakhazeni Local Municipality to nurture and develop well class sporting talent in various sporting codes

Fighting Crime And Corruption

- Reduction of contact crime by 4-7% with a major focus on hot spots
- Expand the integrated social crime prevention initiatives on Rural safety, Vulnerable groups, Victim friendly facilities, School safety and contact crime

- Establishment of community and institutional structures and mobilization
- Intensify road safety initiatives which include civic education and traffic law enforcement
- Introduction of computerized learner license system to streamline our efforts and curb corruption
- Construction of a new traffic training college in Bohlabela

State Machinery Performance

- Shifting the composition of Government spending from consumption to investment
- Assisting departments to budget for compensation of employees with a level of moderation focusing on critical posts
- Doing away with fraud and corruption by implementing the Provincial anticorruption strategy
- Launching the Mpumalanga anticorruption council comprising of Government, Labour, Business and Society in order to facilitate and create a platform for constructive engagements and partnership in addressing challenges of corruption
- Rotation of staff in Supply Chain Management with the object of dismantling of collusion by officials
- Vetting of all staff working in Supply Chain
- Introduction of electronic procurement system
- Introduction of procurement planning by all departments, public entities and the municipalities with the objective of ensuring improved delivery infrastructure services for our people

Integrated Human Settlement

- In mobilizing all stakeholders to the new vision of Integrated Human Settlement, a Provincial Integrated Human Settlement Indaba was held in November 2011, following priorities will be rolled out:
 - Speed up establishment of Integrated Human Settlement Klarinet, Emakhazeni, Dipaliseng and Thaba Chewu
 - Mobilization of well-located public land for low income and affordable housing with increased densities on this land and in general work closely with the local municipalities and the institution of traditional leadership
 - Focus on spatial planning and Integrated Development Planning
 - Upgrading 26 480 units of accommodation within informal settlements over 5 years and at least 5 296 units for rental stock within the Province of Mpumalanga
 - The provision of accommodation units within the gap market of earnings between R 3 500 and R 12 800
 - Roll out 2 300 units as part of People's Housing Process and
 - Roll –out 1 000 units as part of Rural Housing and Communal Land Rights

Municipal Interventions And Support

- This year we shall roll-out a massive civic education campaign led by Premier, Executive Mayors and Community Leaders to instill the culture of payment and efficient use of electricity and water.

Priorities for Our Municipalities In 2012

- Support the municipalities in the provision of Bulk water and sanitation infrastructure and reticulation
- Provide support in the expansion of access to basic services and eliminating backlogs
- Deployment of technical expertise in scarce skills areas
- Financial viability and revenue enhancement including the roll-out of civic education campaigns to address the culture of non-payment
- Support programme on clean towns and expand refuse removal
- Coordinate implementation of operation clean audit 2014 plan in all municipalities
- Support to the Institution of Traditional Leadership and
- Prioritize public participation to close the social distance between public representatives and communities.

4.3 NSDP and the National Key Performance Areas

The main objective of the NSDP can be summarised as follows:

- Provision of access to basic infrastructure to areas despite economic viability.
- Target the installation of infrastructure in all areas including those that are currently not part of the economic concentration.
- Investment in social support mechanisms and skills upgrading strategies to enhance the capabilities of the human capital.

The National Key Performance Areas are:

- Spatial development framework
- Service delivery
- Sustainable economic growth development and LED
- Financial viability
- Institutional arrangements
- performance management and governance

The municipality has further incorporated the National priorities as stated in the 2011 State of the Nation address by the President of the Republic of South Africa held on the 10 February 2011. And, as such these apex priorities have been taken into consideration and they are reflected in some of the locally identified priority issues. Table 6 below indicates the areas of focus and key implementable of the National Priorities.

Table 6: Areas of focus and key implementable for the National Priorities

AREA OF FOCUS	KEY IMPLEMENTABLES
Health and welfare	<ul style="list-style-type: none"> Social security reform to be finished by 2011 Emphasize hiring appropriate people in right position Revitalize 105 nursing colleges to train more nurses Open medical centre at Limpopo Academy hospital Provide contraception, prevent teenage pregnancy HIV/AIDS prevention-male circumcision, child infection and testing National Health Insurance plan (since 2009)
Education	<ul style="list-style-type: none"> Triple T – Teachers, Textbooks and Time (since 2009) Start with Annual National Assessment for Grade 3, 6 and 9 Convert loans to full bursary for deserving students Exempt students at FETs who qualify from paying fees
Economy	<ul style="list-style-type: none"> Adopt beneficiation as Government policy to reap full benefits Merge developmental agencies for small businesses Create job in infrastructure development, agriculture, mining and beneficiation, manufacturing, the green economy and tourism Tourism – flexible visa requirements and improved landing's slots at foreign airports Start buying power from renewable energy producers – 2011 Create 4.5million job opportunities by 2014 Develop infrastructure to boost agricultural centre Government to fill all funded vacant posts – report in August 2011
Housing and Governance	<ul style="list-style-type: none"> 400 000 informal settlements should have security of tenure by 2014 Review labour brokers Comprehensive Rural development programme
Crime	<ul style="list-style-type: none"> Improve efficiency of detectives, forensic, analysts and crime intelligence Cops to deal decisively wit people selling drugs to children Court backlog reduction Special anti-corruption unit for corrupt public servants Review of state tender (procurement) system

4.4. Priority Areas of Intervention of The Draft Mpumalanga Economic Growth And Development Path

The primary objective of the Mpumalanga Economic Growth and Development Path (MEGDP) is to foster economic growth that creates jobs, reduce poverty and inequality in the province. Therefore, the key areas for intervention to facilitate growth and job creation in the forestry sector will be adopted by the Municipality since Agriculture and forestry are two of the key contributor sectors in the economic development of the ELM. Other contributors are:

- Mining
- Manufacturing
- Trade
- Community Services

It must be further indicated that these sectors will be incorporated into the ELM Local Economic Development Framework for monitoring of implementation.

4.5 Nkangala District Municipality's Key Focus Area

In terms of the IDP 2012/13, the NDM has the following Focus Areas:

- Community participation and intergovernmental relations
- IDP implementation
- Performance Management System
- Financial Viability
- Infrastructure Development and Service Delivery
- And Local Economic Development(LED)

Accordingly, the strategies in this document which culminate into projects, encapsulate the spirit of the policy framework outlined above.

6. PRIORITY ISSUES, OBJECTIVES, STRATEGIES AND PROJECTS

5.1. Service Delivery and Infrastructure

5.1.1. ISSUE 1: WATER AND SANITATION

Problem Statement

Emakhazeni Local Municipality is a water service authority. This means that the municipality is authorized by the Department of Water Affairs in terms of the National Water Act, 1998, to purify and sell water to the community. This water services is also extended to rural areas, by way of borehole drillings where handpumps and windmills are installed. Emakhazeni Local Municipality is purifying water at four water systems at Entokozweni, Dullstroom, Emakhazeni and Emgwenya, therefore the municipality is an authorized water services authority. The water services are also extended to the farming community where boreholes are drilled. The following challenges are noted:

WATER TREATMENT WORKS

The municipality has four water treatment works in the towns of Emakhazeni, Emgwenya, Entokozweni and Dullstroom respectively. The main purpose of the treatment works is to purify water for consumption by the members of the community.

Although the water treatment works are functional, there is a great need to upgrade them to acceptable standards and appoint appropriate Technicians to pursue maintenance of the plants in order to meet the Blue Drop and Green Drop requirements.

It is noted that Dullstroom treatment plant was recently upgraded to conform to the design capacity; however, there is still a need to have the plant upgraded from 2ml/per day to 3ml/per day.

The four water systems are strategically located to supply water from the rivers and dams to the reservoirs for consumption by the community. Of the four systems only Dullstroom and Emgwenya have been refurbished recently. The systems will not cope with the proposed developments in the near future; therefore there is a dire need for upgrading. Emakhazeni does not have enough budget to deal with ongoing maintenance of the systems and for the purchase of chemicals. The most outstanding issues which form part of challenges are as follows:

- The delay of the approval of water use licenses by DWA.
- The literacy rate of some process controllers who must be trained to operate the systems.
- Lack of testing equipments for water quality.

The following challenges are noted:

- Lack of testing equipments for water quality at the water plants
- Process controllers are not properly trained to meet the requirements of the Department of Water Affairs.
- The water licenses as applied for are still not issued by Department of Water Affairs
- Although there are plans to train the process controllers by Department of Water Affairs, this matter is taking long.
- Though much has been done by the Municipality to conscientise the community to save water, the global depletion of water sources due to pollution and other factors does not change the mindset of some community members who are ignorant of saving a percentage of water which universally will contribute to huge difference.

STATUS OF WATER QUALITY

The municipality was given a 59% in 2008/2009 financial year for water quality which improved to 71.2% in 2009/2010. The improvement of the water status from 71.2% to 84% in 2010/2011 is viewed as developmental and most encouraging. The water sampling is done on a monthly basis and tests confirmed by independent laboratory.

GENERAL OBSERVATIONS

- Maintenance program of the valve need to be done consistently to avoid rusting.
- Problem with the rising main to Sakhelwe as it comprise of different sizes of pipes, thereby limiting its efficiency.
- Community members to be educated in order to save water by repairing their leaking taps
- Maintenance plans for each infrastructure must be made available by service providers who are given the mandate to deliver such upgrading services
- Values must be maintained constantly to avoid rusting.
- Insufficient storage capacity at the Dullstroom Dam and the two weirs of Entokozweni and Emgwenya. The capacity need to be increased for each point.
- Re-alignment and upgrading of the rising main to Sakhelwe is a must to get rid of various sizes on the pipeline.
- Ongoing lifelong education to communities by ward Councillors will eliminate water loss within the Municipality.
- After delivery of each water system, the service providers must be encouraged to compile the operational and maintenance manuals

- Nkangala District Municipality must assist the Municipality with the maintenance of the boreholes and windmills.
- The current waste water treatment works were designed for small communities, however, as local government is now developed in all aspects, the capacity of the infrastructure do no longer cope with the increased usage of the systems.
- There is lot of sewer pumpstations in Emakhazeni (Belfast) which contributes to high maintenance costs. This may be eliminated by introducing a new waste water treatment works at the bottom of Belfast Dam so that the raw sewer can easily gravitate to the bottom, thereby leaving very small percentage of pumpstation with manageable maintenance budget.
- The Water Safety Plan was last updated in 2007. There were a lot of changes that took place which will definitely warrant an update of the water balance and interventions required.
- Some communities in Sakhelwe/Dullstroom and Emgwenya do not have water meters thereby contributing to the high volume of water unaccounted for.
- Due to the fact that the municipality is exceeding the design capacity of water treatment works in Emakhazeni, Dullstroom and Entokozweni, the upgrading of the systems including the water use licence applications are inevitable.

WATER BACKLOG

RURAL AREA

- There is no maintenance plan for the boreholes drilled in rural areas.
- Out of the backlog of 1087 households in rural areas, 719 households benefited from boreholes. In terms of the study done by the Municipality assisted by water for all flagship, about 288 boreholes must still be drilled on farms by 2014
- Upgrading of all the water treatment works are serious backlogs and must be done in 2012/201 to 2013/2014 financial years going forward.
- Total water backlog recorded for Emakhazeni Local Municipality stands at 1 381 households without water (Nkangala District IDP Page 112).
- After the drilling and equipping of the 49 boreholes in 2011/2012 financial year there is still a need for 239 boreholes to be drilled by 2014.

URBAN AREA

- 101 houses in Emgwenya do not have water services
- Though the 295 households in Enkanini do not have adequate water supply the communal stand pipes provided serves as interim measure.
- Upgrading of water and waste water treatment works is a serious backlog which need to attending by 2013/2014 financial year.

- 99 houses at the Entabeni do not have water supply to their dwellings.
- The 295 households in Enkanini have stand pipes however there is a need for a reticulation for each dwelling to measure each supply.
- There are still 48 households without individual water supply in Sakhelwe.
- The 65 informal housing in Madala is receiving water from stand pipes; there is a need for reticulation for each dwelling in that area.

WASTE WATER TREATMENT WORKS

There are also four waste water treatment works in Emakhazeni. Linked to the treatment works are pumpstations of which five are in Emakhazeni and only two in Entokozweni and only one in Dullstroom. With the continuous developments around, subdivisions and rezoning as well as new township establishments, there is a need to increase the capacity of the waste water treatment works. Dullstroom waste water treatment plant will be refurbished during the 2011/2012 financial year, however, there is a need for at least R12 million to fully upgrade the works with a new pipeline that will transport the effluent back to Crocodile River.

Emthonjeni and Emakhazeni waste water treatment works will have to be upgraded to meet the Boarding School and High Altitude Training Centre requirements respectively. Operation and maintenance of all the plants is lacking due to non-availability of dedicated Technicians. The budgetary constraints also limit the maximum maintenance. Traditional process controllers need some training in order to cope with the sophisticated panels and pumps.

The municipality is also expected to provide for VIP toilets in the rural areas.

SANITATION

There are four waste water treatment plants in Emakhazeni Local Municipality. Linked to the plants are pump stations of which five are in Emakhazeni and only two in Entokozweni as well as one in Dullstroom. Due to lack of adequate maintenance of the plants, the operations are not 100% compliant, therefore the upgrading of the facilities need to be done and maintenance budget equal to the task be made available.

BACKLOGS URBAN AREAS

- Etimbileni area still does not have toilets and water. There are at least 80 households in that area, who are using communal toilets which are problematic in controlling and maintaining by the users.
- Etimbileni area does not have proper sanitation in Emgwenya for about 80 households
- Due to financial constraints, the VIP toilets in rural areas are not well maintained, since these are for the rural poor who are unable to pay for such services. The municipality still plans to install 128 VIP toilet in the financial year 2010/2011 and 2011/2012.

- Upgrading of all sewer treatment works that is Emakhazeni, Entokozweni and Emgwenya must be done from 2013 to 2016 in order to comply SANS 241 and Green Drop provisions.
- Etimbilini areas are still having a challenge of sanitation where about 80 households are affected.
- About 48 households in Sakhelwe and 295 in Enkanini, as well as 63 households in Madala need proper sanitation facilities.
- All the sewer treatment works need to be upgraded to meet the developmental patterns of the municipality.

RURAL AREAS

- The backlog of 1087 households without sanitation in rural areas is gradually addressed wherein only 150 VIP toilets were installed; therefore there are still 679 VIP toilets to be installed after Nkangala District Municipality has installed 128 VIP toilets during 2010/2011 financial year.
- The backlog on VIP toilets stands at 677 after 130 VIP toilets were installed in 2010/2011 financial year.

Table 7: CS2007 service levels for the core function –water

MUNICIPALITY	RDP Water service levels	HH RDP Water service level (%)	RDP Water backlog (%) within the municipality	RDP Water backlog as (%) of total	RDP Water backlog as (%) of Province Total
Nkangala District Municipality	280016	91.6	8.3	100	30.3
Emakhazeni Local Municipality	11301	93.1	6.8	3.2	0.9

Table 8: CS2007 service levels for the core function –sanitation

MUNICIPALITY	RDP Sanitation levels	RDP Sanitation service levels (%)	RDP Sanitation backlog (%) within the municipality	RDP Sanitation backlog as (%) of total	RDP Sanitation backlog as (%) of Province Total
Nkangala District Municipality	291348	95.3	4.6	100	17.4
Emakhazeni Local Municipality	11575	95.4	4.5	3.8	0.6

- In terms of the CIP OF 2009 the water needs for Emakhazeni is R30.21 million followed by refurbishment needs of R24.70 million and R19.8 million for bulk infrastructure needs with an amount R 23.45 million for Water Treatment Works which comes to a total of R98.16 million

- On the other hand the sanitation needs are as follows: R 40.44 for reticulation network, R 4 million for refurbishment and R60 million for Waste Water Treatment Works upgrading which comes to a total of R200 500 000.00 including the implementation of the waste water treatment works on the lower part of Belfast Dam to eliminate the pumping facilities.

Strategy

- Request funding from NDM to purchase Honey sucker vehicle
- To engage on an ongoing education to communities to save water
- Upgrade the infrastructure and update maintenance plan by service providers
- Maintenance for boreholes to be included in municipal budget
- Request funding from NDM to purchase honeysucker vehicle.
- Initiate plans to privatise the honeysucker services in certain areas.
- Investigate and compile a report on sanitation need in Sakhelwe and Emgwenya.
- To engage on an ongoing education to communities to save water.
- Nkangala District Municipality to assist the municipality with the maintenance of boreholes.
- To engage in an ongoing programme to refurbish and upgrade the waste water treatment works and water treatment works.
- To purify and supply potable water to the community.

Objectives

- To comply with a Blue & Green Drop requirements
- To meet millennium development goal.
- To meet Service delivery standards
- To reduce water loss
- To make sure that authorization of water extraction and water use licenses are issued by the relevant Authorities
- To reduce water loss and embark on water conservation and demand management.
- To comply with blue and green drop requirements.
- To make sure that authorization of water extraction and water use licenses are issued by the relevant authorities.
- To meet service delivery standards set by the Council policy.

- To install VIP toilets in all needy areas.
- To install handpumps and windmills in the farming communities.
- To harvest rain for the rural communities
- To meet millennium development goals.

Projects

Programme:									
Project ID	Project Name	Project Location/ward	Project Beneficiaries	Project Objective	Key Performance Indicator	Period	Budget Allocation (Annual) R	Source of Funding	Implementing Agency
TSW1	Installation Of Boreholes	All Wards	All Wards	To Meet Millennium Development Goal	25 Boreholes Drilled	2012/2013	R 2 Million	NDM	NDM
TSW2	Installation Of Boreholes	All Wards	All Wards	To Meet Millennium Development Goal	20 Boreholes Drilled	2012/2013	R 1 Million	NDM	NDM
TSW3	Installation Of Vip Toilets	All Wards	All Wards	To Meet Millennium Development Goal	130 Households Fitted With Vip Toilets	2012/2013	R 2 Million	NDM	NDM
TSW4	Installation of the water pump and windmill in Van Wyks Vlei	1	1	To Meet Service Delivery Standards	Water pump and windmill installed	2012/2013	R 1 Million	NDM	NDM
TSW5	Finalise the outstanding Engineering Services in Sakhelwe , Phase 3	4	4	To Meet Service Delivery Standards	120 Houses Connected To Water & Sanitation Services	2012/2013	R 1.05 Million	NDM	NDM
TSW6	Upgrading Of Water Rising main	6	6	To Meet Service Delivery Standards	Efficient Water Supply	2012/2013	R 2.5 Million	MIG	MIG
TSW7	Upgrading Of Potable Water Rising main	8	8	To Meet Service Delivery Standards	Efficient Water Supply	2012/2013	R 2.6 Million	MIG	MIG
TSW8	Replacement Of Corroded Elevated Tank	8	8	To Meet Service Delivery Standards	Corroded Tank Replaced	2012/2013	R 1.4 Million	MIG	MIG
TSW9	Connect Church Sites To Water & Sewer Reticulation	3	3	To Meet Service Delivery Standards	Water and sewer connections	2012/2013	R 554 011	MIG	MIG
TSW10	Raising Of Dullstroom Dam Wall Phase 1	4	4	To Meet Service Delivery Standards	Dam Wall Raised	2012/2013	R 3.5 Million	NDM	NDM

TSW11	Installation Of VIP Toilets	All Ward	All Wards	To Meet Millennium Development Goal	130 Households Fitted With VIP Toilets	2012/2013	R 4 Million (Unfunded)	Unknown	Unknown
TSW12	Installation Of VIP Toilets	All Ward	All Wards	To Meet Millennium Development Goal	130 Households Fitted With VIP Toilets	2013/2014	R 4 Million (Unfunded)	Unknown	Unknown
TSW13	Installation Of VIP Toilets	All Ward	All Wards	To Meet Millennium Development Goal	130 Households Fitted With VIP Toilets	2014/2015	R 4 Million (Unfunded)	Unknown	Unknown
TSW14	Installation Of VIP Toilets	All Ward	All Wards	To Meet Millennium Development Goal	130 Households Fitted With VIP Toilets	2015/2016	R 4 Million (Unfunded)	Unknown	Unknown
TSW15	Installation Of VIP Toilets	All Ward	All Wards	To Meet Millennium Development Goal	130 Households Fitted With VIP Toilets	2016/2017	R 4 Million (Unfunded)	Unknown	Unknown
TSW16	Installation Of VIP Toilets	All Ward	All Wards	To Meet Millennium Development Goal	157 Households Fitted With VIP Toilets	2016/2017	R 4 Million (Unfunded)	Unknown	Unknown
TSW17	Water Supply in Rural Areas Phase 5	All Wards	All Wards	To Meet Millennium Development Goal	45 Boreholes Drilled	2012/2013	R 4.3 Million	MIG	ELM
TSW18	Water Supply in Rural Areas Phase 6	All Wards	All Wards	To Meet Millennium Development Goal	45 Boreholes Drilled	2013/2014	R 5 Million	MIG	ELM
TSW19	Installation Of Boreholes	All Wards	All Wards	To Meet Millennium Development Goal	45 Boreholes Drilled	2013/2014	R 3 Million	Unknown	Unknown
TSW20	Installation Of Boreholes	All Wards	All Wards	To Meet Millennium Development Goal	45 Boreholes Drilled	2014/2015	R 3 Million	Unknown	Unknown
TSW21	Installation Of Boreholes	All Wards	All Wards	To Meet Millennium Development Goal	63 Boreholes Drilled	2015/2016	R 3 Million	Unknown	Unknown

TSW22	Upgrading Of Emakhazeni Water Treatment Works	1,2,3,8	1,2,3 & 8	To Meet Service Delivery Standards To Make Sure That Authorization Of Water Extraction And Water Use Licenses Are Issued By The Relevant Authorities	Treatment Works Upgraded From 3.6 Ml/D To 4 Ml/D	2012/2013	R 18 Million (Unfunded)	Unknown	Unknown
TSW23	Upgrading Of Dullstroom Water Treatment Works	4	4	To Meet Service Delivery Standards To Make Sure That Authorization Of Water Extraction And Water Use Licenses Are Issued By The Relevant Authorities	Treatment Works Upgraded From 2.2 Ml/D To 3 Ml/D	2013/2014	R 5.2 Million (Unfunded)	Unknown	Unknown
TSW24	Upgrading Of Entokozweni Water Treatment Works	5	5 & 6	To Meet Service Delivery Standards To Make Sure That Authorization Of Water Extraction And Water Use Licenses Are Issued By The Relevant Authorities	Treatment Works Upgraded From 2.4 Ml/D To 3 Ml/D	2014/2015	R 6 Million (Unfunded)	Unknown	Unknown
TSW25	Upgrading Of Emgwenya Water Treatment Works	7	7	To Meet Service Delivery Standards To Make Sure That Authorization Of Water Extraction And Water Use	Treatment Works Upgraded From 3 Ml/D To 4 Ml/D	2015/2016	R 6 Million (Unfunded)	Unknown	Unknown

TSW26	New Reservoir	4	4		To Meet Service Delivery Standards	New Reservoir Delivered	2012/2013	R 4 Million (Unfunded)	Unknown	Unknown
TSW27	New Pressure Tower	8	8		To Meet Service Delivery Standards	New Pressure Tower Delivered	2013/2014	R 3 Million (Unfunded)	Unknown	Unknown
TSW28	Raising Of Dullstroom Dam Wall Phase 2	4	4		To Meet Service Delivery Standards	Dam Wall Raised	2013/2014	R 6 Million (Unfunded)	Unknown	Unknown
TSW29	Replacement Of Water Meters At Emakhazeni	1,2,3,4,7 & 8	1,2,3,4,7 & 8		To Meet Service Delivery Standards To Reduce Water Loss	Water Meters Replaced	2013/2014	R 5.2 Million (Unfunded)	Unknown	Unknown
TSW30	Installation of water meters and flow meters at Sakhelwe	4	4		To Meet Service Delivery Standards To comply with standards requirements	Water flow meters Replaced	2012/2013	R 1 Million	NDM	NDM
TSW31	Upgrading Of Waste Water Treatment Works In Emakhazeni	1,2,3 & 8	1,2,3 & 8		To Meet Service Delivery Standards To Comply With A Blue & Green Drop Requirements	Waste Water Treatment Works In Emakhazeni Upgraded	2014/2015	R 23.7 Million (Unfunded)	Unknown	Unknown

TSW32	Upgrading Waste Treatment In Emgwenya	7	7	To Meet Service Delivery Standards To Comply With A Blue & Green Drop Requirements	Waste Treatment Works In Upgraded	2013/2014	R 8 Million (Unfunded)	Unknown	Unknown
TSW33	Upgrading Waste Treatment Works In Emthonjeni	5	5 & 6	To Meet Service Delivery Standards To Comply With A Blue & Green Drop Requirements	Waste Treatment Works In Upgraded	2014/2015	R 10 Million (Unfunded)	Unknown	Unknown
TSW34	Upgrading Waste Treatment Works In Dullstroom Phase 2	4	2	To Meet Service Delivery Standards To Comply With A Blue & Green Drop Requirements	Waste Treatment Works In Upgraded	2013/2014	R 8 Million (Unfunded)	Unknown	Unknown
TSW35	Upgrading Reticulation Network In Emakhazeni	1,2,3 & 8	1,2,3 & 8	To Meet Service Delivery Standards To Reduce Water Loss	Reticulation Network Upgraded	2013/2014	R 10.11 Million (Unfunded)	Unknown	Unknown
TSW36	Upgrading of portable water rising mains in Belfast	8	8	To Meet Service Delivery Standards	Upgraded water rising mains	2012/2013	R 1.4 Million (Unfunded)	MIG	ELM
TSW36	Upgrading Reticulation Network In Entokozweni	5 & 6	5 & 6	To Meet Service Delivery Standards To Reduce Water	Reticulation Network Upgraded	2014/2015	R 10.11 Million (Unfunded)	Unknown	Unknown

TSW37	Upgrading of water rising mains in Entokozweni / Emthonjeni	7	7	To Meet Service Delivery Standards	Upgraded water rising mains	2012/2013	R 2.1 Million (Unfunded)	MIG	ELM
TSW38	Upgrading Reticulation Network In Emgwenya	7	7	To Meet Service Delivery Standards To Reduce Water Loss	Reticulation Network Upgraded	2014/2015	R 10.11 Million (Unfunded)	Unknown	Unknown
TSW39	Provision of engineering services in Emgwenya	7	7	To Meet Service Delivery Standards	Water connections	2012/2013	R0.4 Million	MIG	ELM
TS/W40	Phasing out of conservancy tanks in Emakhazeni	8	8	To Meet Service Delivery Standards	Reticulation Network Upgraded	2014/2015	R 6 million	Unknown	Unknown
TSW41	Phasing out of conservancy tanks in Dullstroom	4	4	To Meet Service Delivery Standards	Reticulation Network Upgraded	2014/2015	R 4.5 million	Unknown	Unknown
TSW42	Upgrading Reticulation Network In Dullstroom	4	4	To Meet Service Delivery Standards To Reduce Water Loss	Reticulation Network Upgraded	2015/2016	R 10.11 Million (Unfunded)	Unknown	Unknown
TSW43	Dullstroom community chest (cont)	4	4	Water infrastructure	Rehabilitated irrigation infrastructure	2012/2013	R2 million	Equitable share	DARDLA

TSW44	Review of Water Sector Development Plans	All wards	All wards	All wards	To meet service delivery standards	Efficient Supply	Water	2012/2013	R0.5 M	NDM	NDM
TSW45	Ground Water Protocols	1,2,4,5,6 & 8	1,2,4,5,6 & 8	1,2,4,5,6 & 8	Rural Water Safety Plans	Efficient Supply	Water	2012/2013	R1 m	NDM	NDM
TSW46	Refurbishment of Belfast Water Treatment Works	8	8	8	To Comply With A Blue & Green Drop Requirements	Refurbished functional water works	and waste treatment	2012/2013	R1 Million	NDM	NDM
TSW47	Refurbishment of Entokozweni Water Treatment Works	6	6	6	To Comply With A Blue & Green Drop Requirements	Refurbished functional water works	and waste treatment	2012/2013	R900 000.00	NDM	NDM

RESPONSIBLE DEPARTMENT

Department of Technical Services

5.1.2. ISSUE 2: ELECTRICITY SUPPLY

Problem statement

Emakhazeni Local Municipality is a license holder to distribute electricity to areas such as Emakhazeni, Entokozweni and Emgwenya. In terms of Electricity Regulations Act Number 4 of 2006 Dullstroom is still supplied by Eskom directly.

There are plans to approach Eskom to extend their licensing to Dullstroom as well in the near future in favour of Emakhazeni Local Municipality.

The following matters are recorded as challenges that are there regarding electricity supply and maintenance:

Emgwenya street lights are too close to the road thereby exposed to damage by trucks and or other vehicles

Highmast lights are on for 24 hours at Emthonjeni and Siyathathuka

Lower part of Emakhazeni has the oldest electricity network in the entire Emakhazeni that affects normal supply in Siyathuthuka and industrial area.

Maintenance of mini-substations and kiosks is not done adequately

Tampering of meters still a big problem which results to loss of income

Most of the trees that are below electricity network are causing constant power failure

The municipality is exceeding the notified maximum demand in all the service points thereby resulting in abnormal fines from Eskom especially during winter period.

Lack of capacity to read the mass metering points by meter readers contributes to further loss of income

Lack of maintenance of the transformers calls for revision of the maintenance plan

Insufficient electricians, technicians and millwrights makes it difficult to cope with the maintenance programme thereby creating backlogs

The Electricity Master Plan of the Municipality addresses backlogs regarding electrification, however, the document need to be updated during 2011/2012

It is noted that only grid electrification networks is catered for, therefore, much need to be done to include the non-grid as well

The then REDS under EDI conducted Section 78 assessments at Emakhazeni to evaluate ring fencing of income based on electricity sales, however the report is still outstanding, however it must be noted that the current cabinet resolved to discontinue with the REDS but the report is still relevant.

A study to evaluate the maximum demand metering system especially from big business has been commissioned.

The interim report reveals that there is a tremendous loss of income due to malfunctioning of the matters and failure to have correct readings each month.

Access to Electricity

- Access to electricity for lighting, cooking and heating is an important indicator of provision of one of the key resources in households.
- Table 9 and 10 shows the percentage of households that have access to electricity in the municipality as well as other types of energy sources used by other households in the absence of electricity.

Figure 15 : Percentage distribution of households by type of energy/ fuel used for cooking

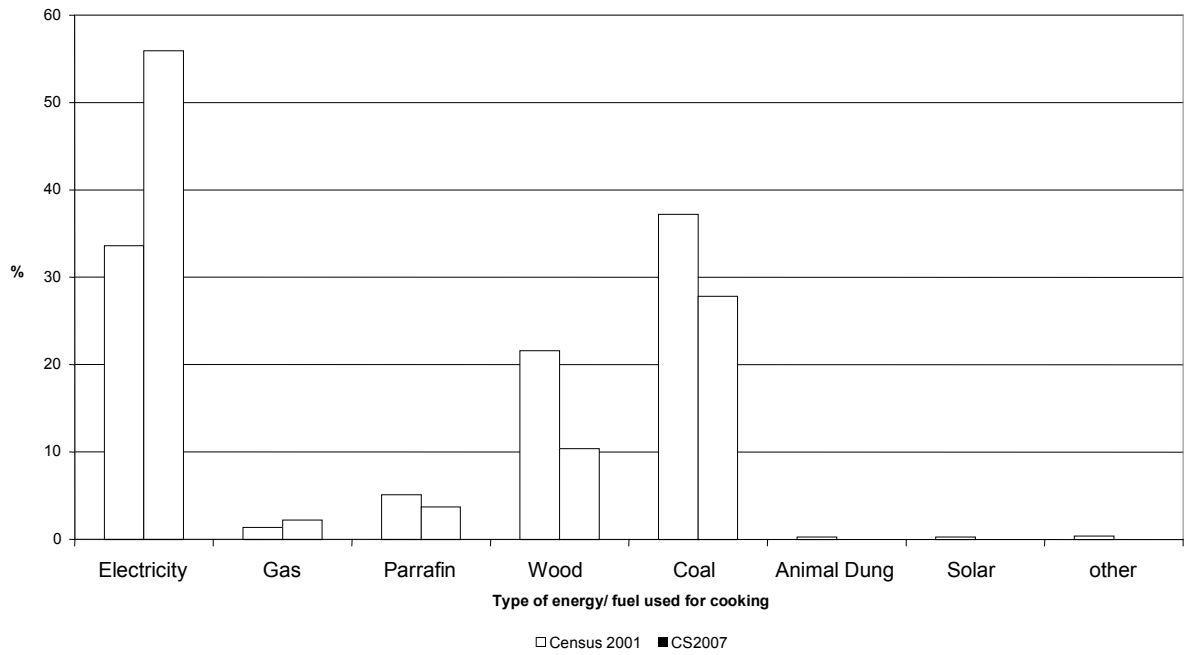


Figure 16: Percentage distribution of households by type of energy/fuel used for lighting

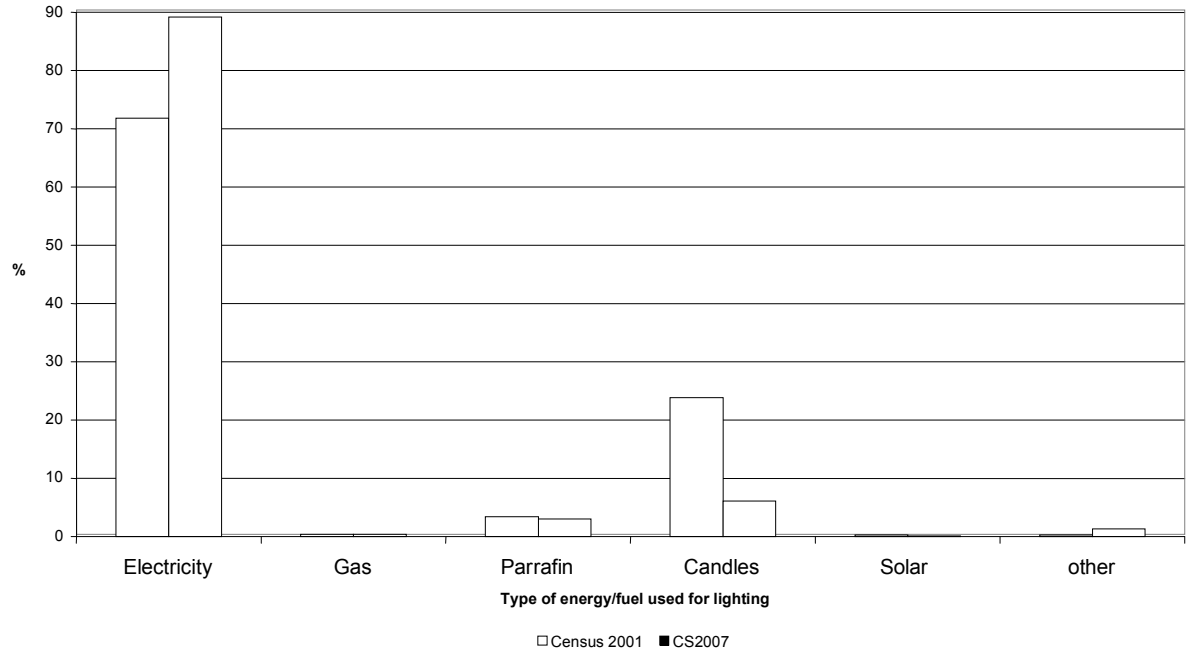


TABLE 09: Needs for Upgrades to the Bulk Electricity Supplies

Area	Scope	Value	Urgency
Emgwenya	Upgrade networks H T	R 1.0 million	Medium urgency
Entokozweni	Upgrade networks H T	R 1.5 million	Medium urgency
Emakhazeni	Upgrade networks H T	R 10.0 million	Medium urgency
Housing projects	Reticulation	R 3.4 million	High urgency
Emakhazeni	Standby generators: water system	R 5.0 million	High urgency
Totals		R 8.4 million R 12.5 million	High urgency Medium urgency

Objectives

- To provide affordable and reliable electricity
- To provide free basic electricity to communities in need
- To have a maintenance plan for highmasts and street lights in order to keep them functional.
- Provide enough light to create safe neighbourhood

- To lower possibilities of communities stealing electricity.
- To minimise outages at the whole of Emakhazeni area.
- To reduce Eskom fines by conforming to notified maximum demand

Strategy

- Request political intervention regard to Eskom policy which regulates subsidy and provision of electricity to farm tenants.
- To fast- track the purchase of material and equipments for maintenance of streetlights.
- Solicit funding from NDM to replace electricity meters
- Ring fence revenue from the electricity sales.

Projects

Programme:									
Project ID	Project Name	Project Location/ward	Project Beneficiaries	Project Objective	Key Performance Indicator	Period	Budget Allocation (Annual) R	Source of Funding	Implementing Agency
TSE01	Upgrade of electrical medium network Phase 2	8	8	To provide affordable and reliable electricity To minimise outages at the whole Emakhazeni area	Efficient power supply	2012/2013	R 1.5 million	NDM	NDM
TSE02	Conform to Eskom notified demand	ALL WARDS	ALL WARDS	To reduce Eskom fines by conforming to notified maximum demand	Reduction on Eskom fines	2012/2013	R 6.9 MILLION	UNFUNDED	UNFUNDED
TSE03	Enlargement of Eskom intake main substation and installation of new supply line in Siyathuthuka	8,5,7	8,5,7	To reduce Eskom fines by conforming to notified maximum demand	Efficient power supply	2012/2013	R 100 million	UNFUNDED	UNKNOWN
TSE04	Replacement of 11kv ringmain units and transformer in Emgwenya	7	7	To provide affordable and reliable electricity	Efficient power supply	2012/2013	R 2.5 MILLION	UNFUNDED	UNKNOWN
TSE05	Installation of 11kv / 400v infrastructure at hostel in Emthonjeni	5	5 & 6	To minimise outages at the whole of Emakhazeni area To provide affordable and reliable electricity	Transformer installed and functional	2012/2013	R 500 000.00	DME	E.L.M

TSE06	Replacement of Electricity meters in Emakhazeni	5,6,7,2,3	5,6,7,2,3	5,6,7,2,3	To provide affordable and reliable electricity To minimise outages at the whole Emakhazeni area	Efficient power supply	2012/2013	R 7.6million	Unknown	Unknown
TSE07	Upgrading of electrical motors and panels	5,6,7,2,3	5,6,7,2,3	5,6,7,2,3	To meet service delivery standards To comply with blue and green drop standards	Plants 100% functional	2012/2013	R 1.7. million	Unknown	Unknown
TSE08	Replacement of 11kv overhead line in emakhazeni proper & Siyathuthuka and industrial area	1,2,3 & 8	1,2,3 & 8	1,2,3 & 8	To minimise outages at the whole of Emakhazeni area To provide affordable and reliable electricity	11kv overhead replaced	2012/2013	R 5 MILLION	Unfunded	Unknown
TSE09	Complete cable ring (replace 35 mm ² cable) to Belfast CBD through Belfast ext 3	1& 8	1& 8	1& 8	To minimise outages at the whole of Emakhazeni area To provide affordable and reliable electricity	Cable ring completed	2012/2013	R 600 000.00	Unfunded	Unknown
TSE10	Installation of cable ring network to Belfast industrial area	1,2,3 & 8	1,2,3 & 8	1,2,3 & 8	To minimise outages at the whole of Emakhazeni area To provide affordable and reliable electricity	Cable ring unit replaced	2013/2014	R 3 MILLION	Unfunded	Unknown
TSE11	Replacement and upgrading 400v network in Emakhazeni municipal area	1,2,3 & 8	1,2,3 & 8	1,2,3 & 8	To minimise outages at the whole of Emakhazeni area To provide affordable and reliable electricity	400 v network upgraded	2015/2016	R 7 MILLION	Unfunded	Unknown

RESPONSIBLE DEPARTMENT

Department of Technical Services

5.1.3. ISSUE 3: ROADS AND STORM WATER

Problem Statement

The roads in Emakhazeni area were not constructed to withstand the pressure exerted by heavy trucks which passes the towns on a daily basis, due to opening of new mines and the transportation of goods from Steelpoort, and other areas. The past five years have seen an tremendous increase in the number of heavy vehicle that pass through the Emakhazeni area.

There is no proper truck stop facility in Emakhazeni therefore trucks are stopping everywhere.

There is only a weighbridge in Entokozweni and Wonderfontein. The Emakhazeni and Dullstroom do not have weighbridges which means trucks that are overloaded pass through without monitoring. Emakhazeni do not get any assistance to maintain the roads from the truck owners.

Some of the roads are more than 30 years old without upgrading; therefore, potholes are abound in the area. This is draining the municipality in relation to civil claims by motorists who hit potholes.

- The affected areas which are in bad state are the Stoffberg and Siyathuthuka intersection and BP Garage three way stop in Entokozweni.
- Main road at Dullstroom is damaged due to heavy vehicles that pass through either from Thaba Chewu or back to same area.
- Lack of enough funds to patch potholes
- Requests have been submitted to funders, for a storm water master plan
- Although the road master plan of Emakhazeni is comprehensive the budget available to improve the road's condition is relatively not adequate
- The roads that are affected in this regard are found in Ward 1,2,3,4 and 7.
- Emakhazeni does not have an integrated transport plan; however, a request for assistance was forwarded to Department of Public Works Roads and Transport in March 2011.

RURAL ROADS

The school routes in rural areas are also bad and need regraveling. The Department of Public Works Roads and Transport was given a list of roads that need to be upgraded for scholar transportation.

STORMWATER

The stormwater management has not received the attention it requires. However, the system is expected to be improved because the municipality is in the process of securing services of a service provider to embark on the compilation of a stormwater master plan. There is also a need to improve the sidewalks and pavements in all towns, to enhance the pedestrian experience.

The stormwater infrastructure is too old and does not properly collect the runoff which ends up in the roads thereby destroying them slowly.

Table 10: Budget Assessment (CIP 2009)

Emakhazeni Local Municipality	Period	Amount
Total Fund Required	2009 – 2016	R177 088 850 million
Total Funding Available	2009 – 2016	R28 million

The municipal road master plan indicates that the unit rates to address the road challenges can be classified as follows:

Table 11: The municipal road master plan

Type	Unit	Cost per Unit (rands)
Upgrading to tar road (with stabilized base and sub base)	29.4	R2.2 M/km = R 64.68 million
Upgrading to paving blocks	15.318	R2.4M/km = R 36. 763 million
Resealing (+ crack sealing and pothole patching)	31.65	R0.45M/km = R 14.25 million
Rehabilitation of existing tar	31.65	R1.5M/km = R 47.5 million
Crack sealing	25	R0.45M/km = R 13.2 million
Pothole patching	25	R0.85M/km = R24.99 million
Gravelling	52.59	R0.20M/km = R1.5 million

Strategy

- Able to finalise negotiations with heavy motor vehicles owners, to secure funding for the road maintenance.
- Funding from NDM to upgrade main roads must be secured.
- Funding from NDM to procure plants
- Constantly negotiate with social partners to have budget for roads yearly

- Ring fence any income that may be secured from truck owners to solely deal with road maintenance.

Objective

- To improve current roads for tourists to have a safe journey on our roads.
- To ensure storm water is managed properly.
- To reduce accidents and claims against the municipality
- To improve the condition of the existing roads in all the towns and townships
- To improve the capacity of existing plants

Projects

Programme:

Project ID	Project Name	Project Location / ward	Project Beneficiaries	Project Objective	Key Performance Indicator	Period	Budget Allocation (Annual) R	Source of Funding	Implementing Agency
TSR01	Paving of roads in Eimthongjeni	6	6	To improve the condition of the existing roads in all the towns and townships	Paved road	2012/2013	R 3 million	NKOMATI MINE	EMAKHAZENI
TSR02	Widening/upgrading of Bhekumuzi Masango drive	8	8	To improve the current roads for tourists to have a safe journey on our roads To improve the condition of the existing roads in all the towns and townships	Upgraded road surface	2012/2013	R4 million	NDM	NDM
TSR03	Paving of Khayalami street	3	3	To improve the condition of the existing roads in all the towns and townships	Paved street	2012/2013	R2 .2 million	MIG	EMAKHAZENI
TSR04	Regraveling of road on farms	All wards	All wards	To improve the condition of the existing roads in all the towns and townships	Gravelled road	2012/2013	Provincial pool	Pro Infrastructure Grant	DPWRT

TSR05	Paving of roads in Emthonjeni	6	6	To improve the condition of the existing roads in all the towns and townships	Paved Roads	2012/2013	Provincial pool	Pro Infrastructure Grant	DPWRT
TSR06	Regraveling of road between Leeufontein and Vangatfontein	All wards	All wards	To improve the condition of the existing roads in all the towns and townships	Gravelled road	2012/2013	R3 Million	MIG	ELM
TSR07	Regraveling of road between N4 and Dullstroom	4 & 5	4 & 5	To improve the current roads for tourists to have a safe journey on our roads To improve the condition of the existing roads in all the towns and townships	Gravelled road	2012/2013	Pro Infrastructure Grant	DPWRT	Pro Infrastructure Grant
TSR08	Resealing of roads and improvement of stormwater in Emakhazeni	8	8	To improve the current roads for tourists to have a safe journey on our roads To improve the condition of the existing roads in all the towns and townships	Road resealed	2012/2013	R 18 million	Unfunded	Unknown

TSR09	Paving of 4 streets at Emgwenya	7	7	To improve the current roads for tourists to have a safe journey on our roads To improve the condition of the existing roads in all the towns and townships	Paved Roads	2014/2015	R3 Million	MIG	ELM
TSR10	Resealing of roads and improvement of stormwater in Entokozweni	5	5	To improve the current roads for tourists to have a safe journey on our roads To improve the condition of the existing roads in all the towns and townships	Road resealed	2012/2013	R 9 million	Unfunded	Unknown
TSR11	Resealing of roads and improving of stormwater in Emgwenya	7	7	To improve the current roads for tourists to have a safe journey on our roads To improve the condition of the existing roads in all the towns and townships	Road resealed	2012/2013	R 9 million	Unfunded	Unknown

TSR12	Resealing of road and improving of stormwater in Dullstroom	4	4	To improve the current roads for tourists to have a safe journey on our roads To improve the condition of the existing roads in all the towns and townships	Road resealed	2012/2013	R 8 million	Unfunded	Unknown
TSR13	Procurement of plants	All wards	All wards	To improve the capacity of existing plants	Procured plants	2012/2013	R 3, 45 Million	NDM	NDM
TSR14	Implementation of multi-year road project	7	7	To improve the condition of the existing roads in all the towns and townships	Improved road conditions	2012/2013	Unknown	WB NOKA Consortiumium	ELM

RESPONSIBLE DEPARTMENT

Technical Service

5.1.4. ISSUE 4: SPATIAL RESTRUCTURING

Land Use Management

Problem Statement

- Lack of developable land in Emgwenya has caused limited expansion of the area
- Challenges to the provision of adequate land for Human Settlement in areas such as Madala Township, Wonderfontein, new purchased land in Entokozweni and Siyathuthuka Ext.4, has been noted.
- The Spatial Development framework of Emakhazeni Local Municipality was adopted by Council in 2010.
- The Municipality review the document internally when need arise.
- The Municipality also adopted its land use management scheme in 2008.
- Application for the development of urban precinct to promote tourism spine in all the units in Emakhazeni.
- The Municipality is ahead with plans to acquire land and establish townships for development.
- The Housing chapter which was adopted by Council in 2009 is a good reference to projects prioritisation.

Objective

- To facilitate and direct growth within the Municipality, Eg tourism spine, tourism gate way, trout triangle urban expansion and rural development.
- To set out basic guide lines for a land use management system in the municipality
- To set out a capital investment frame work for the municipality`s development programme
- To provide a visual representation of the desired spatial form of the municipality which representation will indicate where public and private land development and infrastructure investment should take place
- To be aligned with the spatial development frame works reflected in the IDP`s of neighbouring municipalities
- To provide sites for various community needs

Strategy

- Request more funding from Department of Land, Rural and Administration and Human Settlement in order to secure suitable land in Emgwenya.
- Areas such as Madala Township, Wonderfontein , new land purchased in Entokozweni , Ext.4 Siyathuthuka to be fully upgraded and formalised.
- Subdivide public open spaces

Spatial Distribution of Economic Activities

- Emakhazeni Local Municipality identified development nodes where it is envisaged that MPCC`s will be developed in the future, such areas are Poolzee, Airlie, Hemlock, Slaaihoek and Stoffberg
- Emakhazeni has introduced a tax rebate incentive to lure development into the municipality
- There is still more to be done to entice development in the area.
- By applying and contextualising the NSDP and MPGDS identified trends, opportunities in the province and District, the following spatial construct emerges for the Emakhazeni Local Municipality from the Mpumalanga Growth and Development Strategy where the mission state as follows; To promote viable economic growth and development, especially where it addresses job creation and poverty reduction in an environmentally sustainable manner within a spatial context and incorporating the principles of good governance.
- The newly (2008 review) delineated (two) principles and their relevance to the SDF for the Emakhazeni Local Municipality nodes.
- Notably, each theme proposes specific pioneering projects, supporting options and existing government programmes with which to address key provincial priorities identified in the PGDS:
 1. Good Governance
 - Economic growth and development
 - Job creation
 2. Spatial planning
 - Poverty Reduction and Alleviation
 - Environmental Sustainability

Projects

Programme: Land Use Management									
Project ID	Project Name	Project Location/ward	Project Beneficiaries	Project Objective	Key Performance Indicator	Period	Budget Allocation (Annual) R	Source Funding	Implementing Agency
TSL01	Tenure upgrading : Enthonjeni	5	5	To formalise the informal settlements Minimise the erection of shacks	Title deeds issued by June 2012	2012/2013	R200 000	NDM	NDM
TSL02	Greenfield development : 50 sites Wonderfontein	1	1	To meet housing needs of residents in the municipality area of jurisdiction To minimise the erection of shacks	Title deeds issued by 2013	2012/2013 to 2013/2014	R 130 000	NDM	NDM
TSL03	Greenfield development : 600 sites in Gugulethu	7	7	To meet housing needs of residents in the municipality area of jurisdiction To minimise the erection of shacks	Title deeds issued by 2012	2012/2013 to 2013/2014	R 1.5 Million	NDM	NDM
TSL04	Siyathuthuka township establishment ext. 4	1	1	To meet housing needs of residents in the municipality area of jurisdiction To minimise the erection of shacks	Title deeds issued by 2012	2012/2013 to 2013/2014	R96 Million	HUMAN SETTLEMENT,PPP, ELM	PPP
TSL05	Siyathuthuka Township Establishment Extension 5	1	1	To meet housing needs of residents in the municipality area of jurisdiction To minimise the erection of shacks	Title deeds issued by 2012	2012-2013	R 10 million	HUMAN SETTLEMENT,PPP, ELM	PPP
TSL06	Subdivision of various parcels of land in Emakhaseni	All wards	All wards	To meet housing needs of residents in the municipality area of jurisdiction	Register able land parcels	2012/2013	R0.5 Million	NDM	NDM

RESPONSIBLE DEPARTMENT

Technical Services

Cemeteries

Problem Statement

- Section 4 of the Municipal Systems Act, Act No. 32 of 2000 read together with section 6 of the same Act mandates municipalities to provide services to communities.
- The Emakhazeni Municipality currently performs the following cemetery related services, i.e. digging of graves, reservations and maintenance of graveyards .
- A need to upgrade cemeteries has become apparent in that access roads in Sakhelwe, Dullstroom and Siyathuthuka are not tarred or paved. As result it has been difficult especially during rainy seasons to have access to these sites.
- The lack of security fence around some cemeteries like in Siyathuthuka, eNtokozweni and Emthonjeni cemeteries has rendered them exposed to vandalism and have become grazing land for livestock. The above challenges have seen the municipality engage NDM for additional funding by making sure that fencing is erected around all cemeteries.
- The non- availability of an alternative burial site in eMthonjeni continues to be a challenge. The cemetery in this town is full to capacity and community members are left with no choice other than to bury their beloved ones in eNtokozweni cemetery which is 4 kilometers away from eMthonjeni.
- The Nkangala District Municipality in 2007 funded the provision and fencing of a new cemetery in Siyathuthuka, however, the building of an ablution facility was not provided for.

Objectives

- To protect the memorial stones of those people who have passed on in life.
- To provide adequate access and burial space for our communities.

Strategies

- Installation of fencing around cemeteries
- Provision of ablution facilities in cemeteries
- Provision of convenient access roads to cemeteries

Projects

Programme: CEMETERIES										
Project ID	Project Name	Project Location/ward	Project Beneficiaries	Project Objective	Key Performance Indicator	Period	Budget Allocation (Annual) R	Source of Funding	Implementing Agency	
TSC01	Construction of ablation block and paving of access roads in new Siyathuthuka cemetery	Siyathuthuka	1, 2 & 3	To provide appropriate ablation facility to visitors to the cemetery	Constructed ablation facility	2012/2013	R600 000.00	Unfunded	ELM	
TSC02	Fencing of cemetery in Siyathuthuka next to Manzini street	Siyathuthuka	1,2 & 3	To protect the memorial stones of loved ones that has passed on.	Installed fencing	2012/2013	R250 000.00	Unfunded (Request for quick win – NDM)	ELM/NDM	
TSC03	Fencing of cemetery in Emthonjeni	Emthonjeni	5 & 6	To protect the memorial stones of loved ones that has passed on.	Installed fencing	2012/2013	R350 000.00	Unfunded (Request for quick win – NDM)	ELM/NDM	
TSC04	Fencing of cemetery in Entokozweni	Entokozweni	5 & 6	To protect the memorial stones of loved ones that has passed on.	Installed fencing	2012/2013	R600 000.00	Unfunded	ELM	
TSC05	Paving of access roads to Sakhelwe cemetery	Sakhelwe	4	To provide adequate accessibility to cemeteries	Access road paved	2012/2013	R500 000.00	Unfunded	ELM	
TSC06	Paving of access roads to Dullstroom cemetery	Dullstroom	4	To provide adequate accessibility to cemeteries	Access road paved	2013/2014	R800 000.00	Unfunded	ELM	

RESPONSIBLE DEPARTMENT

Technical Services

5.1.5. ISSUE 5: LAND REFORM AND RESTITUTION

Problem Statement

- Many of the rural communities were displaced during the apartheid era. In order to reverse the old order, land reform and restitution becomes the solution. This is a tedious and very difficult process which has taken more than ten years in many cases.
- Out of 218 land claims only 2 claims were successfully settled in Emakhazeni.
- The relevant departments are very slow in solving the outstanding land claims thereby creating uncertainty to the claimants.
- In terms of the report from the land claims commission, challenges such as the willing buyer willing seller, non availability of enough budgets, price of the land and untraceable claimants and information makes it difficult for the Department to finalise the claims on time.
- Some of the land claims files are not yet allocated to the officials and this makes it difficult to ascertain the validity of such claims and determining whether the claimants will opt for financial compensation or land restoration.
- The good example is the question of the old Belfast location (emadala) claim where claimants opted for financial compensation and has taken more than 15 years for the claimants to be paid accordingly.
- Emakhazeni Local Municipality is faced with challenges regarding farm evictions as it is surrounded by the farm areas.
- These eviction challenges are caused by factors such as agreements signed between the farm dwellers and the farm owner without proper understanding of the terms and conditions on the side of the farm dwellers.
- Most of the farm dwellers do not understand tenure legislations as a result they contravene some of the provisions which makes it easier for the court of law to grant evicting orders.
- Legislation such as ESTA does not protect farm dwellers from eviction but provide procedural guidance for legal eviction.
- Constance change in farm ownerships which lead to change in living conditions which confuses the farm dwellers and results in quarrel between them and new owners.
- The new tenure bill has some loopholes but it has some provisions which will improve the lives of the farm dwellers, these are the provisions which allow farm dwellers right to access proper houses, health and education.

- The new tenure bill provide for the establishment of agri-villages.

Objectives

- To settle people in accordance to the land claims
- To settle the communities who were previously disadvantaged
- To create a lively Neighbourhood by establishing good relationship between the rural communities and the farmers.
- To make land available for settlement purposes and agricultural activities.
- To fast track the finalisation of land claims
- To minimise evictions in Emakhazeni local municipality

Strategy

- Work hand in hand with the Department of Land Affairs as well as the Commission on Land Restitution to buy more land and finalise land claims in order to resettle the communities

Projects

Programme: Land Reform and Restitution

Project ID	Project Name	Project Location/ward	Project Beneficiaries	Project Objective	Key Performance Indicator	Period	Budget Allocation (Annual) R	Source of Funding	Implementing Agency
TSL01	Fast-track the land claims	All wards	ALL WARDS	To settle people in accordance to the land claims To settle the communities who were previously disadvantaged To create a lively Neighbourhood by establishing good relationship between the rural communities and the farmers. To make land available for settlement purposes and agricultural activities	Land tenure improved	2012/2013	R 150 million	DRDLR	Land Claims Commissioner
TSL02	Fast-track the Madala land claim	Ward 8	WARD 1	To settle people in accordance to the land claims To make land available for settlement purposes and agricultural activities.	Land tenure improved & financial compensation settled	2012/2013	R 20 million	Agric & rural dev	Claims Commissioner
TSL03	Improve the condition of Ward 1 commonage	1	1	To make land available for settlement purposes and agricultural activities.	Commonage with farming equipments.	2012/2013	R1 Million	NBC EXXARO / AGRICULTURE	NBC EXXARO/ AGRICULTURE

RESPONSIBLE DEPARTMENT

Technical Services

5.1.6 ISSUE 6: HUMAN SETTLEMENT AND PROPERTY DEVELOPMENT

Problem Statement

Human Settlement means the totality of the human community, whether city, town or village with all the social, material, organisational, spiritual and cultural elements that sustains it.

- In terms of the old approach people were settled in terms of their racial groups without a right of ownership of land and it was not sustainable as it did not have public infrastructure, amenities and space opportunities that actually make a community.
- In terms of the new approach human settlement involves acquiring of land, building proper integrated human settlement e.g. Proposed integrated development in Extension 4 Siyathuthuka.
- Due to continuous growth patterns in South Africa and specifically the provincial growth development strategy highlighting economic developments that entice and redirect economically active population to follow greener pastures, the need for housing has increased.
- Due to this expansion in areas such as Nkomati, Assmang and other surrounding mines there is need for rental stock, low cost housing and middle income housing especially in Emgwenya, Entokozweni and Emakhazeni.
- This has resulted to high demand of accommodation by job seekers and eventual the informal settlements erupted.
- These patterns are also evident in Emakhazeni Local Municipality where the areas such as Sakhelwe Enkanini section we recorded 60 informal settlements, in Emthonjeni more than 250 units of informal settlement erupted and finally the area around Madala Township in Emakhazeni as well as Emgwenya in Etimbini, Sgwabula and Mountain view showing signs of steady development.
- Emakhazeni has built through human settlement a housing stock settlement in both Entokozweni and Emgwenya which will serve as family units.
- Emakhazeni as a whole has a backlog of 3 200 housing applications.
- This prompted the Municipality to introduce a waiting list programme for beneficiaries who must be allocated housing.
- The CIP of Emakhazeni shows the status quo on housing in the following table and also the budget required to address backlog
- There have been challenges regarding the completion of RDP houses in the past.
- The Municipality managed to complete 171 houses in Siyathuthuka ext 3, however the project in Emthonjeni could not be completed
- This is a project of 380 units which have been handed over back to the Department of Human Settlement.

Objectives

- To meet the housing needs of residents in the municipal area of jurisdiction
- To boost the local economy and create more jobs for the community
- To minimize the spread of informal settlements.
- To create a sustainable human settlement
- To enable accessibility of government services

Strategy

- The municipality encourages public initiatives to invest and develop properties
- The municipality involve itself in discussions with the department of Human Settlement to secure funding for both low and middle income beneficiaries
- The municipality promotes integrated development with regard to housing
- The municipality has a housing chapter aimed at addressing housing challenges
- To mobilize the social partners in accessing funds for a municipal offices
- To create accessibility for all government services.

Table 12: Total Housing needs and Budget required addressing Housing needs

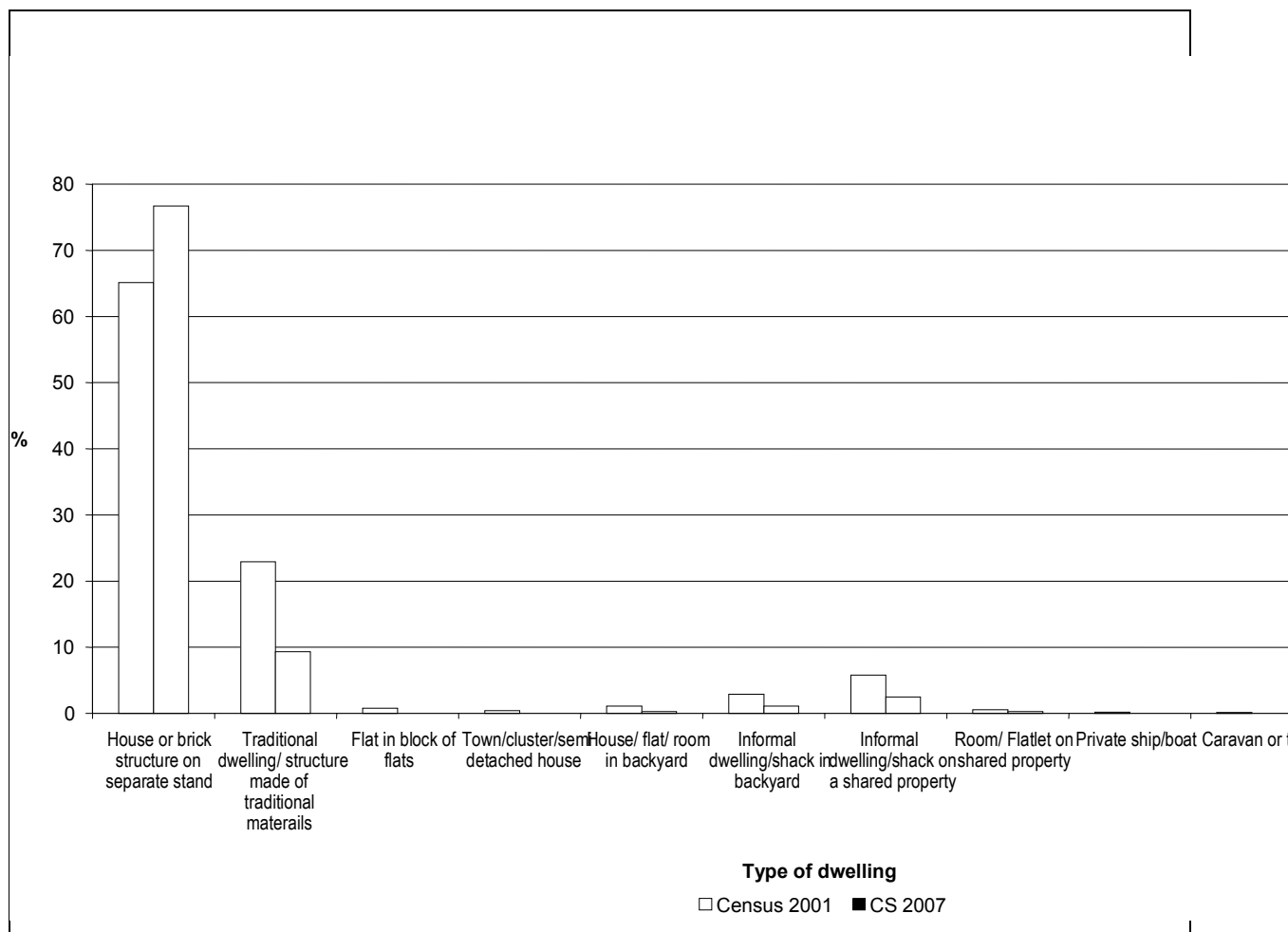
Emakhazeni Local Municipality	Below RDP Standards	Number of houses	Total (R Million)
Emakhazeni Local Municipality	5,138	5,247	228

Table 13: Predicted cash flow for Housing needs

Emakhazeni Local Municipality	2009	2010	2011	2012	2013	2014	2015	2016	Total
Emakhazeni Local Municipality	R 75.8	R 113.9	R 38.0	R 50 million	R 100 million	R 0.00	R 0.00	R 0.00	R 377.7

The Municipality is experiencing eviction of farm dwellers at a pace of 5 people per year. Looking at the availability of accommodation and the enormous figure on waiting list, the settlement of the evicted people in the urban areas become a challenge.

Figure 17: Percentage distribution of households by type of dwelling



Source: **Statistics South Africa, Community Survey (2007)**

Project

Programme: Human Settlement and Property Development

Project ID	Project Name	Project Location/ward	Project Beneficiaries	Project Objective	Key Performance Indicator	Period	Budget Allocation (Annual) R	Source of Funding	Implementing Agency
TSH01	Integrated Development Settlement Ext: 4	1	1	To meet the housing needs of residents in the municipal area of jurisdiction To boost the local economy and create more jobs for the community To minimize the spread of informal settlement.	Title deeds issued by 2012	2012/2013 to 2013/2014	R96 million	HUMAN SETTLEMENT, PPP, ELM	PPP
TSH02	Completion of 255 houses in Emthonjeni	6	6	To meet the housing needs of residents in the municipal area of jurisdiction To boost the local economy and create more jobs for the community	255 houses completed	2012/2013	R 17 million	HUMAN SETTLEMENT	HUMAN SETTLEMENT
TSH03	Construction of 20 low costing housing	1	1	To meet the housing needs of residents in the municipal area of jurisdiction To boost the local economy and create more jobs for the community To minimize the spread of informal settlement.	20 houses completed	2012/2013	R 1.2 million	NBC EXXARO	E.L.M

TSH04	Integrated residential development programme phase 2. Top structure construction	1	1	To meet the housing needs of residents in the municipal area of jurisdiction To boost the local economy and create more jobs for the community To minimize the spread of informal settlement.	Integrated residential development programme phase 2. Top structure construction	2012/2013	R 67 Million	Human Settlement	Human Settlement
TSH05	Community residential units	1	1	To meet the housing needs of residents in the municipal area of jurisdiction To boost the local economy and create more jobs for the community To minimize the spread of informal settlement.	Quality community residential unit, rental and social housing project	2012/2013	R 12 million	Human Settlement	Human Settlement
TSH06	Community residential units	4	4	To meet the housing needs of residents in the municipal area of jurisdiction To boost the local economy and create more jobs for the community To minimize the spread of informal settlement.	Quality community residential unit, rental and social housing project	2012/2013	R 8 million	Human Settlement	Human Settlement

TSH07	Development of land: Gugulethu	7	7	To meet the housing needs of residents in the municipal area of jurisdiction To boost the local economy and create more jobs for the community To minimize the spread of informal settlement.	Development of purchased land for integrated human settlements	2012/2013	R16 million	PPP	PPP
TSH08	Construction of new municipal offices	8	8	To enable accessibility of government services	Conceptualisation, design and mobilisation of funds	2012/2013	R45 Million	PPP	PPP
TSH09	Construction of 1000 low cost housing	7	7	To meet the housing needs of residents in the municipal area of jurisdiction	1000 low cost houses built	2012/2013	Unknown	WB NOKA Consortium	PPP
TSH10	Construction of 500 units for retirement village	7	7	To meet the housing needs of residents in the municipal area of jurisdiction	500 units for retirement village built	2012/2013	Unknown	WB NOKA Consortium	PPP

RESPONSIBLE DEPARTMENT

Technical Services

5.1.7. ISSUE 7: CULTURE, SPORTS AND RECREATION

5.1.7.1 ARTS AND CULTURE

5.1.7.1.1. STANDARDISATION OF GEOGRAPHICAL FEATURES

Problem Statement

The South African Geographical Names Act, Act No 118 of 1998 provides government with the responsibility to standardize geographical features in South Africa.

In terms of naming and renaming of public facilities, a lot of achievements have been done since 2006 and these can be summarized as follows;

Table 15: Summary of achievements on naming and renaming of public facilities

Geographical Features	Number changed
Streets	73
Community halls	5
Recreational parks	2
Cemeteries	2
Stadiums	3
Libraries	2
Clinics	2

All these remarkable changes have marked a very important transformation era since the establishment of the municipality in December 2000.

However, despite numerous attempts by the municipality to name and rename some streets in Emakhazeni, Dullstroom, Entokozweni and Emgwenya visible challenges around street signage continue to characterize the previously disadvantaged communities.

For instance the eighty unnumbered streets in Siyathuthuka Ext 3 have now been named but no signage have been installed and where signage have been installed it has either been deliberately removed as it is the case with Emthonjeni town.

In addition certain street names which are associated with the previous system of oppression are still prevalent in our neighborhoods.

Therefore to try and embrace our rich cultural heritage and improve service delivery in the previously marginalized communities, most unnamed streets have been named whilst others were renamed since 2006.

Out of the four major towns in the municipality three of those towns have been renamed in 2009 and these are Belfast, Machadodorp and Waterval Boven to eMakhazeni, eNtokozweni and eMgwenya respectively. However to Date SANRAL has not affected the new names especially on the N4 freeway.

Objectives

- To make sure that our geographical features reflect the diverse African Cultures
- To embrace and recognize all cultural sites
- To make sure service delivery is enhanced in previously disadvantaged areas

Strategies

- Name and rename geographically features as well as review names that do not reflect the diverse cultural heritage
- Installation of signage that reflects the diverse cultural heritage

Projects

Programme: STANDARDIZATION OF GEOGRAPHICAL FEATURES

Project ID	Project Name	Project Location/ward	Project Beneficiaries	Project Objective	Key Performance Indicator	Period	Budget Allocation (Annual) R	Source of Funding	Implementing Agency
CSS01	Installation of street signage and new town signage	All units	All towns and townships in Emakhazeni Local Municipality	To ensure enhancement of service delivery	Number of signage installed	2012/2013	R110 110.00	ELM	ELM

RESPONSIBLE DEPARTMENT

Community Services

5.1.7.2 SPORTS & RECREATION

Problem statement

The National Sport and Recreation Act, Act No 110 of 1998, the White Paper on Sports and Recreation of 1998 read together with the ELM policy on Sports and Recreation of 2010 gives the municipality the responsibility to deal with all sports related functions.

The provision of sports and recreation infrastructure has not met all the aspirations of sports loving people. Sporting codes such as soccer has benefitted more than any other sporting code in terms of infrastructure.

Belfast has altitude of 1850m which is ideal for a High Altitude Training Centre. The World Class High Altitude Training Centre is a project by the Mpumalanga Department of Culture, Sports and Recreation (DCSR) that is located in ELM. The infrastructure will accommodate different sporting codes for the sports community.

Many young people have been denied access to sports and recreation simply because they do not have the necessary equipment that will enable them to be active participants.

The municipality intends appointing youth to manage and operate the facility at eMakhazeni during the warm summer months at least three times a week. The resuscitation of the eMgwenya facility also needs to be explored as the area is more conducive to swimming activities rather than in eMakhazeni.

To cater for other sporting codes such as netball and tennis the municipality has over the past five years invested considerable amount of funds towards upgrading and provision of new infrastructure in Siyathuthuka, Sakhelwe, Emgwenya and Emthonjeni. Important things like planting of new grass, installation of fence around soccer pitch, renovation of ablution block, and construction of change rooms, tennis and volleyball courts were done.

All visible openings in the pre-cast wall fence at Vusi Masina stadium at eMgwenya were closed and the ablution facility renovated.

During the construction period of the above facilities, entertainment facilities for young children in the form of jungle gym equipment were installed at Alfred Mahlangu recreational park in Siyathuthuka and Fano Masina stadium in Emthonjeni and at a rehabilitated illegal dumping hot spot near the Shalom Day care centre in eMgwenya in 2010.

The eMakhazeni local sports council was elected in order to promote and manage sports and recreation activities of the municipality including those of other developmental agents.

Prior to the FIFA 2010 World Cup the municipality successfully organized four football sporting events to show its support for this world spectacular tournament and the executed events were;

Football Friday

SesFikile 2010

Mayoral Cup Games

Mshika Tournament

Objectives

- To create environment within which community members can easily participate in a sport of their choice
- To provide a convenient sports and recreation infrastructure
- To increase levels of participation in sport and recreation.

Strategies

- To make available sports and recreation equipment to communities.
- To improve the quality of sport facilities and provision of new infrastructure

Projects

Programme: CULTURE, SPORTS AND RECREATION

Project ID	Project Name	Project Location/ward	Project Beneficiaries	Project Objective	Key Performance Indicator	Period	Budget Allocation (Annual) R	Source of Funding	Implementing Agency
CSC01	Upgrading of alternative sports ground facility in Siyathuthuka	3	1,2 & 3	To provide convenient sports and recreation infrastructure	Alternative sports ground upgraded	2012/2013	R1 200 000.00	Unfunded	ELM
CSC02	Upgrading of an alternative sports ground facility in Emthonjeni	6	5 & 6	To provide convenient sports and recreation infrastructure	Alternative sports ground upgraded	2013/2014	R 900 000.00	Unfunded	ELM
CSC03	Construction of community hall in Siyathuthuka	2	1,2 & 3	To provide convenient sports and recreation infrastructure	Community hall constructed	2012/2013	R 5 Million	NDM	ELM/NDM
CSC04	Reconstruction of Funda Hall	1	8	To provide convenient sports and recreation infrastructure	Community Hall reconstructed	2012/2013	R 3.5 million	Unfunded	ELM
CSC05	Construction of Community Halls in Sakhelwe and Wondefontein	4 & 1	4, 1	To provide convenient sports and recreation infrastructure	Community Hall constructed	2012/2013	R 4.4 million	NDM	NDM
CSC06	Building of the Mpumalanga Sports Academy	3	All wards	To provide convenient sports and recreation infrastructure	Sports Academy constructed and in operation	2012/2013	R 50 million	DCSR	DCSR, MSA & ELM
CSC07	Resuscitation of Emgwenya swimming pool	7	5, 6 & 7	To ensure that appropriate recreational facilities are accessible to the community	Swimming pool renovated and in operation	2012/2013	R 500 000.00	WB-NOKA	WB-NOKA

CSC10	Construction of a library in Emthonjeni	Emthonjeni	6	To build infrastructure for the provision of various Government services particularly in the previously disadvantaged areas	Library built in Emthonjeni	2013/2014	R 4 million	DCSR	DCSR
CSC11	Construction of a High Altitude Training Centre (HATC) in Siyathuthuka	1 & 2	All wards	To improve the quality of sport facilities and provision of new infrastructure	Clearing of the site and designs in place	2012/13	R900 Million	DCSR	DCSR

RESPONSIBLE DEPARTMENT
COMMUNITY SERVICES

5.1.7.3 SPORTS & RECREATION: PARKS AND GROUNDS

Problem Statement

Section 4 of the Municipal Systems Act, Act 102 Of 2000 together with section 6 of the Act provides the municipality with the responsibility to provide well maintained parks and grounds.

Parks and grounds maintenance have for a number of years been done under challenging and difficult conditions.

The situation could be attributed to factors such as staff shortages, inadequate equipment and lack of supervision. Further; the situation is made worse by the continuous rainy seasons and prolonged periods of repairing existing equipment and machinery.

However the municipality has in the last five years invested capital in terms of new equipment and machinery. Seventeen brush cutters and four lawnmowers were purchased over this period to try and increase capacity of the parks and grounds maintenance team.

But still the team find it difficult to achieve their monthly targets especially when new challenges such as non-availability of fuel are experienced.

A private service provider was contracted in 2010 for six months to assist with the maintenance of flower bed areas and recreational park in Emakhazeni but due to cash flow challenges his contract could not be renewed. The maintenance of flowerbeds however, continues to be a challenge.

Objectives

- To promote a healthy and clean environment
- To beautify the appearance of the towns.

Strategies

- To provide additional maintenance equipment & machinery
- To provide additional personnel.

Projects

Programme: CULTURE, SPORTS AND RECREATION – PARKS & GROUNDS									
Project ID	Project Name	Project Location/ward	Project Beneficiaries	Project Objective	Key Performance Indicator	Period	Budget Allocation (Annual) R	Source of Funding	Implementing Agency
CSP01	Procurement of Tractor	4 & 7	4,7	To beautify the appearance of the municipality	Number of tractors procured	2012/2013	R 320 000.00	NDM	NDM
CSP02	Procurement of lawnmowers	All units	Community of Emakhazeni Local Municipality	To promote a healthy, clean and beautiful environment	Number of lawnmowers procured	2012/2013	R 90 000.00	ELM	ELM
CSP03	Appointment of labourer	All units	All units	To promote a healthy and clean environment	Number of labourers employed	2012/2013	Salaries	ELM	ELM
CSP04	Appointment of Driver	4	4	To promote a healthy and clean environment	Number of drivers employed	2012/2013	Salaries	ELM	ELM

RESPONSIBLE DEPARTMENT

Community Services

5.1.7.4 SPORTS & RECREATION: CARAVAN PARKS AND CHALETS

Problem statement

The White Paper and Promotion of Tourism in South Africa of 1996 provides amongst others the following principles which are stated as follows;

- Local authorities should provide an enabling environment for tourism to flourish.
- Tourism should support the economic, social and environmental goals of the local authority, and the government as a whole.
- Tourism should be private sector driven.

It is for this reason that the municipality has over the years provided tourism related facilities next to the dams and on other natural areas like mountains. These facilities are four in total and are located in eMgwenya, eNtokozeni, Dullstroom and eMakhazeni (Belfast). Management of these facilities is presently under the eMakhazeni Development Trust except for the one in eMakhazeni (Belfast).

The Belfast caravan park is situated opposite the main dam on the North Western side of eMakhazeni town. The park has four chalets, twelve caravan sites, seven braai stands and ablution facilities for both males and females. Since its establishment the park has thus far attracted about 1700 tourists on an annual basis.

However the park remains largely underdeveloped. Most items in the chalets such as stoves, geysers, mattresses and so forth have passed their lifespan and they therefore need to be replaced. Because of their defective nature they always cause nightmares for visitors.

Further the park is unable to provide a variety of services like many other caravan parks in the Mpumalanga province. For instance there are no conference facilities, swimming pools and braai areas for day visitors. Therefore tourism development in this facility has largely been a missed opportunity, had the municipality had enough financial resources to turn the situation around, the park would probably have been one of the most visited places in the municipality.

As such the potential of the park to attract more tourists, spark entrepreneurship, create new services (e.g. local entertainment, handicrafts etc) to drive other sectors of the economy, to strengthen rural communities and to create employment has not been realized. These identified challenges present business opportunities to other stakeholders including the private sector to invest financial resources thus improving the park and also make it more attractive.

Objectives

- Ensure that the park accommodates numerous activities and events.
- Ensure that local communities are involved in and benefit from the park

Strategies

- To involve private sector in the upgrading of the park
- To provide a multiple tourism facilities

Projects

Programme: CULTURE, SPORTS AND RECREATION – CARAVANS, PARKS & CHALETS									
Project ID	Project Name	Project Location/ward	Project Beneficiaries	Project Objective	Key Performance Indicator	Period	Budget Allocation (Annual) R	Source of Funding	Implementing Agency
CSC01	Upgrading Emakhazeni Caravan Park	2	All wards	To ensure that appropriate recreational facilities are accessible to the community	Conference Hall and chalets built	2014/2015	R 5 000 000.00	DCSR	DCSR

RESPONSIBLE DEPARTMENT

Community Services

5.1.8. ISSUE 8: HEALTH

Problem Statement

- Health Services is a functional area of the National and Provincial legislative competence as per the Constitution of the Republic of South Africa including chapter four of the National Health Act 61 of 2003. Further, the issue of municipal health services as defined in the National Health Act 61 of 2003 is the competence of the District Municipality.
- The Primary Health Care function was transferred to the Department of Health early 2009. However, the local municipality is not receiving any rental fees from the Department for the utilisation of municipal buildings, yet it is expected that the municipality attend to the maintenance of these facilities.
- The municipality is also currently rendering the Municipal Health functions that are in actual fact the mandate of the District to be providing and there is also no Service Level agreement and neither does the municipality receive a grant/subsidy to render this function.
- The health care function has been identified as one that could have a detriment effect to the population of our country should the status quo be accepted.
- Emanating from the elevation of health is a call by the State President to accelerate our advance towards the achievement of the goal of health for all which include inter-alia the implementation of the national strategic plan against HIV and AIDS, and to reduce TB default rate.
- The antenatal survey of 2009 has shown Emakhazeni Local Municipality to be at 50% prevalence rate.
- However, the table below does show an increase from 6.2% to 12.8% during 1996-2001 and then a decline from 12.8% to 10.9% in the HIV prevalence since 2001 - 2009 as extracted from the Nkangala District Municipality IDP 2011-2016 page 88:

Table 16: HIV Prevalence (2001-2009)

Region	1996	2001	2009
Mpumalanga	6.1 %	12.5%	10.6%
Nkangala	6.1%	12.8%	11.0%
Emakhazeni	6.2%	12.8%	10.9%

Source: Nkangala DM IDP (2011-2016)

- In dealing with these health challenges the municipality is aware of the shortage of skilled personnel in the area to deal with the challenges which is also attributed to lack of housing facilities to professionals wanting to work in the area.
- The urgent revival of the HIV and AIDS Council to support programmes pertaining to HIV & AIDS is still pending. The HIV and AIDS strategy document was developed in 2009 but is in need of revision and adoption by Council. The municipality did host the provincial voluntary counseling and testing campaign held at eMgwenya in 2010 as the result of the call by the President of the Country, Mr. Jacob Zuma to know your status.

- Shortage of Health facilities in Emgwenya also affect provision of Health services in Emgwenya due to the clinic and hospital being poorly located making it a struggle for the elderly living in the towns to access these facilities.

Objectives

- Ensure effective provision of health services to the community of Emakhazeni Local Municipality.
- Ensure that people living with HIV and AIDS receive the necessary support and counseling.
- To support home-based care givers to render better services to the communities.
- To bring health care services closer to where the people live in order to minimize the travelling distance.
- To sign a Service Level Agreement with the District with regards to provision of Municipal Health Services

Strategy

- Special attention should be given to augmenting the Home-based care and encouraging disclosure amongst those infected, for easing the burden of secrecy.
- Encourage voluntary testing amongst all community members.
- Appointment of an HIV and AIDS co-ordinator to be taken to the office of the Executive Mayor.
- Engage the District with regards to provision of Municipal Health Services.
- Strengthen communication with the Department of Health Services.
- Signing of lease agreements for the utilisation of municipal buildings by the Department of Health

Projects

Programme: HEALTH									
Project ID	Project Name	Project Location/ward	Project Beneficiaries	Project Objective	Key Performance Indicator	Period	Budget Allocation (Annual) R	Source of Funding	Implementing Agency
CSH01	Provision of mobile clinic facilities	1,2,4 & 5	Rural communities	To ensure adequate primary health services in the rural communities	Number of mobile clinics purchased	2012/2013 2013/2014	Dept. Of Health	Dept. Of Health	Dept. Of Health
CSH02	Upgrading of H.A Grove & Emgwenya Hospitals	1 & 7	All Emakhazeni Local Municipality communities	To ensure provision of effective healthcare in a healthy community	Hospitals upgraded	2012/2013	R22 000,000, 72	Dept of Public Works	Dept of Public Works & Dept of Health
CSH03	Reviewal of the HIV & AIDS strategy	All wards	All Wards	To ensure provision of effective healthcare in a healthy community	Strategy reviewed and adopted by Council	2012/2013	R 450.00	ELM	ELM
CSH04	Launch of the AIDS Council	All wards	All wards	To ensure provision of effective healthcare in a healthy community	Successfully launched Council	2012/2013	R50 000.00	ELM	ELM
CSH05	Induction training for all AIDS Council members	All wards	All wards	To ensure provision of effective healthcare in a healthy community	Number of AIDS Council members inducted and trained	2012/2013	R22 000.00	ELM	ELM

CSH06	Construction of a private hospital	7	7	Ensure effective provision of health services to the community of Emakhazeni Local Municipality	Private hospital constructed	2012/2013	Unknown	WB NOKA Consortium	PPP
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RESPONSIBLE DEPARTMENT

Community Services

Key Performance Indicators

- Number of professional personnel appointed.
- Provision of health services via mobile clinics in Ongesiens, Slaaihoek and the other farming communities.

5.1.9. ISSUE 9: EMERGENCY SERVICES

Problem statement

The increase of the frequency of hazards in the majority of our communities has rendered them vulnerable. This is so particularly when considering hazards such as veld-fires to which the municipality is prone. Without investing in services that will assist in curbing local disasters, many informal settlements will be trapped in the spiral of increasing vulnerability and this is particularly so in Sakhelwe/Dullstroom, Entokozweni and Emgwenya. The lack of these services impacts on the municipal response time very high especially because these services are currently rendered from Emakhazeni and is compounded by a lack of personnel in the fire and rescue section.

The municipality through NDM has invested in the construction of two (2) fire houses in Emgwenya and Dullstroom, however only the Dullstroom one is completed but needs to be furnished and fenced. The old fire house in Emgwenya is falling apart due to structural defects therefore needs to be rebuilt. This is in order that the response to emergency services might be speeded up. Subsequently, the municipality has embarked upon establishing voluntary groups so as to assist in dealing with local disasters. There is also a need for a fire house in Entokozweni.

The need to revise the Disaster Management Plan will assist in empowering the municipality in dealing with these challenges. The challenges of improving the response time to emergency services is still prevalent, this is so because of the lack of a 24 hour response services by the municipality.

The situation of the municipality next to the busy N4 road, with other roads to Badplaas, Carolina, Dullstroom and Stoffberg, has seen our resources stretched to the limit, especially when responding to a number of accidents.

There were disasters in the past five years, but they only measured as major incidents. A Ford ranger double cab with skit unit for grass fires, two sets of Jaws of Life, a rapid response rescue vehicle (Isuzu double cab) and full sets of protective clothing was donated to the municipality by NDM. Five interns were appointed and one permanent employee was transferred from the maintenance section to fire services and he already attended the fire and rescue course. Two other permanent personnel also attended the fire fighter course.

No effective reporting system is in place to report emergencies. This results in delays to respond to required services. All incidents are reported to a (not well functioning) call centre situated in SteveTshwete Municipality. Ambulance services are managed by the Department of Health and Social services and the ambulances are stationed only in Belfast and Emgwenya.

Objectives

- Ensure safe, prompt, effective fire fighting and ambulance service
- Formulate a comprehensive plan to co-ordinate with all role players
- Increase community access of emergency services
- To establish an effective, safe, prompt and responsive team that will assist in the prevention, mitigation and proper management for during disaster.

Strategies

- Through a co-ordinated approach, strengthen the municipality's ability to respond to emergency services especially those that occur adjacent to the N4 by bringing the service closer to the people.
- Foster relations with other municipalities and external role players to ensure that the municipality's ability to handle local disasters is strengthened.
- Appoint and train local residents as fire fighting officers and emergency workers.
- Increase municipal capacity in order to respond to emergency services especially those that occur on the N4.

Projects

Programme : Emergency Services

Project ID	Project Name	Project Location/ward	Project Beneficiaries	Project Objective	Key Performance Indicator	Period	Budget Allocation (Annual) R	Source of Funding	Implementing Agency
CSE01	Training of fire fighters	All wards	All wards	To establish an effective, safe, and prompt responsive team that will assist in prevention, mitigation and proper management during disasters To increase the skills base of the municipality	Number of fire fighting personnel trained	2012/2013	Skills Budget	ELM	ELM
CSE02	Fencing of and Equipping of the Dullstroom fire house	4	4	To ensure safe, prompt and effective fire fighting services	Length of fence installed and fire house operational	2012/2013	R400 000.00 (Quick win submitted to NDM)	Unfunded	ELM
CSE03	Rebuilding of fire house in Emgwenya	7	7	To ensure safe, prompt and effective fire fighting services	Fire house established and operational	2013/2014	R1 200 000.00	NDM	NDM
CSE04	Acquire emergency equipment and vehicle for Emgwenya and Entokozweni	7	7	To ensure safe, prompt and effective fire fighting services	Number of vehicles and equipment procured	2013/2014	R 1 300 00.00	NDM	NDM
CSE05	Establish 24 hour control room and staffing thereof	All wards	All wards	To ensure safe, prompt and effective fire fighting services	24 Hour control room in operation	2012/2013	PPP	PPP	ELM
CSE06	Building of fire house in Entokozweni/Emthonjeni	5 & 6	5 & 6	To ensure safe, prompt and effective fire fighting services	Fire house established and operational	2012/2013	R1 300 000.00	NDM	NDM

CSE07	Purchase of veld fire equipment	All wards	All wards	To ensure safe, prompt and effective fighting services	Number of vehicles and equipment procured	2012/2013	R30 000.00	NDM	NDM
CSE08	One water tanker (10 000L)	All wards	All wards	To ensure safe, prompt and effective fighting services	Water Tanker procured	2014/2015	R5 000 000.00	NDM	NDM
CSE09	Purchase of disaster tents and blankets	All wards	All wards	To provide an alternative accommodation to affected households	Number of tents purchased	2012/2013	R 60 000.00	ELM	ELM
CSE10	Upgrading and procurement of hindrants	All wards	All wards	To ensure safe, prompt and effective fighting services	Number of hindrants purchased	2012/2013	R 500 000.00	NDM	NDM
CSE11	Development of Integrated Transport Plan as per National Land Transport Act	All wards	All wards	To provide a convenient and efficient transportation system	Integrated Plan	2012/2013	R 300 000.00	ELM	ELM

RESPONSIBLE DEPARTMENT

Community Services

5.1.10 ISSUE 10: TRAFFIC, SAFETY AND SECURITY

Problem statement

This issue deals with three sub-issues namely: Traffic, Safety and Licensing, which are all critically important and need serious attention.

Traffic & Licensing

Law enforcement by the ELM traffic personnel remains a challenge in that visibility of traffic officials in Emgwenya, Entokozweni and Dullstroom is not taking place at a satisfactory rate. This is mainly due to the shortage of traffic officials to enable law enforcement. Our traffic officers have to assist in testing learners and drivers licenses, while on the other hand they are also expected to enforce law on our roads and with this limited capacity, traffic officials are consumed with administrative responsibilities.

The municipality currently has 12 qualified traffic officers and of whom, one is a Chief Traffic Officer, three are Grade I and eight are Grade II. Two of the appointed traffic officers are still in college. There is a lack of supervision of traffic officers, thus resulting in poor performance. Only the Chief Traffic Officer is available to supervise the other traffic officers. Only a Traffic Officer Grade I has the right to do learner's license and driver's license tests. Two fulltime examiners were appointed in 2010 but the two examiners cannot cope with the demand and as such many applicants end up going to other areas to obtain their licenses. The municipality is thereby losing income and this also results in poor service delivery to the community. The appointment of more permanent examiners can reduce this backlog.

The Provincial Department of Roads and Transport has proposed the implementation of the Best Practice Model. Although the municipality is currently in the process of implementing this approach, the licensing section would need to be staffed with an additional cashier. The Chief License Officer is overloaded with work and cannot manage the License Department properly. A supervisor needs to be appointed to assist in this department.

There is also a need for a license office in Emgwenya. ELM's vehicle testing grounds, especially in Emakhazeni has proven not to be complying with the Provincial requirements, in that it needs to be upgraded. The space allocated for inspections is far less than the prescribed standards. The roadworthy test station is not functioning due to old equipment and the manufacturer cannot render proper maintenance to keep the station operational.

Safety

The function of promoting public safety lies within the South African Polices Services (SAPS). Be that as it may, the integrated approach by the Municipality requires that all relevant departments should join hands in dealing with safety. The involvement of the community in the prevention of crime cannot be under estimated.

It is for this reason that CPF structures were established. These forums would assist in ensuring that communications between the SAPS together with the community remains solid and hence the community would feel confident in reporting crime and on engaging in solving cases. Currently, community meetings with the representatives of SAPS are taking place in Entokozweni on a regular basis however; these would therefore need to be strengthened in other units.

Four community members, one in each unit, were appointed as community road safety officials and attended a community road safety council workshop. **Table 19** below, shows the crime rate in Emakhazeni/Siyathuthuka and surrounding farms, and the data was received from eMakhazeni (Belfast) South African Police Services (SAPS) as at February.

Table 17: The crime rate statistics- Emakhazeni/Siyathuthuka and surrounding farms

Contact Crime	2008	2009	2010
Murder	7	3	3
Attempted Murder	9	9	2
Rape	6	16	17
Assault GBH	119	110	130
Assault Common	54	52	54
Robbery Aggravating/Fire arm	9	9	6
Common Robbery	27	15	22
Drug related	4	7	11
Total	235	221	245
% (increase or decrease)		-6% <i>(2008-2009)</i>	+10.9% <i>(2009-2010)</i>
Property Crimes	2008	2009	2010
Burglary – residence	122	101	126
Burglary – business	37	47	48
Theft of motor vehicle	27	26	21
Theft out/from of motor vehicle	21	32	33
Stock theft	60	62	55
Total	267	268	283
% (increase or decrease)		+0.4% <i>(2008-2009)</i>	+5.6% <i>(2009-2010)</i>

It be noted that these figures above reflect the statistics for the Emakhazeni/Siyathuthuka and surrounding rural areas only. Although there was a decline in contact crimes overall in the period

between 2008-2009, the trend from 2009-2010 is a cause for concern in both contact and property related crimes as both show an increase during this period. Issues around Residential burglaries, common assault as well as assault GBH can be seen as the categories that are the major contributors to this increase. It has been noted that the drug related issues is also increasing in the area.

There is therefore an urgent need to strengthen partnerships with all key stakeholders in order to revive the joint operations committee meetings in the municipality.

Provision of Security Services

Problem Statement

There are two pieces of legislation and ELM guidelines that make the municipality to give issues of security a priority and these are

- The Private Security Industry Regulatory Act, Act of 1996
- The Security Officers Act, Act No 10 of 2000
- Guidelines on the Provision of Security Services of 2010

The spate of armed robberies and theft of municipal assets before 2007 has really presented the municipality with an opportunity to conduct a holistic approach in terms of risk assessment. During this exercise it was discovered that there were about four unmanned entrance exit points in the municipal offices especially in Belfast. Many people entered the municipal premises without anyone checking on them.

Entrance to all municipal workshops where a lot of capital assets are being stored was also not controlled. Municipal equipment and machinery would be taken out of these premises by employees without any declaration to anyone. Most sewer and water plants were never guarded especially at night.

The provision of security services at the time was only done through an alarm system which was only activated at night. As a result criminals took advantage of the situation by staging some cash robberies during the day. The lack of security guards at the workshops also resulted in certain capital assets being stolen by municipal employees. Lastly the unarmed municipal security guards deployed at the workshops at night could not deter criminals easily without any intervention from the South African Police Services.

To deal with these challenges, the municipality had to put effective measures in place. Firstly the existing points of entry especially in Belfast have been reduced from four to two. Secondly a 24 hour security services has been put in place by appointing private security companies. Thirdly entrances to municipal offices are manned on a daily basis by armed security guards. Fourthly people visiting municipal officials in offices are made to declare their names on a visitors register. Despite these measures being put in place, some security breaches are still occurring though not at a large scale of which their causes could be attributed to deliberate acts of dishonesty and negligence of municipal employees. But on the positive the provision of a 24 hour security services and the commitment of the providers has minimized any loss of municipal assets.

Objectives

- To increase visibility and supervision of traffic officers.
- To establish community policing forums in all wards with the liaison of SAPS.
- To create a secure and safe environmental that minimizes fraudulent activities in the municipality.
- Increase the capacity of the Emakhazeni testing grounds through its engagement with stakeholders.

- To facilitate integrated communication with SAPS, Magistrate Courts and Correctional Services.
- To purchase important equipment and vehicles.
- To protect and safeguard municipal assets and property
- To provide a safe working environment for the municipal staff and clients
- To promote adequate public transport management

Strategies

- Through the visibility of both the traffic and police officers in our communities, reduce criminal activities whilst directly engaging the members of the public. Together with the SAPS, this relationship with the community will strengthen all means aimed at crime prevention and strengthening law enforcement.
- Education campaigns that are related to crime should be embarked on, so that we minimize the number of school going youth that are held in our prisons.
- Maintain a high visibility presence of guards in order to deter illegal and inappropriate actions for signs of crime, fire or disorder etc
- To keep all municipal premises and offices locked especially after hours
- To put security measures around all vulnerable municipal properties

Projects

Programme: TRAFFIC, SAFETY & LICENSING

Project ID	Project Name	Project Location/ward	Project Beneficiaries	Project Objective	Key Performance Indicator	Period	Budget Allocation (Annual) R	Source of Funding	Implementing Agency
CST01	Construction of K 53 Vehicle Testing Centre Phase 1 (a)	8	All wards	To increase the capacity and meet legislative requirements of the testing facilities	Testing grounds and station established as per legislated requirements	2013/2014	R3.9 Million	MIG/PPP	ELM/PPP
CST02	Construction of K 53 Vehicle Testing Centre Phase 1 (a)	8	All wards	To increase the capacity and meet legislative requirements of the testing facilities	Testing grounds and station established as per legislated requirements	2014/2015	R3.9 Million	MIG/PPP	ELM/PPP
CST03	Maintenance of road signs and markings	All units	All wards	To ensure public road safety	Number of signs maintained and km of roads marked	2012/2013 Annually	R152 460.00	ELM	ELM
CST04	Appoint one licensing clerk	All wards	All wards	To ensure more efficient service delivery	Licensing clerk appointed	2012/2013	Salaries budget	ELM	ELM
CST05	Upgrade of taxi ranks	All wards	All wards	To promote adequate public transport management	Upgraded taxi ranks	2013/2014	Public Transport (No Vote)	ELM	ELM

Programme: PROVISION OF SECURITY SERVICES

Project ID	Project Name	Project Location/ward	Project Beneficiaries	Project Objective	Key Performance Indicator	Period	Budget Allocation (Annual) R	Source of Funding	Implementing Agency
CSS01	Provision of security services at strategic Municipal buildings	All units	All wards	To protect and safe guard municipal assets, staff, clients and property	Appointment of service provider Number of incidents reported	2011-2016	R 3.060 000	ELM	ELM

RESPONSIBLE DEPARTMENT

Community Services

5.1.11. ISSUE 11: ENVIRONMENTAL AND WASTE MANAGEMENT

5.1.11.1 ENVIRONMENTAL MANAGEMENT

Problem Statement

As a Municipality in South Africa, ELM's IDP tries to respond to the Millennium Declaration and Millennium development goals of the United Nations Millennium summit in New York in September 2000 on issues of environment. Since ELM is predominantly rural, community members depend on wood for making fire. The lack of proper fire making wood makes our community cut and destroy trees which then destroys the ecosystem that we strongly rely on. Such actions impact negatively on the environment. It is important to note that communities have to be educated about our dependency on ecosystems and further, that sustainable development needs to be linked to the process of sustaining ecosystem services.

Except the above dependency on the ecosystem services, ELM is said to be of agricultural character. This means that the grazing of the herds of cattle, and the fertilizers used for preparing land for ploughing, puts more strain on the environment. This might destroy the sweet grass and give rise to another type that will not be palatable.

The rising of mining activities and application for prospecting rights in the area, especially coal mining, adds extra pressure on environmental degradation and water quality and availability issues.

Further, the environment is highly affected by the veld fires occurring yearly between mid June and early August. The fires destroy both forestry and grazing and make it difficult for the remaining cattle to feed. Since these fire patterns in South Africa are consistent, a thorough integrated disaster management plan must be drafted. The plan must include neighbouring Municipalities that stand to benefit from such a plan during disaster periods. The municipality is not an Air Pollution licensing authority and relies on the Department of Economic development Environment and Tourism regarding to such complaints raised. The municipality also lacks an Air Quality Management Plan for the area.

Due to the biodiversity sensitivity of the municipality, DEAT identified Emakhazeni to benefit from the development of an Environmental Management Framework which was launched in August 2009. Community members need to start to take an interest in environmental matters due to the fact that Global warming and climate change is a reality. Many of the older residents will allude to the fact that the winters of Emakhazeni for instance are not as severe as they were in the past.

A major challenge that has been identified is that Environmental Management is usually confused to be Environmental Health which in actual fact is two separate components. This leads to the Environmental Health (Municipal Health) section having to deal with issues regarding Environmental management as well.

Introduction of the Blue- and Green Drop Certification programs compels the municipality to have a water quality monitoring program which is costly and the sampling of especially the waste water treatment plants according to the license conditions or general standards are time consuming and currently the municipality has only one full time Environmental Health Practitioner and thus there is a serious shortage of personnel in this section at present as this section deals with Municipal Health and majority of the time is spent on waste management issues.

Objectives

- Control and minimize environmental degradation.
- Ensure that the general environment is protected and promoted in a sustainable way.
- Ensure that communities have access to safe drinking water and that water sources are not polluted through water monitoring programs.
- Educate all residents on the importance of the protection of the environment.
- Capacitated Environmental Health section on Environmental management issues.

Strategies

- Educate all residents on the importance of the protection of the environment through on-going awareness campaigns.
- Utilizing the Environmental Management Framework as a management tool.
- Acquire the appropriate equipment to render the water sampling operational monitoring service.
- Capacitated Environmental Health section through skills development on Environmental management courses.
- Monitoring the quality of drinking water and compliance of the effluent water from the waste water treatment plants as per license conditions or general standards.

Projects

Programme: Environmental Management									
Project ID	Project Name	Project Location/ward	Project Beneficiaries	Project Objective	Key Performance Indicator	Period	Budget Allocation (Annual) R	Source of Funding	Implementing Agency
CSE01	Environmental awareness campaigns	All wards	All wards	To ensure that the general environment is protected and promoted in a sustainable manner	Number of awareness campaigns conducted	2012/2013 Annually	R30 000.00	ELM	ELM
CSE02	Monitoring of drinking water and waste water effluent quality	All wards	All wards	To ensure that communities have access to safe drinking water and to minimize water pollution	Number of samples taken Water results from accredited laboratory	2012/2013	R422 000.00	ELM	ELM
CSE03	Appointment of a service provider for sampling at Emthonjeni sewage purification plant as per license conditions	Entokozweni & Emthonjeni	5 & 6	To ensure compliance with license conditions and to minimize water pollution	Service provider appointed License conditions in terms of sampling frequency being met	2011-2016	R50 000.00	ELM Unfunded	ELM
CSE04	Establishment of an in-house laboratory service for monitoring of operational samples	All wards	All wards	To ensure that communities have access to safe drinking water and to minimize water pollution	Monitoring equipments procured	2013-2014 (Phased approach)	R350 000.00	NDM	NDM
CSE05	Development of an Air Pollution Management Plan	All wards	All wards	To minimize and control air pollution	Plan developed and adopted by Council	2013/2014	R150 000.00	NDM Unfunded	NDM/ELM

RESPONSIBLE DEPARTMENT

Community Services

5.1.11.2 WASTE MANAGEMENT

Waste Management

Problem Statement

A Waste Management Plan (WMP) has been developed for Emakhazeni Local Municipality during 2009 but the municipality still has major challenges to meet the goals and objectives of the WMP at this stage. Of the four (4) landfill sites in ELM, three (3) of them, Entokozweni, Dullstroom and Emakhazeni, need to be rehabilitated. Two sites, namely Emakhazeni and Emgwenya are in possession of legal authorizations to operate and the Entokozweni and Dullstroom landfill sites can still be seen as illegal sites. The Emakhazeni old site has received a permit for closure and rehabilitation by the Department of Environmental Affairs and Tourism during March 2009.

Additional funds are urgently required for all the rehabilitation work to be done at the Emakhazeni (Belfast) landfill site. Unfortunately, waste management has not, historically been regarded as a basic infrastructure or priority in South Africa and hence, major challenges are experienced particularly around the following issues:

- All landfill sites in Emakhazeni are not operated as per the permits/guideline documents.
- Neither transfer stations nor weigh bridges are yet to be planned and be constructed.
- Planning for waste management is through limited information especially regarding the waste generation, characterization, air space quantities and quantities of waste disposed. No Waste Information System is available.
- Poor location of sites especially when considering the tourism branding by the municipality and the existing and planned extensions of residential areas.
- Lack of equipment for the management of dumping sites and cleaning of illegal dumping sites.

Currently, in 2011, the rehabilitation, closure and establishment of landfill sites require approximately R 41 million in order to deal with the backlogs to obtain the relevant authorizations. The challenge of extending refuse removal services to the farming communities is proven to be a daunting task because of lack of access as many farming communities reside on privately owned land, as well as the lack of equipment and personnel. As of 2007, an estimation of 1400 households are without refuse removal services, many of whom still rely on burying and burning as a strategy of getting rid of unwanted waste.

Notwithstanding that, challenges relating to illegal dumping in areas where the service is extended are experienced. Illegal dumping is also a serious concern in all units and dealing with it is worsened by the lack of approved Waste Management by-laws. The number of illegal dumping spots and bulk bin areas were identified by the environmental health section and were as follows in October 2008:

Table 18: Number of illegal dumping spots and bulk bin areas

Item	Entokozweni	Emakhazeni	Dullstroom	Emgwenya
Illegal dumping sites	31	16	4	18
Bulk bin areas	7	0	5	7
Total	38	16	9	25

Waste is collected throughout the units on specific days as per a schedule and businesses receive a twice weekly collection. Due to lack of proper education, our township communities continue to use illegal dumping sites. The Municipality has further provided bulk waste bins in a number of strategic positions but, the community members still rather dump their waste outside the bins for no apparent reason. Schedules to collect such waste are available, however, the challenge of a shortage of proper equipments to clean these areas still proves to be problematic. Waste must be collected regularly as it has a potential of causing illnesses.

The issue of bulk bins has actually been identified to cause more of a nuisance than actually assisting in the management of waste in the townships. The main problem of illegal dumping can be attributed to the lack of proper household containers, break-down of refuse collection vehicles and ignorance of community members as the municipality is rendering a weekly collection service.

Although progress has been made with regards to the maintenance and permanent rehabilitation of illegal dumping sites, as service providers were appointed since mid-2009 to assist, there is still much to be done, especially with regards to education to the communities and changing the attitude of residents with regards to proper waste management and working together to keep our environment clean.

Objectives

- Provide a safe, effective and economical waste management and waste disposal service through ongoing management, maintenance and provision of appropriate landfill sites; development of a waste management program, taking into consideration the National Environmental Management: Waste Act 59 of 2008 and the National Waste Management Strategy.
- Control and minimize waste on landfill sites through recycling initiatives.
- Ensure that the general environment is protected and promoted in a sustainable way.
- Management of landfill sites according to the DWAF Minimum Requirements for Landfill.

Strategies

- Fast track the closure and rehabilitation of the existing landfill sites and establish authorized sites which meet the Minimum Requirements as prescribed by DWAF.
- Educate all residents on the importance of the protection of the environment.
- Utilizing the Environmental Management Framework as a management tool.
- Utilizing the Integrated Waste Management Plan (WMP) for Emakhazeni (Sept 2009) as a management tool.
- Promulgation of the Waste Management By-laws.
- Acquire the appropriate equipment/vehicles to render the service.
- Improve management of landfill sites.
- Continue utilizing service providers to assist with the maintenance and rehabilitation of illegal dumping sites.
- Development of a Waste Information System for Emakhazeni.

Projects

Programme: Waste Management									
Project ID	Project Name	Project Location/ward	Project Beneficiaries	Project Objective	Key Performance Indicator	Period	Budget Allocation (Annual) R	Source of Funding	Implementing Agency
CSW01	Rehabilitation of the waste site in Emakhazeni, Phase 1 (a)	8	1,2,3 & 8	To ensure legal compliance of landfill site management	Landfill site in possession of compliance documentation and being operated accordingly	2012/2013	R 3.9 Million	MIG	ELM
CSW02	Rehabilitation of the waste site in Emakhazeni, Phase 1 (b)	8	1,2,3 & 8	To ensure legal compliance of landfill site management	Landfill site in possession of compliance documentation and being operated accordingly	2013/2014	R 4 Million	MIG	ELM
CSW03	Rehabilitation of the waste site in Emakhazeni, Phase 1 (c)	8	1,2,3 & 8	To ensure legal compliance of landfill site management	Landfill site in possession of compliance documentation and being operated accordingly	2014/2015	R 12.7 Million	MIG	ELM
CSW04	Establishment, management and permitting of Emakhazeni landfill site (New – Phase 2)	1,2, 3 & 8	1,2, 3 & 8	To ensure legal compliance of landfill site management	Landfill site in possession of compliance documentation and being operated accordingly	2013/2014	R 7 000 000.00	Unfunded	ELM
CSW05	Rehabilitation and closure of Dullstroom landfill site	4	4	To ensure legal compliance of landfill site management	Landfill site in possession of compliance documentation and being operated accordingly	2013/2014	R 7 000 000.00	Unfunded	ELM
CSW06	Establishment, management and permitting of new Dullstroom landfill site	4	4	To ensure legal compliance of landfill site management	Landfill site in possession of compliance documentation and being operated accordingly	2013/2014	R 6 000 000.00	Unfunded	ELM

CSW07	Rehabilitation and closure of Entokozweni landfill site	5 & 6	5 & 6	586	To ensure legal compliance of landfill management	Landfill site in possession of compliance documentation and being operated accordingly	2012/2013	R 7 000 000.00	Unfunded	NDM
CSW08	Establishment, management and permitting of new Entokozweni landfill site	5 & 6	5 & 6	5 & 6	To ensure legal compliance of landfill management	Landfill site in possession of compliance documentation and being operated accordingly	2012/2013	R 7 000 000.00	Unfunded	NDM
CSW09	Establishment and management of Emgwenya landfill site	7	7	7	To ensure legal compliance of landfill management	Landfill site in possession of compliance documentation and being operated accordingly	2012/2013	R 7 000 000.00	Unfunded	NDM
CSW10	Purchasing of 1 Bulldozer and Low-bed	All units	All wards	All wards	To provide a safe, effective and economical waste management and disposal system	Bulldozer and low-bed procured	2013/2014	R 4 600 000.00	Unfunded	ELM
CSW11	Purchase of 1 (One) TLB	All units	All wards	All wards	To provide a safe, effective and economical waste management and disposal system	TLB procured	2012/2013	R 500 000.00	Unfunded	ELM
CSW12	Purchasing of 4 tractors and 4 trailers	All units	All wards	All wards	To provide a safe, effective and economical waste management and disposal system	Number of Tractors and trailers procured	2012/2013	R 1 600 000.00	Unfunded	ELM
CSW13	Purchase of 1 (One) Tipper truck	All units	All wards	All wards	To provide a safe, effective and economical waste management and disposal system	Tipper truck procured	2012/2013	R 550 000.00	Unfunded	ELM
CSW14	Leasing of LDV for one supervisor	All units	All wards	All wards	To provide a safe, effective and economical waste management and disposal system	LDV leased	2011-2013	R 60 000 per annum	ELM (Rental agreement)	ELM

CSW15	Purchasing of 2 (two) compactor trucks	All units	All wards	To provide a safe, effective and economical waste management and disposal system	Number of compactor trucks procured	2013/2014	R3 000 000.00	Unfunded	NDM
CSW16	Appointment of service providers to continue with maintenance of illegal dumping sites in all units.	All units	All wards	To provide a safe, effective and economical waste management and disposal system	Appointment of service provider and number of sites cleaned	2012/2013	R 1 050 000.00 (Only available budget on rehabilitation vote for 2011/2012 is R 1 699 150.00)	ELM	ELM
CSW17	Appointment of service providers to assist with maintenance of all 4 landfill sites	All units	All wards	To provide a safe, effective and economical waste management and disposal system	Appointed service provider and number of sessions conducted	2012/2013	R 1 500 000.00 (Only available budget on rehabilitation vote for 2011/2012 is R 1 699 150.00)	ELM	ELM
CSW18	Development of a Waste Information System	All units	All wards	To provide a safe, effective and economical waste management and disposal system	Waste information system in place	2012/2013	R 1 000 000.00	Unfunded	NDM
CSW19	Provision of access control gate, fence, guard-house and toilets at Emgwenya landfill site	7	7	To provide a safe, effective and economical waste management and disposal system	Access control gate, fence, guard-house and toilets installed	2012/2013	R300 000.00	Unfunded	ELM
CSW20	Provision of access control gate, fence, guard-house and toilets at Entokozweni landfill site	5 & 6	5 & 6	To provide a safe, effective and economical waste management and disposal system	Access control gate, fence, guard-house and toilets installed	2012/2013	R300 000.00	Unfunded	ELM
CSW21	Provision of access control gate, fence, guard-house and toilets at Emakhazeni landfill site	1,2,3 & 8	1,2,3 & 8	To provide a safe, effective and economical waste management and disposal system	Access control gate, fence, guard-house and toilets installed	2012/2013	R300 000.00	Unfunded	ELM

CSW22	Provision of access control gate, fence, guard-house and toilets at Dullstroom landfill site	4	4	To provide a safe, effective and economical waste management and disposal system	Access control gate, fence, guard-house and toilets installed	2012/2013	R300 000.00	Unfunded	ELM
CSW23	Procurement of refuse bags	All wards	All wards	To provide a safe, effective and economical waste management and disposal system	Number of refuse bags procured	2012/2013	R40 875.00	ELM	ELM
CSW24	Procurement of signs and notice boards	All wards	All wards	To ensure that the general environment is protected and promoted in a sustainable manner	Number of signs and notice boards procured	2012/2013	R25 410.00	ELM	ELM

RESPONSIBLE DEPARTMENT

Community Services

5.1.12 ISSUE 12: SOCIAL WELFARE

Problem Statement

The unemployment rate of the municipality currently stands at 30%. Be that as it may, the majority thereof are within the low income earners bracket; hence, poverty levels in our communities remain high. This is particularly the case with farm workers most of whom earn less than R500 per month. This situation means that their family members have to be assisted with welfare grants and other social grants.

The table below as extracted from the Nkangala District IDP 2011-2016 depicts the Number of beneficiaries accessing social grants in 2010:

Table 6 Number of beneficiaries accessing social grants in 2010

Grant Type	Emakhazeni Local Municipality
Old Age	2,854
War Veteran	0
Permanent Disability	1,884
Temporary Disability	417
Foster Care	561
Care Dependency	107
Child Support Grant (0-7)	4,453
Child Support Grant (7-9)	1,198
Child Support Grant (9-11)	1,272
Child Support Grant (11-14)	1,828
Child Support Grant (14-15)	535
Child Support Grant (15-16)	448
Child Support Grant (16-17)	153
Grant in Aid	8
TOTAL	15,718

The Department of Home Affairs is currently providing birth and death certificates as well as identity documents in order for communities to access the social welfare services. Currently, this department is hosted in various municipal buildings in the urban areas. Although there is a Thusong Centre in Wonderfontein that accommodates the various departments for easy access of services in rural areas, the majority of farm dwellers to access the services.

With regards to Social Services, it is the farm community that is in dire need of the services provided by these departments. Be that as it may, the Department does not reach out to the farm communities since they do not have facilities that can be used in these farms. A multi-purpose community centres (MPCC) has been established in Wonderfontein. Further the ELM is to solicit funds for the establishment of one at Poolzee and Emgwenya.

Objectives

- To ensure improvement of living standards of our communities with special emphasis on the needs and potential of women, children, and the elderly
- To build infrastructure for the provision of various Government services particularly in the previously disadvantaged areas.

Strategies

Through the establishment of the Thusong Centers, the municipality intends to extend welfare departments services such as that of the sector departments (Health, Social Services, Home Affairs, to name but few) by hosting these departments. This linkage will further reduce the travelling time by the community in accessing these services

Programme: Social Welfare									
Project ID	Project Name	Project Location/ward	Project Beneficiaries	Project Objective	Key Performance Indicator	Period	Budget Allocation (Annual) R	Source of Funding	Implementing Agency
CSS01	Construction of a Multi-purpose community centre	7	7	To build infrastructure for the provision of various Government services particularly in the previously disadvantaged areas.	Constructed MPCC	2012/2013	Unknown	WB NOKA Consortium	WB NOKA Consortium
CSS08	Upgrading of beer hall in Emgwenya into a Multipurpose center	Emgwenya	7	To build infrastructure for the provision of various Government services particularly in the previously disadvantaged areas	Multipurpose centre built in Emgwenya	2013/2014	R2 000 000.	Human Settlement	Human Settlement
CSS09	Construction of Poolze Multipurpose center	Poolze	2	To build infrastructure for the provision of various Government services particularly in the previously disadvantaged areas	Multipurpose centre built in Poolze	2013/2014	R2 000 000.	Human Settlement	Human Settlement

5.1.13. ISSUE 13: EDUCATION

PROBLEM STATEMENT

The Educations System is regarded as a central pillar of economic growth and of the fight against poverty and joblessness. The challenge of priority skills shortage can be dealt with if the majority of our youth was functionally literate, as a starting point. Although section 29 of the Constitution of the Republic of South Africa states that everyone has the right to basic education, including adult basic education and further education. This is due to the rural nature of ELM, with the majority of schools being farm schools which are multi-graded and with a shortage of human resources and other educational facilities. The condition of some of these schools is totally not conducive for learning to take place.

Table 20: Schools types and their location

Type of School	Total	Name of school	Area	Ward
Secondary School	5	Khayalami Belfast Academy Siyifunile Imemeza Sikhulile	Siyathuthuka Belfast/ Emakhazeni Sakhelwe Emgwenya Emthonjeni	3 1 4 7 6
Secondary Schools (Farms)	4	Mörelig Poolzee* Tonteldoos* Klipspruit*	Wonderfontein Stofberg Tonteldoos Badfontein	1 4 4 5
Primary Schools	7	Ukhwezi Belfast H.P Mpilonhle Ebhudlweni Dumezizweni Laerskool Machado Laerskool Oosterlijn	Siyathuthuka Siyathuthuka Sakhelwe Emgwenya Emthonjeni Machadodorp/Entokozweni Waterval Boven/Emgwenya	2 3 4 7 6 6 7
Primary Schools(Farms)	13	Madlayi Ummeli Modova Hambanathi* Thembaletu Petrus Umthombopholile Phakama Belhambra Airlie Eerstelingsfontein Blomplaas Nhlupheko	Sterkloop (Stofbeurg Road) Belfast (Emakhazeni) town Palmer Santa (Dullstroom) Rooiklip (Dullstroom/Machado) Entokozweni (Machadodorp) Badfontein boarder Badfontein verloren valley Schoemanskloof Arlie (Waterval Onder) Eestelingsfontein Hadeco (Emakhazeni) Sunbury (Emakhazeni)	2 1 2 4 5 5 5 5 5 5 1 1
Schools for learners with special Education needs	1	Platorand	Emakhazeni (Belfast) town	1
Private Schools	4	Chuzon Emakhazeni Bitchcroft Dullstroom	Entokozweni Emakhazeni Dullstroom Dullstroom	6 1 4 4
FET	1	Nkangala Campus	Emgwenya	7
TOTAL NUMBER OF SCHOOLS	35			

The scholar transport for the farm schools has been a challenge within this municipality. The planning arrangements of the past saw the establishment of a number of farm schools which are far from town and township schools. With the merging of some of the high schools which are found in town and township, the scholar transport policy of the Department of Education does not cater for this special case.

The campus at Emgwenya is the only Further Education and Training College (FET) within the municipal jurisdiction. However, it was not administered within the municipality or the Nkangala District Municipality. This institution although it is in our area, did not benefit our students since the curriculum planning occurred in Ehlanzeni, not taking into consideration the needs of our municipality and District Municipality, thus the skills shortage. However, this issue has since been rectified and the FET college is under the Nkangala Region and Emakhazeni Local Municipality from 2011 going forward.

In terms of scheduled 4 Part A of the Constitution, education at all levels, excluding tertiary education falls under the function areas of concurrent National and Provincial Legislative Competence . Even though all education related issues in the Municipality are dealt with by the Mpumalanga Department of Education, the new approach of integration of service packages calls the department to consider the Municipal IDP for future delivery of this basic service. Further, because of its potential to uplift the standard of living communities. Education has been elevated from being a departmental issue and/or a governmental issue to being a societal issue that must occupy the minds of all the ELM residents.

The schools outreach programmes has shared light in the course of non payment of municipal services by some schools. The poverty index utilized by the MDE to classify schools under various quintiles has left the poor schools poorer. The index utilized, does not take into consideration the indigent policy of the ELSEN School, (school for Education of Learners with Special Educational Needs) which is well positioned for the skilling of the youth.

On poverty alleviation, the majority of primary schools are on the NSNP (National Schools Nutrition Programme). We further welcome the proposal by the Department of Education to extend the NSNP to High schools.

Objectives

- To promote the culture of learning and teaching in our schools throughout the municipality
- To ensure that library information services contribute to social and economic wellbeing of our communities.
- To facilitate and support the upgrading and maintenance of the schools
- To support the circuit in awareness/prevention of HIV/AIDS in schools

- To facilitate, participate and support all Circuit, Regional , Provincial and National programmes conducted.
- To encourage integrated planning between the MDE and ELM.
- To respond to the MDG of achieving Universal Primary Education.
- To halve illiteracy

Strategies

- Facilitating integrated planning between the sector departments and the ELM.
- Facilitating the drafting of an implementation and monitoring and reporting plan.
- The establishment of a cross department task team that will deal with education related matters.
- Hosting the Education Indaba to share the impact of illiteracy and poor education levels on the wellbeing of the municipality and the community.

Projects

Programme: EDUCATION									
Project ID	Project Name	Project Location/ward	Project Beneficiaries	Project Objective	Key Performance Indicator	Period	Budget Allocation (Annual) R	Source of Funding	Implementing Agency
CSD01	Monthly awareness promotion displays	All units	All wards	To ensure that library information services contribute to the social wellbeing of our communities	Number of displays done	2012-2016	R5 000.00	ELM	ELM
CSD02	Career Expo	All wards	All wards	To promote the culture of learning and teaching in our schools throughout the municipality	Number of career expos held	2012-2016	R 20 000. 00	ELM	ELM
CSD03	Price giving to well performing schools, educators and learners	All wards	All wards	To promote the culture of learning and teaching in our schools throughout the municipality	Number of awards handed out	2012-2016	R 50 000.00	ELM	ELM
CSD04	Offer Bursaries to deserving learners	All wards	All wards	To promote the culture of learning and teaching in our schools throughout the municipality	Number of bursaries issued	2012-2016	R 40 000.00	ELM	ELM
CSD05	Successful transfer of Emgwenya FET college from Ehanzeni to Nkangala	All wards	All wards	To facilitate, participate and support all Circuit, Regional, Provincial and National programmes conducted.	Approved transfer of Emgwenya FET to Nkangala region	2012/2013	Unknown	DoE	DoE

CSD06	Upgrading and addition of grade R facilities	4	4		To promote the culture of learning and teaching in our schools throughout the municipality	Number of constructed facilities	2011/2012	Unknown	DoE	DoE
CSD07	Construction of additional classroom in Moorelig School in Wonderfontein	1	1		To create a conducive environment for learning and teaching	Additional classrooms built	2013/2014	Unknown	DoE	DoE
CSD08	Building of a Boarding School	6	Ward 6		To promote the culture of effective learning	Boarding school built	2012-2016	Unknown	DoE	Public Works
CSD09	Registration of learners at institutions of higher learning	All	All		To promote the culture of learning and building a better society	Number of learners registered at institutions of higher learning	2012-2013	R250,000	PPP	ELM and private sector
CSD10	Motivational meetings with grade 12 learners	All secondary schools	All secondary schools		To promote the culture of effective learning and motivating the grade 12's prior to them writing Exams	Number of schools visited.	2012-2013	Unknown	PPP	ELM and DoE

RESPONSIBLE DEPARTMENT

Office of the Executive Mayor

5.2. ECONOMIC GROWTH AND DEVELOPMENT

5.2.1. ISSUE 14: LOCAL ECONOMIC DEVELOPMENT

Problem Statement

- According to the community survey done in 2007 the municipality has a high unemployment rate of females compared to males, about 65% of males and 37 % of females were employed in 2007, this indicates that the Municipality should strive to create a enabling environment for employment of females in the economic sectors.
- The Municipality has a LED strategy which was compiled by Urban Econ Development Economists for the entire Nkangala District Municipality. The strategy was adopted by council in 2007. The Municipality has identified a need to review the LED strategy and has in 2010 requested assistance from COGTA for the review of the strategy. COGTA has agreed to assist and already presented an implementation plan for the review of the LED strategy and there is work in progress to review the strategy and the updating is due to be completed in the fourth quarter of 2010/2011 financial year.
- The review of the LED strategy will also means that the Municipality seeks to integrate the priorities of the New Growth Path as presented by the National Minister in November 2010 as well as the Mpumalanga Economic Growth Path
- To demonstrate a need to understand local economic profile the municipality has to explore the economic activities in all sectors of the economy of Emakhazeni i.e. Mining, Agriculture, Trade and Tourism.
- In order to deal with the challenge of wide business linkage between big business and SMME's the Municipality has revived the community development forums , amongst others the objectives of the development forum is to share information, networking and capacity development on issues affecting community development as well as promoting job opportunities in the Municipalities
- In order to address the high rates of poverty especially in the farming areas through agriculture and beneficiation the Municipality should continue to promote the programme of Masibuyele Emasimini
- To indicate a linkage between the LED priorities and the spacial rationale of the Municipality the Spatial Development Framework as adopted by council in 2009 also deals with issues of the main economic development thrusts i.e. tourism, agriculture, SMME development , mining and beneficiation and education and specialized training

- In order to expedite skills development and support for women who produce Arts, craft and traditional products the Municipality has established a Arts and Craft forum and works in collaboration with DEDET and DCSR to promote the noble work.
- In building a stronger relationship with the social partners the Municipality has established a big business forum comprising of all role players in the big business and the forum is chaired by the Executive Mayor

Objective(s)

- To ensure economic growth in all sectors of the economy in order to curb unemployment and related negative issues.
- To make our area most popular trade and investment destination
- To ensure economic growth that is inclusive and contributing to overall human development
- To build a strong relationship with our social partners in ensuring that our economy is developed for the benefit of poor communities
- To erect bill boards to brand the municipality so as to attract investment in our area
- To present the Spatial Development Framework(SDF) to various sectors of the community for them to understand how the LED priorities informs the spatial rationale of the Municipality
- Integrate the priorities of the Mpumalanga Growth and Development Path with the LED strategy of the Municipality
- To engage big businesses to discuss beneficiation and related matters
- The skills development should be focused to the scarce skills

Strategy

- To ensure that the Spatial Development Framework is presented to various sectors of our communities so as to make them understand how the LED priorities informs the spatial rationale of the Municipality.
- To ensure that the review of the LED strategy will integrate the priorities of the National and Mpumalanga Economic growth path
- Continue to engage with social partners to create employment opportunities as well as better communities

Projects

Programme:

Project ID	Project Name	Project Location/ward	Project Beneficiaries	Project Objective	Key Performance Indicator	Period	Budget Allocation (Annual) R	Source of Funding	Implementing Agency
MML01	Review and implementation of Local Economic Development Strategy	All Wards	All Wards	To ensure that the LED strategy integrates with the National Mpumalanga Economic growth path	LED strategy revived and implemented	2012/2013	R150,000,00	ELM	ELM
MML02	Building of 20 houses in Emakhazeni	1	Ward1	Strengthen the working relations between ELM and the social partners	Total number of houses built	2012/2013	R1000,000,00	NBC EXXARO	ELM
MML03	Establishment of SMME co-operatives	All wards	All wards	To promote and raise funds for SMME's development and growth	Number of Co-operatives established	2012/2013	None	ELM	ELM
MML04	Building of roads in Emthonjeni	6	Ward 6	To partner with our social partners in ensuring that our communities are developed	Paved roads in Emthonjeni	2012/2013	R3,000,000,00	Nkomati Mine	ELM & Nkomati Mine
MML05	Extension of the Phezukomkhono brick making plant in Siyathuthuka and adding of beneficiaries	3	Ward 3	To partner with our social partners in ensuring that our communities are developed	Brick plant extended and the number of beneficiaries employed	2012/2013	Unknown	NBC EXXARO	ELM & NBC EXXARO
MML06	Establishment of a project to produce chemicals like handy any, sunlight liquid etc	2& 3	Ward 2&3	To partner with our social partners in ensuring that our communities are developed	Total number of people employed	2012/2013	Unknown	NBC EXXARO	ELM & NBC EXXARO
MML07	Establishment of a brick plant in Sakhelwe	4	Ward 4	To promote and raise funds for SMME's and growth	Number of people employed in the brick plant	2012/2013	R500,000,00	Department of social services	Sifunumtho brick plant

MML08	Umgwenya Urban Renewal	7	7	<p>To ensure economic growth in all sectors of the economy in order to curb unemployment and related negative issues.</p> <p>To build a strong relationship with our social partners in ensuring that our economy is developed for the benefit of poor communities</p>	Development of purchased land for integrated human settlements	2012/2013	R6 Billion	WB-NOKA	WB-NOKA
MML09	Rolling Hills Estate	8	All wards	To make our area most popular trade investment destination	Established estate	2012/2013	R 150 Million	Basil Read	Basil Read
MML10	Belfast Boulevard Development	8	All wards	To make our area most popular trade investment destination	Improved CBD area of Emakhazeni (Belfast)	2012/2013	R 30 Million	ELMIR Projects	ELMIR Projects

RESPONSIBLE DEPARTMENT

Office of the Municipal Manager

5.2.2. ISSUE 15: POVERTY ALLEVIATION AND JOB CREATION

Problem Statement

The economy has not created sufficient employment opportunities for many of our people over the past three decades. Creating more and better jobs must lie at the heart of any strategy to fight poverty, reduce inequalities and address rural underdevelopment.

The new growth path starts by identifying where employment creation is possible, both within economic sectors as conventionally defined and in cross cutting activities. It then analysis the policies and institutional developments required to take advantage these opportunities. Emakhazeni Local Municipality has established stake holder engagement forums which aim at promoting job creation opportunities in our area. The Municipality in partnership with its social partners meets at list once a moth to discuss, share information about matters affecting community development and job creation.

In line with the LED strategy of the municipality the National Growth Path indicates that National government will prioritize efforts to support employment creation in the following key sectors:

- ✓ Infrastructure
- ✓ The agriculture value chain
- ✓ The mining value chain
- ✓ The green economy
- ✓ Manufacturing sectors
- ✓ Tourism

Objectives

- To ensure economic growth and all capital projects contribute towards the alleviation of poverty and job creation
- To increase the labour intensity of government funded infrastructure projects, environmental programmes and public social grants
- To achieve the objectives of the National and Mpumalanga Economic Growth and Development Path as linked to the LED strategy

Strategy

- To upgrade infrastructure in order to boost tourism in Emakhazeni
- Ensure that all the poverty alleviation and job creation projects are implemented and sustained all costs
- To partner with social partners to create job opportunities in our area

Projects

Programme: Poverty Alleviation and job creation

Project ID	Project Name	Project Location/ward	Project Beneficiaries	Project Objective	Key Performance Indicator	Period	Budget Allocation (Annual) R	Source of Funding	Implementing Agency
MMP01	Establishment of a brick making plant in Sakhelwe	4	Ward 4	To promote and raise funds for SMME's and growth	Number of people employed in the brick plant	2012/2013	Unknown	Department of social services	Sifunumtho brick plant
MMP02	Establishment of poultry project in Poolzee	2	Ward 2	To promote and raise funds for SMME's and growth	Number of people employed in the poultry project	2012/2013	Unknown	PPP	ELM & SMME's
MMP03	Establishment of poultry project in Zoekop	1	Ward 1	To promote and raise funds for SMME's and growth	Number of people employed in the poultry project	2012/2013	Unknown	PPP	ELM & SMME's
MMP04	Establishment of poultry project in Emgwenya	7	Ward 7	To promote and raise funds for SMME's and growth	Number of people employed in the poultry project	2012/2013	Unknown	PPP	ELM & SMME's
MMP05	Sustain the current projects by implementing a turn around strategy	All wards	All wards	To promote and raise funds for SMME's and growth	Number of people employed in the poultry project	Ongoing	Unknown	PPP	ELM & Social partners
MMP06	Electrification and functionality of the sewing project in Wonderfontein	1	Ward 1	To promote and raise funds for SMME's and growth	Functionality of the project	2012/2013	R65.000,00	Umcebo Mine	ELM & SMME's
MMP07	Establishment of recycling projects	1,3,4,5 & 7	Ward 1,3,4,5 & 7	To promote and raise funds for SMME's and growth	Total number of people employed	2012/2013	Unknown	PPP	ELM & SMME's

NB: with regard to job creation there are no specific projects. Job creation will affect all the capital projects contained herein

RESPONSIBLE DEPARTMENT

All departments

5.2.3. ISSUE 16: TOURISM AND INVESTMENT

Problem Statement

Tourism has been identified as a key local economic developing strategy, especially for smaller urban centers on the periphery of large urban areas. It is perceived by many that tourism has potential as a pro-poor strategy, thus promoting community development and sustainability in a manner that is not harmful to communities involved.

Destination with special resources of natural, cultural or historical significance has the potential to adopt tourism as a development strategy. According to the Local Economic Development (LED) strategy of the Municipality (Urban –Econ, 2007), the largest sector in terms of GDP output within ELM is the transport and communication sector followed by the trade mining sector. Formal employment in the Municipality is located in the agricultural, trade and government service sectors.

According to the Emakhazeni LED strategy, significant development potential exists with regard to development of tourism in the area, however there are constraints that needs to be addressed in order to ensure that an enabling environment s created to foster tourism development in the area. These constraints, as identified in the LED Strategy include:

- A lack of high standard tourism product and services
- Alack of tourism identity for the whole area
- A lack of adequate signage
- Lack of proper tourism routes in Emakhazeni
- Upgrading of infrastructure for nature based tourism, adventure tourism, agri- tourism information sharing, tourism development potential and alternative tourism.

Objectives

- To ensure that Emakhazeni Local Municipality becomes the central area that holds huge tourism opportunity, especially seen in the light of its undisturbed natural environment.
- To investigate the development of eco-tourism projects in the Emgwenya area .
- The development of the Emakhazeni dam, Dullstroom dam, a Fly-fishing park in Entokozweni and further development of the Elandskrans resort in Emgenya hold tremendous potential for the region and could have positive spin-offs for the area as a whole.
- The development of a High Altitude Training Centre in Siyathuthuka will also raise the status of the area and attract tourists and developers.

Strategy

- To come up with incentives to big and small companies that would like to pursue business in tourism with the PDI's.
- To encourage optimal usage of the existing Municipal property which are underutilized in order to participate in this industry.
- To develop tourism route in Emakhazeni/Belfast
- To explore and revive the tourism products and attractions which are actually important for attracting both international and domestic tourist in our area.

Projects

Programme:

Project ID	Project Name	Project Location/ward	Project Beneficiaries	Project Objective	Key Performance Indicator	Period	Budget Allocation (Annual) R	Source of Funding	Implementing Agency
MMT01	Upgrading of the Phola park (Fly fishing) in Entokozweni	6	Ward 6	Development of leisure tourism in our area	Phola Park upgraded to a high standard	2012/2013	R1000.000,00	NDM	ELM
MMT02	Installation of tourism, historical and cultural signage	All	All	Creation of enabling environment to attract tourists in our area	Signage to cultural, tourism and historical sites installed	2012/2013	Unfunded	ELM/MTPA	ELM
MMT03	Building of a tourism market in Wonderfontein	1	Ward 1	To develop tourism development potential in our area	Tourism market established in Wonderfontein	2012/2013	Unfunded	PPP	ELM
MMT04	Construction of cultural villages in Emgwenya and Emakhazeni/ Belfast	1 & 7	Ward 1 & 7	Development of tourism potential in our area	Cultural villages constructed and number of jobs created in our area	2012/2013	Unfunded	PPP	ELM
MMT05	Establishment of tourism routes in Emakhazeni (Belfast)	1	Ward 1	Creating an enabling environment to attract tourists in our area	Tourism routes established in Emakhazeni	2012/2013	Unfunded	PPP	ELM & Private sector
MMT06	Revival of outdoor adventure in and around Emgwenya's natural features which includes waterfall, old tunnel, Paul Kruger's hof, Zasm tunnel and the ancient stone walls on top of the mountain	7	Ward 7	Creating an enabling environment to attract tourists in our area	Outdoor adventure revived in Emgwenya	2012 - 2015	Unfunded	PPP	ELM & Private sector

MMT07	Monitoring employment opportunities created through the establishment of the high altitude sports centre in Siyathuthuka	3	Ward 3	Development of recreational, accommodation and sports facilities in our area	High altitude sports centre constructed	2012-2016	R100.000,000	DCSR & MPSA	ELM,DCSR & MPSA
MMT08	Tourism Safety Monitors	All Wards	All wards	To promote a safe environment and attraction of tourists	Total number of Tourism Safety Monitors employed	2012/2013	Unknown	MTPA	MTPA & ELM
MMT09	Upgrading of Elandskrans resort	7	7	To explore and revive the tourism products and attractions which are actually important for attracting both international and domestic tourist in our area.	Upgraded resort	2012/2013	Unknown	WB NOKA Consortium	WB NOKA Consortium

RESPONSIBLE DEPARTMENT

Office of the Municipal Manager

5.2.4 ISSUE 17: YOUTH, GENDER AND DISABLED

Problem Statement

- High rate of unemployed
- Teenage pregnancy
- Poverty
- HIV/AIDS prevalence
- Substance abuse
- Inadequacy of recreational and entertainment facilities especially in entertainment
- Majority of Household in Emakhazeni are child headed
- Lack of facilitation for early childhood development
- Lack of career guidance and development of young entrepreneurs
- Lack of mainstreaming and exit plan of youth development at local government level
- Lack of Education and Skilling response plan
- Lack of support from departments and private sector for youth development co-operatives
- Youth delinquency
- Lack of interest in issues of local government.

Objectives

- To develop strategies to guide the development in favour of the targeted groups.
- To mainstream youth, gender and disabled issues.
- To create sustainable development and empowering environment for the targeted groups.
- To involve progressive youth structures on matters of local government.
- To ensure that economic growth benefits all including the less privileged.
- To convene the career expo targeting groups to acquire knowledge, skills, positive attribute and values.
- To create a platform to engage with people living with disabilities.
- To afford the targeted groups with opportunities to develop and advance their full potential.
- To create a platform for the youth, women, disable and aged to shape their own development through debates

Strategies

- Facilitate workshops through national youth agency.
- To have Road show and seminars to create awareness on gender issues, HIV/AIDS, introduction on local government.
- Establish junior council in order to achieve progressive youth structures in matters local government.
- To use social network such as face book, in order to reach young people especially those in rural areas.
- Arrange a joint crime prevention awareness campaign with SAPS, security agents and schools.
- Develop a comprehensive response plan on the HIV& AIDS pandemic.
- To development a comprehensive roll-out plan on local youth service.
- Upgrading of existing recreational and entertainment facilities to keep away young people form substance abuse, crime, teen pregnancy and other social ills.

Projects

Programme: Youth, gender and disabled									
Project ID	Project Name	Project Location / Ward	Project Beneficiaries	Project Objective	Key Performance Indicator	period	Budget Allocation (Annual)R	Source of Funding	Implementing Agency
MMY01	Compilation of youth development strategy	All wards	All wards Youth (ages of 16-35)	To develop strategies to guide the development in favour of the targeted groups.	Compiled strategy	12 months	R500 000.00	NYDA & Nkangala District and Social Partners	ELM
MMY02	Focused skills development for youth, people living with disability and women	All wards	Youth (ages of 16-35)	To afford the targeted groups with opportunities to develop and advance their full potential	Technically skilled youth, women and people living with disabilities.	12 months	Unknown	PPP	ELM
MMY03	Women's Seminar	All wards	Youth (ages of 16-35)	To create a platform for the youth, women, disabled and aged to shape their own development through debates	number of seminars held	Once a year	R50 000.00	Youth vote	ELM
MMY04	People living with disability seminar	All wards	Youth (ages of 16-35)	To create a platform to engage with people living with disabilities.	number of seminars held	Once a year	R100 000.00	Social Service's vote	ELM
MMY05	Convene youth outreach focusing on HIV/AIDS, Drugs and substance abuse	All wards	Youth (ages of 16-35)	To mainstream youth, gender and disabled issues.	number of outreach held	Once in a quarter	R200 000.00	sector department and social partners	ELM
MMY06	Establishment of youth co-operatives	All wards	Youth (ages of 16-35)	To ensure that economic growth benefits all including the less privileged	No of young people registered as co-operative	12 months	None	Sector Department Sinethemba and DEDET	ELM
MMY07	Convene career	All wards	Youth	To convene the	Number of	12 months	R40 000.00	PPP	ELM

MMY08	exhibition expo	All Wards	Youth (ages of 16-35)	career expo targeting groups to acquire knowledge, skills, positive attribute and values.	career expo held	Ongoing support	Unknown	Social service, Private sector	ELM			
MMY09	Support youth advisory centre (YAC)	All wards	Youth (ages of 16-35)	To afford the targeted groups with opportunities to develop and advance their full potential.	Number of youth advisory centres supported	Annually	R250 000.00	Social Partners	ELM			
MMY10	Motivational meetings with grade 12 learner's	All wards	Youth	To afford the targeted groups with opportunities to develop and advance their full potential.	Number of high schools visited	Annually	None	ELM	ELM			
MMY11	Grade twelve prayer sessions	All wards	Youth	To afford the targeted groups with opportunities to develop and advance their full potential.	Prayer sessions	Annually	R200 000.00	PPP	PPP			
	Registering grade 12 learner's higher institute	All wards	Youth	To afford the	Number of grade 12	Annually	R200 000.00	PPP	PPP			

	learning					learner's registered				
					targeted groups with opportunities to develop and advance their full potential.					

RESPONSIBLE DEPARTMENT

Youth Development Unit and Transversal Unit.

5.3 FINANCIAL MANAGEMENT

5.3.1. ISSUE 18: FINANCIAL VIABILITY

Introduction

Emakhazeni Local Municipality is a low capacity Municipality and the general view of such Municipalities is that they are struggling entities

Contrary to the above general impression the Municipality has achieved the exact opposite of the public's general view and that is a remarkable success.

The status of the municipality's financial statements.

Emakhazeni local municipality has conquered the above challenges and this is proven by the following audit opinions received:

- Qualified financial statements for the years prior to 2005.
- An unqualified audit report for the 2005/6 book year
- An unqualified audit report for the 2006/7 book year.
- An unqualified audit report for the 2007/8 book year.
- An unqualified audit report for the 2008/9 book year.
- An unqualified audit report for the 2009/10 book year.
- An unqualified audit report for the 2010/11 book year.

The following factors that contributed to the above should be taken into consideration:

- The 2005/6 unqualified report was received retrospectively after the strong intervention of top management.
- The 2009/10 statements were fully GRAP compliant including GRAP 17 which is per directive 4 now still work in progress.
- The Municipality has a fully functional Audit Committee shared with Nkangala District Municipality.
- The Municipality has a fully functional internal Audit unit.
- The fact that the IDP at any current period is directly linked to budget votes via the SDBIP which are reviewed on a monthly basis up to midyear assessment framework.

Financial plan 2012/13.

The basic financial plan is summarized in our 2012/2013 draft budget which then directly relates to various financial projects and ongoing plans to ensure the continuation of the above trends and directly related to the following financial department interventions and management which are more detailed under strategy later on:

- Expected cash flow.
- Budget office related processes.
- Income office related processes.
- Expenditure office related processes.
- Procurement office related processes.
- Financial statement office related processes.

The following draft budget has been compiled and is now in the process of being approved as per National Treasury Circular 58.

Budgeted Revenue:

The total estimated revenue for 2012/2013 financial year is R 156,875,961.30 and the sources are summarized below in table 23.

Table 21: Total estimated revenue for 2012/2013 financial year

Item Description	2011/12		2012/13		2013/14	2014/15
	Current Budget DR	% of Budget	Proposed Budget DR	% of Budget	Estimated Budget DR	Estimated Budget DR
GRANTS & SUBSIDIES	47,903,000.00	29%	54,877,000.00	34%	57,728,000.00	62,140,000.00
PROPERTY RATES	14,993,823.00	9%	26,250,000.00	16%	27,562,500.00	28,940,625.00
ELECTRICITY	46,853,516.00	28%	37,989,458.77	23%	39,888,931.71	41,883,378.29
WATER	10,069,817.00	6%	10,573,307.85	7%	11,101,973.24	11,657,071.90
SEWERAGE	6,392,214.00	4%	6,711,824.70	4%	7,047,415.94	7,399,786.73
REFUSE	5,466,555.00	3%	5,739,882.75	4%	6,026,876.89	6,328,220.73
OTHER	35,702,455.00	21%	20,123,790.53	12%	21,129,980.06	22,186,479.06
TOTAL	167,381,380.00	100%	162,265,264.60	100%	170,485,677.84	180,535,561.71
LESS: REVENUE FORGONE	5,742,770.00		5,389,303.30		5,658,768.47	5,941,706.89
TOTAL DIRECT OPERATING REVENUE	161,638,610.00		156,875,961.30		164,719,759.23	172,955,747.11

Grants

The Division of Revenue Act for the 2012/13 has allocated the following GRANTS as follows:

Table 22: Grants allocation as per the DORA 2011/12 and 2012/13

	2011/12	2012/13
Equitable Share	R 31 562 000.00	R 35 648 000.00
Financial Management Grant	R 1 250 000.00	R 1 500 000.00
Municipal Infrastructure Grant	R 13 131 000.00	R 15 929 000.00
Municipal Systems Infrastructure Grant	R 790 000.00	R 800 000.00
Public Works Programme Incentive Grant	R 536 000.00	R 1 000 000.00
National Electrification Programme Grant	R 634 000.00	R0.00
	R 47 903 000.00	R 54 877 000.00

Budgeted expenditure:

The total expenditure projected for 2012/2013 financial is R 172,925,088.90. The summary is as follows:

Table 23: Total expenditure projected for 2012/2013 financial

Item Description	2011/12		2012/13		2013/14	2014/15
	Current Budget DR	% of Budget	Proposed Budget DR	% of Budget	Estimated Budget DR	Estimated Budget DR
SALARIES WAGES AND ALLOWANCE	62,186,414.00	38%	61,014,087.71	35%	64,064,792.10	67,268,031.70
COUNCILLORS REMUNERATION	3,977,322.00	2%	4,321,680.55	2%	4,537,764.58	4,764,652.81
REPAIRS AND MAINTENANCE	9,226,011.00	6%	11,968,401.65	7%	12,566,821.73	13,195,162.82
GENERAL EXPENSE	52,704,711.00	33%	66,877,850.69	39%	70,221,743.22	73,732,830.38
CAPITAL CHARGES	2,443,990.97	2%	1,219,244.00	1%	1,280,206.20	1,344,216.51
CAPITAL COST: MIG	13,131,000.00	8%	15,929,000.00	9%	16,056,600.00	16,859,430.00
CAPITAL COST REFURBISHMENT	8,841,974.03	5%	0.00		0.00	0.00
CAPITAL COST: INTERNAL	1,141,177.00	1%	935,000.00	1%	1,650,599.89	1,733,129.96
TOTAL (CASH ITEMS)	153,652,600.00		162,265,264.60		170,378,527.72	178,897,454.18
PLUS: REBATES & FREE BASIC SERVICES (NON-CASH ITEM)	5,742,770.00	4%	5,389,303.30	3%	5,658,768.47	5,941,706.89
PLUS: WORKING CAPITAL RESERVE: BAD DEBTS (NON-CASH ITEM)	2,243,240.00	1%	2,355,402.00	1%	2,473,172.10	2,596,830.71
PLUS: DEPRECIATION (NON-CASH ITEM)		0	2,915,119.00	2%	3,060,874.95	3,213,918.68
TOTAL (CASH ITEMS & NON CASH ITEMS)	161,638,610.00	100%	172,925,088.90	100%	181,571,343.24	190,649,910.46

OBJECTIVES

The main objective for the Department of Finance is now to sustain the success of the past and also to drill down deeper in resolving identified issues. The main focus in the past was overall prudent financial management. With those processes now in place senior management is focused on fine tuning minor processes.

However in order to substantiate the long term strategy dealt with later on in this document it is deemed prudent to review certain matters of recent occurrence in order to enlighten and substantiate the longer term views.

PROBLEM STATEMENTS

The Municipality has a continuous strain on its cash flow demands

It is true that this municipality has been under cash flow pressure for the past five years.

- A creditor commitment on our balance sheet (stated bank overdraft) was inherited in June 2009 amounting to R 8,966,161. This shortfall can be traced back to 2006 which is simply commitments from the previous year carried over to the next.

This shortfall are carried over since 2008 and then funded from equitable share. The challenge is that we have adhered to a credible balanced budget with no surpluses "built in" and we did not budget for this historical shortfall. National Treasury Circular 45 now indicates that this rule is adjusted and that a budget for a surplus may be considered. We are considering these matters in the preparation of the budget MTREF starting 2012/2013. However we are are not there yet, instead we have a budget deficit of R 10,659,824.30 which is as a result of non-cash items.

- Corrective measures to limit creditors for June 2012 were instituted throughout the year by suspending all expenditures not directly linked to service delivery.
- The process with the NDM pre paid meter project as well as revenue enhancement and data cleansing methods and project pit bull is an attempt to collect revenue not budgeted for which is aimed at addressing the cash flow short fall.

The Municipality has no capacity to contribute from operational income towards capital expenditure.

When we review the relation between operating and capital expenditure the following is noted:

- It is clear that the budget is mainly aimed at funding of operational expenditure.
- The above financial plan indicates that only between 1% and 2% can be allocated towards internal capital funding.
- The MIG grants, which are taken up into the total budget, amounts to a 9 % contribution towards capital projects. When however the contra credit under income is reviewed it should only be seen as grant contribution towards capital expenditure.

The Municipality has no capacity to fund a majority backlog capital expenditure indicated in the IDP.

FUNDED PROJECTS

- The table indicates "funded" capex projects amounting to R 89,506,029, 00 from the MTREF 3 year financial plan, that will be spent in the 3 year period up to June 2015. In each case specific projects are linked to the funded source and discussed in detail in this IDP document:

Table 24: Funded Capex Projects

Source of Funding:	Budget 2011/12 Current	Budget 2012/13	Budget 2013/14	Budget 2014/15
MIG	R 13,131,000.00	R 15,929,000.00	R 16,803,000.00	R 17,774,000.00
Nkangala	R 10,060,000.00	R 10,930,000.00	R 11,586,000.00	R 12,165,300.00
Internally funded	R 1,141,117.00	R 935,000.00	R 1,650,599.89	R 1,733,129.96
TOTAL:	R 24,332,117.00	R 27,794,000.00	R 30,039,599.89	R 31,672,429.96

UNFUNDED PROJECTS

- The following table indicates projects taken up into the IDP that are currently labelled "unfunded".
- The total for Community services that are currently not funded amounts to a backlog of R 70 660 000.00 as per the schedule below

Table 25: Unfunded Projects

PROJECT	AREA	F/Y	COST	
Refurbishment and or construction of ablution block in new Siyathuthuka	Siyathuthuka	2012/2013	200 000.00	Unfunded
Fencing of cemetery in Siyathuthuka next to Manzini street	Siyathuthuka	2011/2012	250 000.00	Unfunded
Fencing of cemetery in Emthonjeni	Emthonjeni	2011/2012	350 000.00	Unfunded
Fencing of cemetery in Entokozweni	Entokozweni	2012/2013	400 000.00	Unfunded
Paving of access roads to Sakhelwe cemetery	Sakhelwe	2012/2013	500 000.00	Unfunded
Paving of access roads to Dullstroom cemetery	Dullstroom	2013/2014	800 000.00	Unfunded
Paving of access roads to Siyathuthuka cemetery	Siyathuthuka	2012/2013	1 000 000.00	Unfunded
Upgrading of alternative sports ground facility in Siyathuthuka	Siyathuthuka	2012/2013	1 200 000.00	Unfunded
Upgrading of an alternative sports ground facility in Emthonjeni	Emthonjeni	2013/2014	900 000.00	Unfunded
Reconstruction of Funda Hall	Emakhazeni	2012/2013	2 000 000.00	Unfunded
Resuscitation of Emgwenya swimming pool	7	2012/2013	500 000.00	Unfunded
Construction of conference hall and five chalets at the eMakhazeni Caravan Park	Dam	2014/2015	5 000 000.00	Unfunded
Renovations to emakhazeni gate clinic	eMakhazeni	2012/2013	60 000.00	Unfunded
Establishment, management and permitting of Emakhazeni landfill site	1,2, 3 & 8	2013/2014	7 000 000.00	Unfunded

Rehabilitation and closure of Dullstroom landfill site	4	2013/2014	7 000 000.00	Unfunded
Establishment, management and permitting of new Dullstroom landfill site	4	2013/2014	6 000 000.00	Unfunded
Rehabilitation and closure of Entokozweni landfill site	5 & 6	2011/2012	7 000 000.00	Unfunded
Establishment, management and permitting of new Entokozweni landfill site	5 & 6	2011/2012	6 000 000.00	Unfunded
Establishment and management of Emgwenya landfill site	7	2011/2012	7 000 000.00	Unfunded
Initiate recycling projects in all units	All units	2012/2013	500 000.00	Unfunded
Purchasing of 1 Bulldozer and Low-bed	All units	2013/2014	4 600 000.00	Unfunded
Purchase of 1 (One) TLB	All units	2011/2012	500 000.00	Unfunded
Purchasing of 4 tractors and 4 trailers	All units	2011/2012	1 600 000.00	Unfunded
Purchase of 1 (One) Tipper truck	All units	2011/2012	550 000.00	Unfunded
Purchasing of 2 (two) compactor trucks	All units	2013/2014	3 000 000.00	Unfunded
Appointment of service providers to assist with maintenance of all 4 landfill sites	All units	2011/2012	1 500 000.00	Unfunded
Development of a Waste Information System	All units	2012/2013	1 000 000.00	Unfunded
Provision of access control gate, fence, guard-house and toilets at Emgwenya landfill site	7	2011/2012	1 000 000.00	Unfunded
Provision of access control gate, fence, guard-house and toilets at Entokozweni landfill site	5 & 6	2011/2012	150 000.00	Unfunded
Provision of access control gate, fence, guard-house and toilets at Emakhazeni landfill site	1,2,3 & 8	2011/2012	150 000.00	Unfunded
Provision of access control gate, fence, guard-house and toilets at Dullstroom landfill site	4	2011/2012	150 000.00	Unfunded
Fencing of and Equipping of the Dullstroom fire house	4	2011/2012	400 000.00	Unfunded
Acquire beer halls in Siyathuthuka back to the Municipality	Siyathuthuka	2011/2012	400 000.00	Unfunded
Upgrading of beer hall in Emgwenya into a Multipurpose center	Emgwenya	2013/2014	2 000 000.00	Unfunded
			70 660 000.00	

- The total for Technical services that are currently not funded amounts to a backlog of R 166 300 000.00 as per the schedule below

Table 26: Total unfunded projects (Technical services)

Water reticulation	R 30 210 000.00	Unfunded
Water refurbishment	R 24 700 000.00	Unfunded
Water bulk infrastructure	R 19 800 000.00	Unfunded
Water treatment works	R 23 450 000.00	Unfunded
Waste reticulation	R 40 440 000.00	Unfunded
Waste refurbishment	R 4 000 000.00	Unfunded
Waste treatment works	R 23 700 000.00	Unfunded
Total unfunded	R 166 300 000.00	

- The total for financial services that are currently not funded amounts to a backlog of R 15 801 000.00 as per the schedule below

Table 27: Total unfunded projects (Financial services)

GRAP 17 PROJECT	R 6 800 700.00	Unfunded
PROJECT METER REPLACEMENT	R 9 000 500.00	Unfunded
Water bulk infrastructure	R 15 801 000.00	Unfunded
Revenue Enhancement(Audit data cleansing)	R 2 million	Unfunded

- The shortfall between funded and unfunded capex projects amounts to R 252 761 000.00 and is a serious concern.

SUMMARY

- It is clear from the summary that we can only fund 26.15 % of the capex backlog in the next three years.
- It is also clear that all the funding is from external sources
- All of the backlog capex projects are directly related to service delivery.

Table 28: Summary of funding for capex projects over three years

External Funded projects over 3 years	R 89,506,029.00
Internal Unfunded projects current	R 252 761 000.00
Total capex requirements	R 342,267,029.00

The Municipality has no capacity to generate additional funds to support backlog capex projects

- In view of the current economic crisis and taking into consideration the micro economic limitations of the Emakhazeni community, alternative mechanisms have been sought and designed in order to attempt to finance investment in infrastructure.
- The following projects were designed and implemented in order to achieve additional income generation "outside" the MTREF resources
 - NDM project of installation of 900 pre paid meters
 - Internal project investigating electricity sales losses.
 - Alienation of land via land availability agreements with third parties.
 - The implementation of the MPRA.
 - The redesign and change of the revenue enhancement project.
- The above projects expected revenue generation are however limited and will not be able to fund all required backlogs.

The Municipality is expecting positive outcomes from the debate on the equitable share formula, but do not expect results very soon

We share the majority of the findings of the Financial Fiscal Commission technical report "Submission for the division of revenue"

All of the above problem statements are symptomatic of the shortfalls in the LES formula indicated by the above report. We hereby indicate only a few of the findings which are directly related to the Equitable Share Funding formula, which in our opinion creates the above enormous horizontal fiscal gap.

The report states:

- "in recognition of the large differences in the circumstances that exist at local government level, a concerted reform process (*of the LES formula*) is necessary to prevent poorer municipal areas from being underfunded".
- Other concerns (*in the LES formula*) include the inaccurate measure of poverty.
- Major revenue sources for local government in South Africa are mainly property rates and tariffs and surcharges on services provided. However, generally, and in South Africa especially, the expenditure responsibilities i.e. "the minimum amount of money needed to provide basic services (as defined by the Constitution and the Bill of Rights) for those municipal functions assigned to that government" (Reschovsky, 2003) and fiscal or revenue capacities i.e. "the amount of money each government is expected to raise from local sources at a 'normal' rate of revenues effort" (Reschovsky, 2003) differs greatly across the different types of municipalities.
- The fact that there has not been an update in the data for almost 9 years raises the concerns that population and poverty dynamics are not being effectively captured in allocations through the current LES formula.
- General literature also confirms that regardless of the type of service, other factors such as topography, population size, population density and other geological characteristics influence the cost of services (Reschovsky, 2003).
- In addition, costs per specific service increase annually at different rates as they face different input pressures and not by a uniform measure of inflation. Therefore, it is not possible to use a uniform cost for all municipalities as is currently the practice in the LES formula. A proper costing study is therefore required to fund a municipality's service costs as accurately as possible but retaining the relative simplicity of the LES formula
- the LES formula, firstly, may not accurately account for the varying expenditure responsibilities of the different types of municipalities in the country

We support the findings in the FFC's exhaustive and very comprehensive report and agree that the equitable share is not equitable.

Unless these matters are not resolved soon on an individual municipality basis we do not foresee that the backlog will ever be funded and that major parts of the IDP in respect of service delivery backlogs cannot be funded.

This raises the question of whether the IDP can ever be fully funded taking into consideration the horizontal fiscal gap

- whereby expenditure responsibilities as assigned by the constitution and sub acts to the municipality
- Exceeds our own revenue raising capacity as a low capacity municipality and severe micro economic regional restrictions.

In recognition of the Municipalities unqualified financial statements, effective financial management, timeous management information, updated and effective policies and enforcement thereof etc, we hope that the Equitable share dispute be resolved and that the extreme horizontal fiscal gap encountered by Emakhazeni Local Municipality, be supplemented by once off or annuity grants from National Government.

The electricity sale losses are at an unacceptable level and technical and financial intervention is in process to downsize the quantum

- The bulk electricity sales reconciliation were completed in June 2010, reported to Mayoral Committee and now updated to a projection up to June 2011.
- The financial information contained in the reconciliation is accurate although subject to some change if obvious errors are encountered.
- The internal investigation revealed that we have a 38.20 % loss of kwh sales of electricity. This is far beyond the norm of 8 %

Table 29: Electricity sale losses

PERIOD 1 JULY 08 TO JUNE 2012 PROJECTED			
RAND SALES ANALYSIS		KW SALES ANALYSIS	
MUNSOFT DEBTORS SALES IN RAND	35 382 390.79	MUNSOFT DEBTORS SALES IN KWH	49 175 493.48
FREE BASIC RAND VALUE ESTIMATE	11 975 310.00	FREE BASIC KW ESTIMATE	13 946 496.00
TOTAL SALES IN RAND	85 510 478.95	TOTAL SALES IN KWH	107 087 037.98
INTERNAL USAGE	5 400 000.00	INTERNAL USAGE	7 500 000.00
RAND PURCHASES	76 899 510.51	KW PURCHASES	161 148 099.46
NETT PROFIT	3 210 968.44	RETICULATION LOSSES	-61 561 061.48

- It is clear that mainly due to electricity theft, bridged meters and broken meters the sales losses were incurred.
- 61.5 million kw sales losses since 1 July 2008 were encountered at a average cost value amounting to R -30 585 448.27 which in turn equals an average of R 637 196.84 per month.
- It is furthermore clear that the ESKOM unit price increase was higher than our own allowed increase and that a progressive higher Eskom price creep was experienced.
- The major reason was for the maximum demand penalty charges incurred.

Table 30: Eskom unit cost versus ELM unit cost increase

Period	ESKOM PRICE UNIT COST INCREASE	ELM PRICE UNIT COST INCREASE
JUNE 2010	53,57 %	39.29 %
JUNE 2011	48.84 %	26.92 %

- This was primary indicated as a purely financial problem. However after careful investigation it was revealed the problem also has more of a technical nature and is directly linked to backlogs in infrastructure.
- The problems identified are now jointly addressed by a task team from Technical Department as well as The revenue section and CFO.
- This problem is already addressed by basically three projects which are under way namely
 - Project id (1.7) Revenue Enhancement: bulk electricity reduction of losses.
 - Project id (1.8) GRAP 17 Implementation
 - A general management focus on electricity sales losses.

Projects

Programme:									
Project ID	Project Name	Project Location/ward	Project Beneficiaries	Project Objective	Key Performance Indicator	Period	Budget Allocation (Annual)	Source of Funding	Implementing Agency
FSB01	1.1 Management of Municipal Infrastructure Grant	All	All	<ul style="list-style-type: none"> Monitor the deposits to be received in terms of the DORA Monitor and Manage Expenditure in terms of MIG projects Develop an expenditure strategy through monthly engagement with officials dealing with infrastructure projects 	<ul style="list-style-type: none"> Improved living standards 100% prudent expenditure reports on a monthly basis Monthly financial reconciliation 	2012/2013	Internal salaries	NATIONAL TREASURY	ELM
FSB 01	1.2 Management of Equitable Share	All	All	<ul style="list-style-type: none"> Ensure receipt of unconditional grant on time To ensure compliance with laws, regulations and any other Grant related legislation 	<ul style="list-style-type: none"> Developed strategy of expenditure Prudent expenditure Monthly reports submitted on time 	2012/2013	Internal salaries	NATIONAL TREASURY	ELM
FSB 02	1.3 Management of FMG & MSIG	All	All	<ul style="list-style-type: none"> Ensure receipt of conditional grants on time Ensure requirement are met in terms of legislation Implement a MSIG Expenditure Plan Implement a FMG Expenditure Plan 	<ul style="list-style-type: none"> On time payment of projects as per the ring-fenced expenditure plan 	2012/2013	Internal salaries	NATIONAL TREASURY	ELM
FSB 03	1.4 Full Implementation of MPRA	All	All	<ul style="list-style-type: none"> Ensure the municipality understands and performs its powers, duties and responsibilities in terms of legislation. Develop appropriate mechanisms, processes and procedures to encourage public participation Ensure financial viable levying of property rates by implementing the 	<ul style="list-style-type: none"> MPRA implementation plan Final valuation roll implemented Improved payment levels 	2012/2013	Internal salaries	ELM	ELM

FSB 04	1.5 Management Monthly billing: Service Charges and Assessment Rates	All	All	Rates Policy	<ul style="list-style-type: none"> Ensure that services that are rendered are being billed. Ensure viable financial accounting in terms of service charges Implement and comply with debt collection policy and credit control policy Ensure the municipality performs its power, duties and responsibilities in terms of legislation and engage with the community in the adoption of any and all local Government matters relating to service charges 	<ul style="list-style-type: none"> Increase in payment level and by-laws Compliance with policies Effective Debt Collection Strategy 	2012/2013	Internal salaries	Revenue generation from consumers	ELM
FSB05	1.6 Revenue Enhancement: Municipal non-key properties	All	All	<ul style="list-style-type: none"> Improve service delivery in all eight towns Encourage property development and local economic development by encouraging the private initiatives to invest and develop properties for the purpose of development of shopping complexes, golf estates, housing etc. Poverty alleviation and job creation Tourism and investment development Viable financial accounting in terms of GRAP standards Legal public participation complying with the Asset Management Policy – invite as many stakeholders as possible through the help of Community Development Workers 	<ul style="list-style-type: none"> Middle – and upmarket property development Economic stabilization 	2012/2013	Internal salaries Deployment of advisor external.	Investors / Developers Department of Human Settlement	ELM	
FSB06	1.7 Revenue Enhancement: Manage the reduction of bulk electricity sales losses.	All	All	<ul style="list-style-type: none"> Increase cash on hand by: Reporting on all errors in Electrical network; Regular daily cut-offs; Report on unbilled services, breached meters, theft of electricity; Quantify internal usage and report in 	<ul style="list-style-type: none"> Increased payment levels Reduction in losses Limitation and reduction of possible fraudulent activities 	2012/2013	Internal salaries Deployment of advisor external.	ELM	ELM	

FSB07	1.8 GRAP 17 Implementation	All	All	<p>terms of GRAP;</p> <ul style="list-style-type: none"> • Pre-paid meter roll out to determine internal usage; • Data cleansing; • Analyse Eskom Bulk accounts; • Tariff analysis; • Meter Audit; • Project Mass demand meter; • Compliance with GRAP 17 Implementation; • To determine the useful life • To determine the value of movable and immovable assets • Expansion of ARCGIS using NDM allocation 	<ul style="list-style-type: none"> • Unqualified GRAP compliant Asset Register • Acquire knowledge of the state of the immovable assets and its useful life for replacement purposes • Compliance with Asset Management Policy • Unqualified Audit Report 	2012/2013	Internal salaries Deployment of advisor external.	ELM / NDM	ELM
FSB08	1.9 NDM R2,5 million Project pre paid meter replacement	All	All	<ul style="list-style-type: none"> • To maximize the income of the municipality by reducing the electricity tampering within the municipality • To improve payment levels within a constant pre-paid income stream of nearly 60% of the electricity client • Implementation of the NDM R2,5 million for the roll out of pre-paid meters and monitoring the new connections and operations relating thereto 	<ul style="list-style-type: none"> • Amount of meters sold and installed per month • Amount of meters installed where back logs existed 	2012/2013	Partial unfunded	NDM	ELM
FSB09	1.10 Management of Payment of Bulk Electricity	All	All	<ul style="list-style-type: none"> • Timeous payment of ESKOM • To provide affordable and reliable electricity to urban and rural areas • To attend to the provision of free basic electricity to more needy households • To ensure financial viable accounting in terms of bulk purchases • Work with Eskom in the Provision of Energy • To ensure institutional stability by paying 	<ul style="list-style-type: none"> • Continuous provision of electricity from ESKOM • Steady provision of Electricity to all towns (Dullstroom and Sakhelwe excluded) 	2012/2013	Internal salaries Deployment of advisor external.	ELM	ELM
FSB10	1.11 Payment	All	All	<ul style="list-style-type: none"> • To ensure institutional stability by paying 	<ul style="list-style-type: none"> • On time payment as per 	2012/2013	Internal	ELM	ELM

					salaries on time <ul style="list-style-type: none"> Ensure financial viability in terms of on time and correct payment of salaries Capture and pay salaries as per time frame 	expenditure framework		salaries		
FSB11	1.12 Payment of Creditors	All	All	<ul style="list-style-type: none"> Ensure payment within 30 days Financial viability: Payment of Auditor General on time after completion of annual interim and annual audit Payments to be done as per expenditure framework 	<ul style="list-style-type: none"> On time payment as per expenditure framework 	2012/2013	Internal salaries	ELM	ELM	
FSB12	1.13 Project Ukuba Phambili	All	All	<ul style="list-style-type: none"> Updating of financial management information Financial viability Sustain and improve on current daily / monthly management 	<ul style="list-style-type: none"> Monthly reports Quarterly Reports Mid-year assessment Annual Report Financial Statements Audit Report 	2012/2013	Internal salaries	ELM	ELM	
FSB13	1.14 Financial Statements / GRAP	All	All	<ul style="list-style-type: none"> Updating of financial management information and GRAP standards compliance Financial Viability Sustain and improve on current daily / monthly management 	<ul style="list-style-type: none"> Monthly reports Quarterly Reports Mid-year assessment Annual Report Financial Statements Audit Report 	2012/2013	Internal salaries	ELM	ELM	
FSB14	1.15 Submission of Section 71 Reports	All	All	<ul style="list-style-type: none"> Financial viability Computer system compilation of reports Sustain and improve on current daily / monthly management 	<ul style="list-style-type: none"> On time reporting as prescribed by the MFMA(10th of each month) 	2012/2013	Internal salaries	ELM	ELM	
FSB15	1.16 Submission of Quarterly reports	All	All	<ul style="list-style-type: none"> Updating of financial management information Financial viability Sustain and improve on current daily / monthly management 	<ul style="list-style-type: none"> On time reporting as prescribed by the MFMA Council noting Quarterly reports Submission to Audit Committee 	2012/2013	Internal salaries	ELM	ELM	

FSB16	1.17 Review of Cash Flow	All	All	<ul style="list-style-type: none"> Financial viability Sustain and improve on current daily / monthly management 	<ul style="list-style-type: none"> Daily / weekly / monthly / yearly cash flow projections Payment of creditors and salaries as per expenditure framework 	2012/2013	Internal salaries	ELM	ELM
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5.4. INSTITUTIONAL ARRANGEMENTS AND TRANSFORMATION

5.4.1. ISSUE 19: POWERS, DUTIES AND FUNCTIONS

Problem Statement

Problem Statement

The Constitution of the Republic of South Africa, read together with the MSA¹ outlines the powers and functions of the Municipalities. This was further confirmed by the demarcation board. There has been some confusion with the powers, duties and functions delegated by the Minister/ Premier. This problem strongly manifested itself during a study conducted by Sisonke Development Planners on behalf of the Nkangala District Municipality on the Spatial Planning Strategy.

The planning function has since July 2003 been conferred to the District Municipality. Accordingly the District Municipality has already started to perform this function. The ELM is involved in all planning processes undertaken by the District on behalf of the Municipality. Furthermore the primary and environmental health function has been conferred to the NDM and the Provincial Department of Health respectively. This process causes uncertainties regarding how and who should perform this function. Since March 2006, ELM was declared a Mayoral type with four full time councillors and this has assisted the honourable Councillors to be more hands on and provide developmental guidance.

In synergizing the interface between administration and councillors the municipality developed mechanisms, processes and procedures in line with section 53 of the Municipal Systems Act. The Roles and Responsibilities of political structures, Political Office Bearers, Municipal Manager and other staff Members have been developed and adopted. The document clarifies the specific roles and functions and all the delegated powers.

A Delegation Framework detailing all the powers that may be exercised ensures certainty and uniformity towards the exercise of power by the various delegates. This improves decision making and enhances supervision, reporting and service delivery.

The institutionalization of the position of the Council Whip also assists in the maintenance of good relationship and governance. It also improves the flow of information, conduct of council business and alleviates the work load of the Speaker.

With the election of new Councillors, there is a need to continue to train Councillors on their roles and responsibilities. So, the training of the Councillors on legislature responsibilities becomes permanent.

Strategy

The ELM will commission educative activities to ensure that both the administration and the council understand the powers, duties and functions and the implementation thereof.

Furthermore, the demarcation board has determined that the Emakhaseni Local Municipality will get an additional ward, instead of the 7 wards that it had from 2006 the municipality has now 8 wards. This brings more challenges in as far as service delivery, powers and functions are concerned. This means that the municipality must budget for more wards than in the past 5 years. The addition of wards goes together with an increase in the number of Councillors from 13-15. Although the addition of two Councillors is good for issues of service delivery of communities, it also has issues of budgetary challenges that the municipality must take into consideration, this include things like office space, tools of trade allocation and other accessories to help the Councillors to do their work better.

Hereunder are maps of new wards:

Figure 10 : Map 1: Ward 1

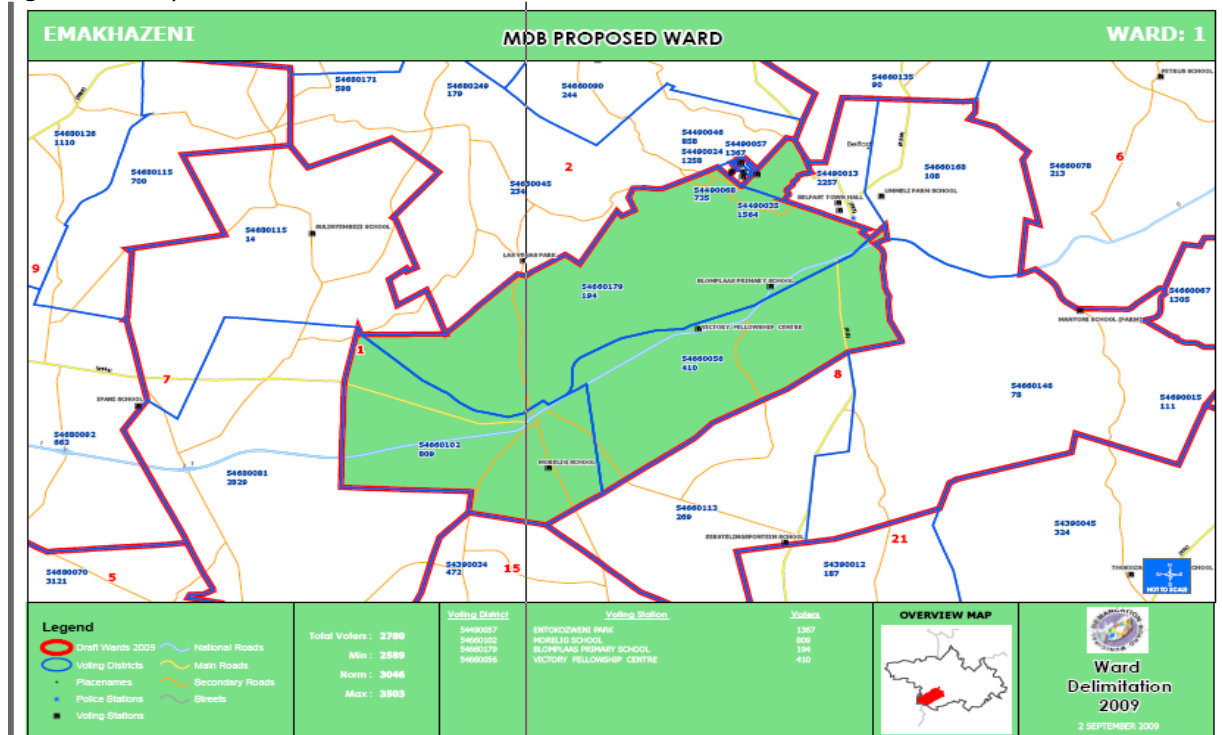


Figure 11: Map 2: Ward 2

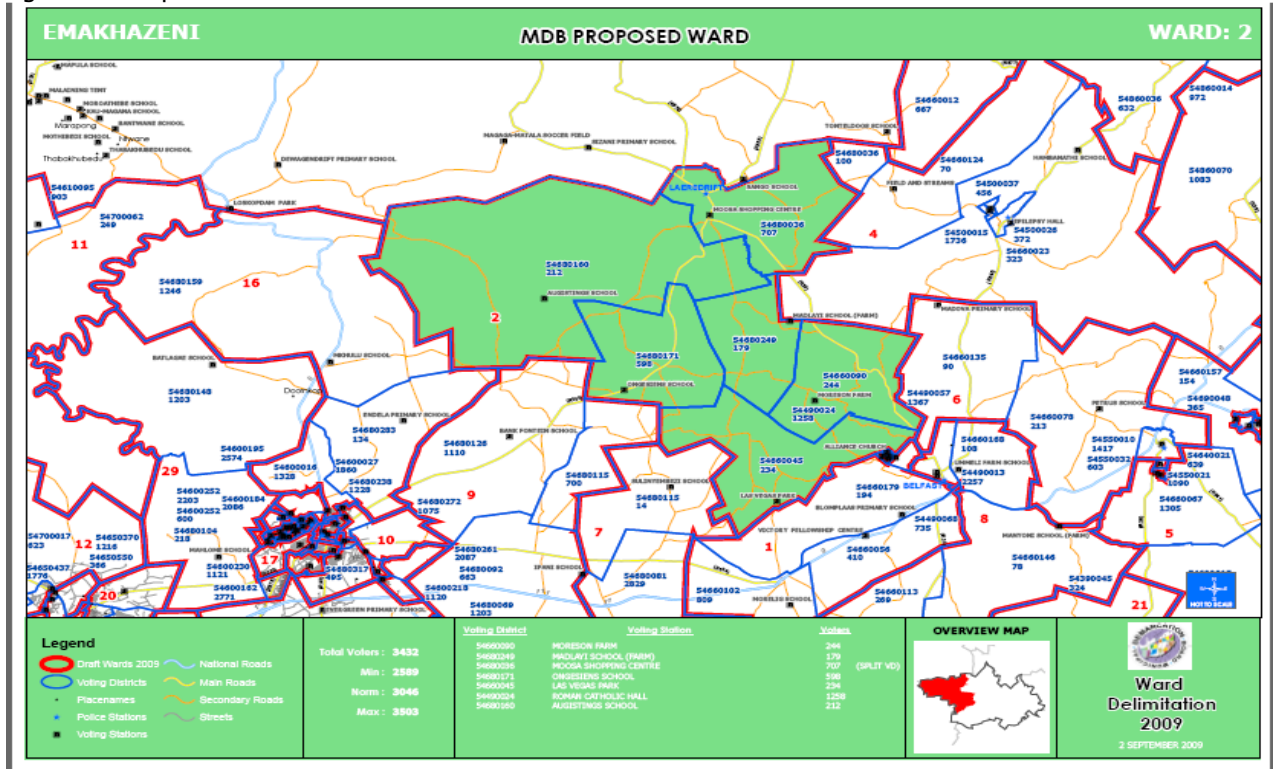


Figure 20: Map 3: Ward 3

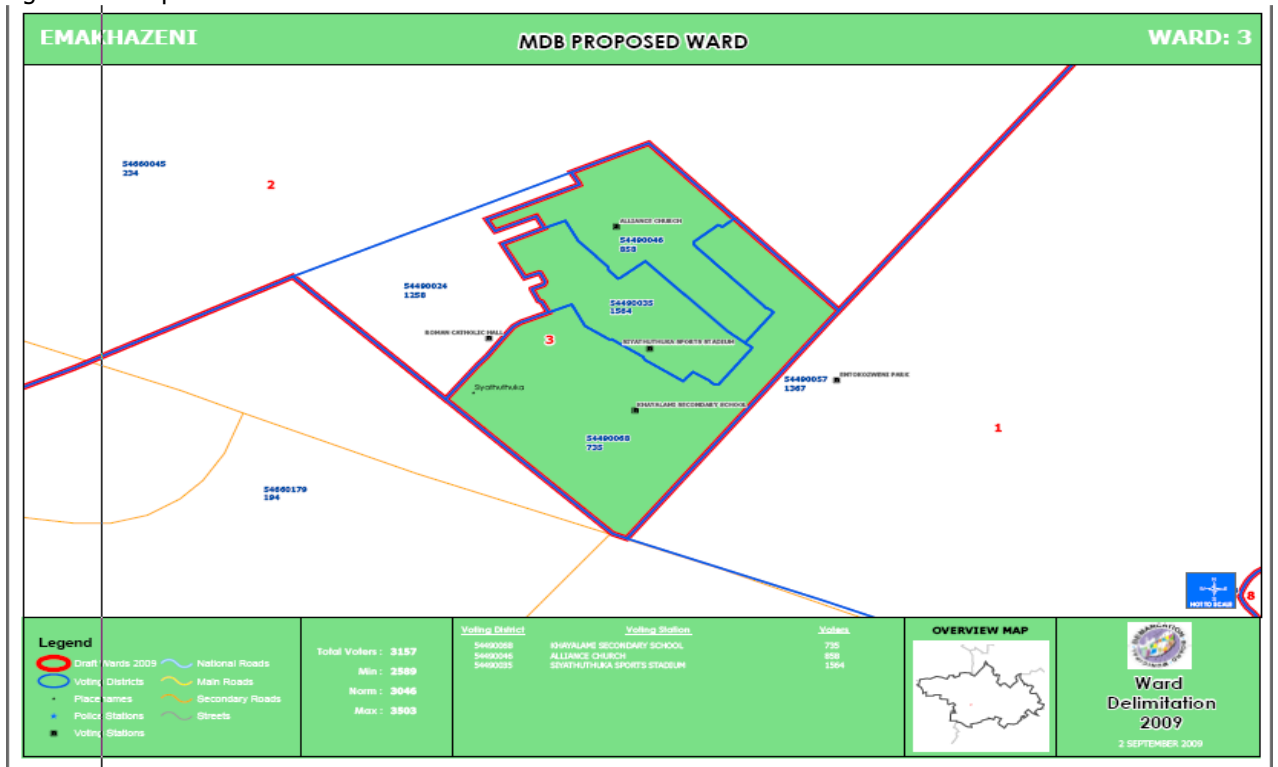


Figure 21: Map 4: Ward 4

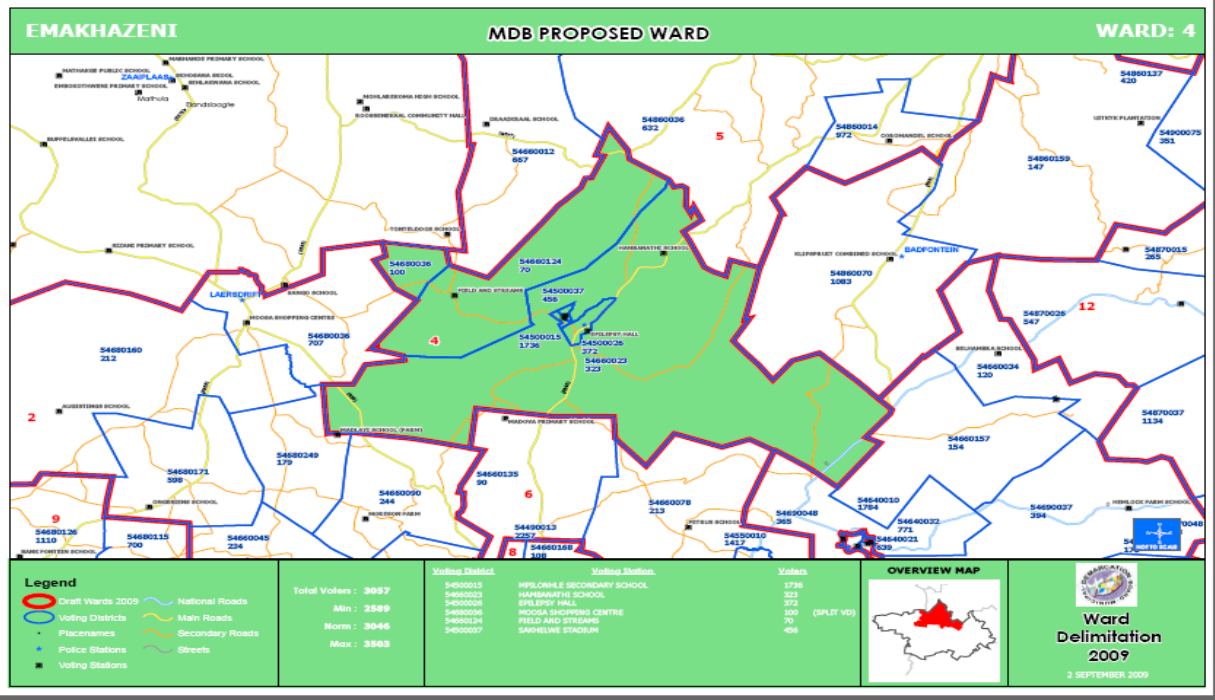


Figure 12: Map 5: Ward 5

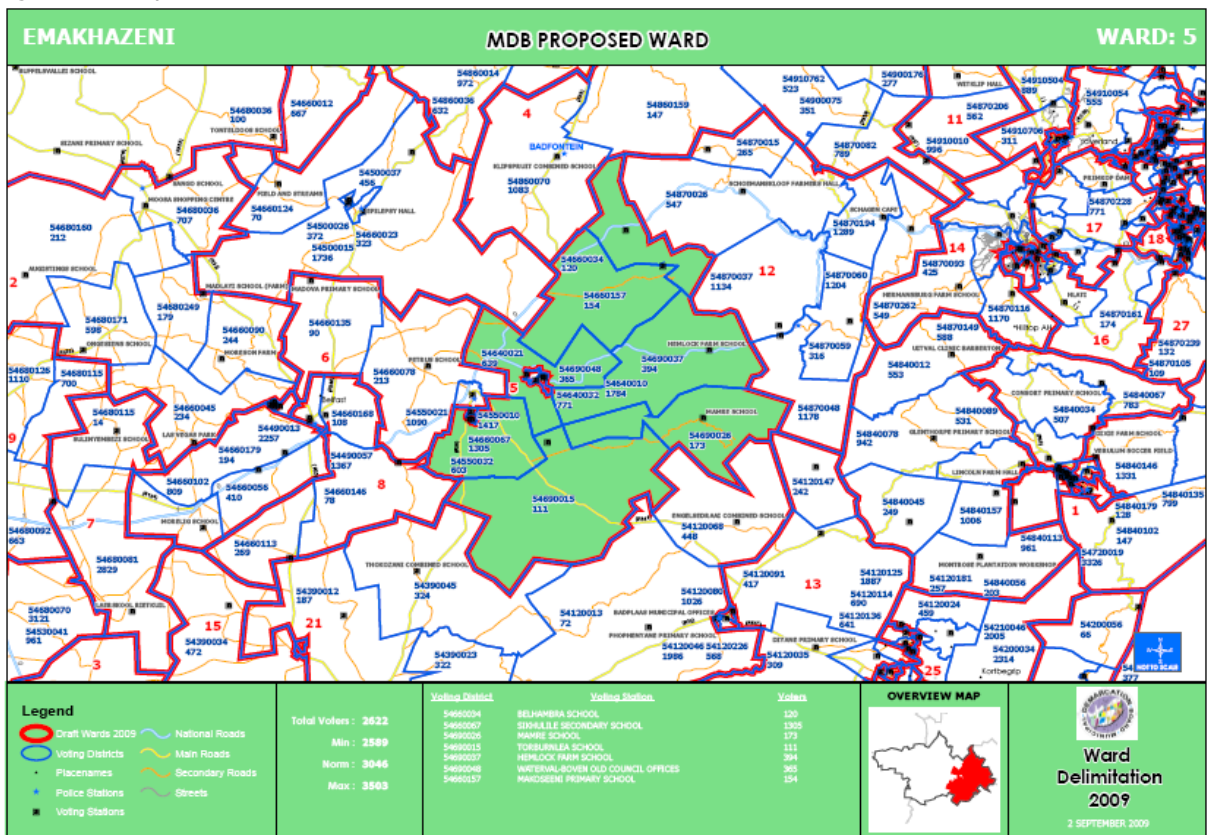


Figure 23: Map 6: Ward 6

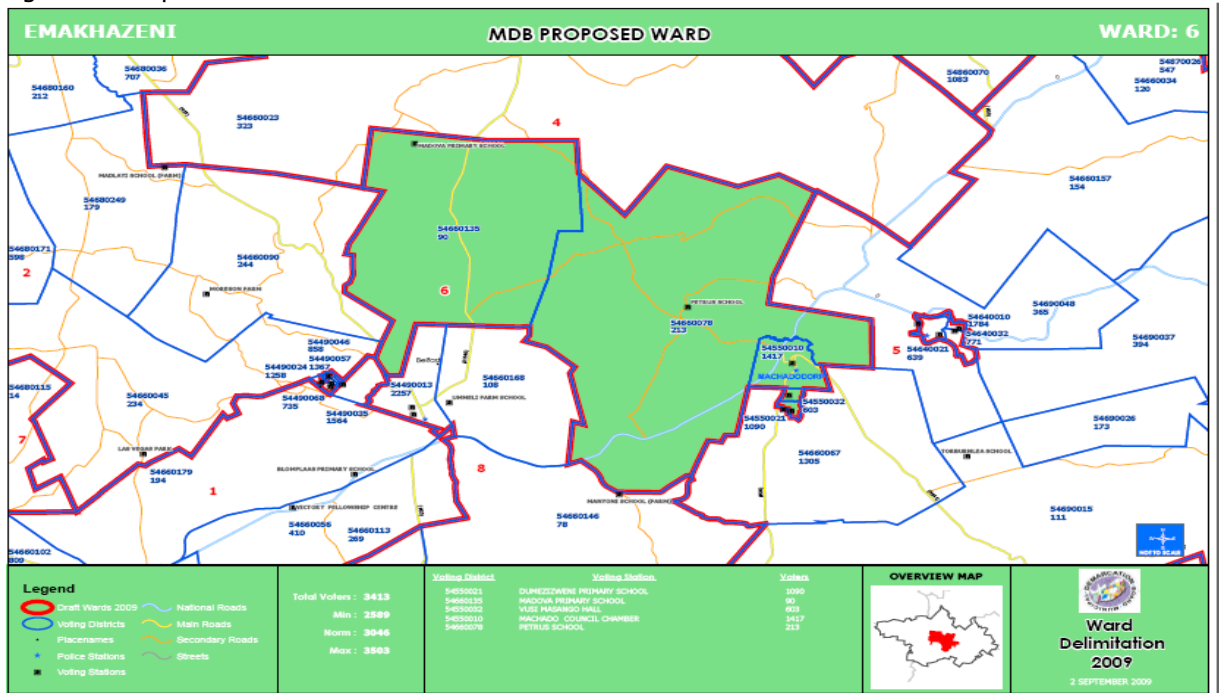
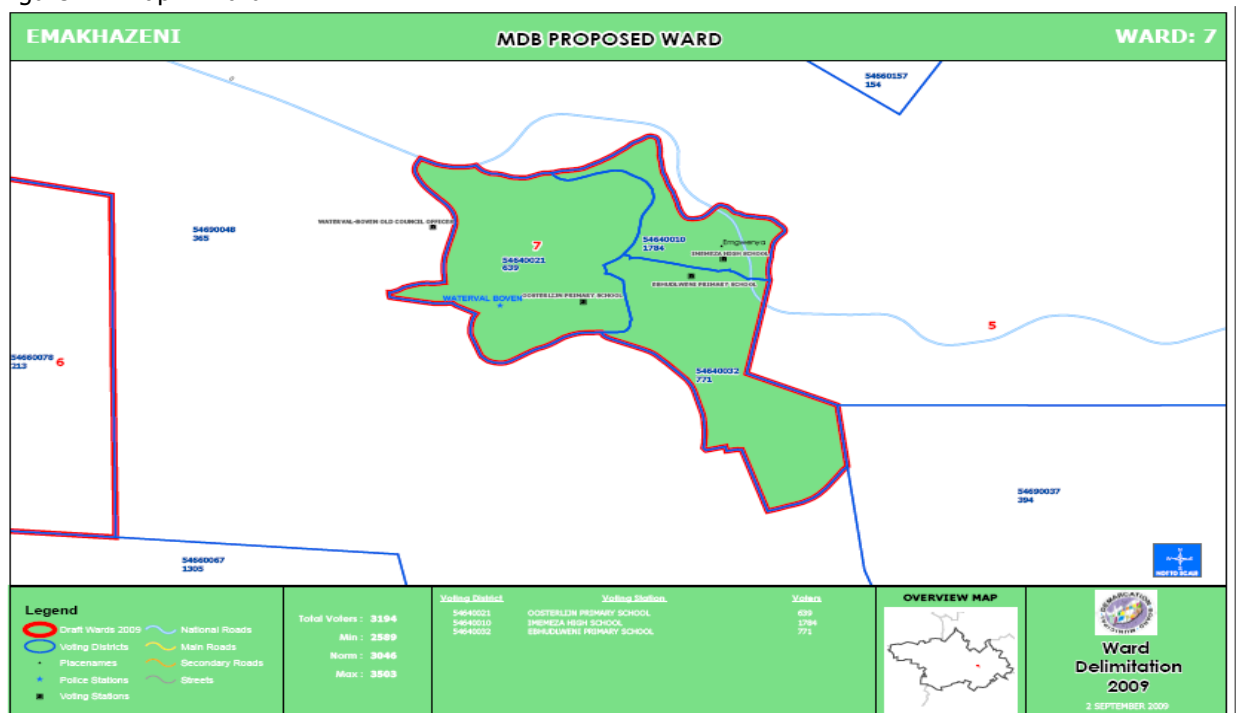
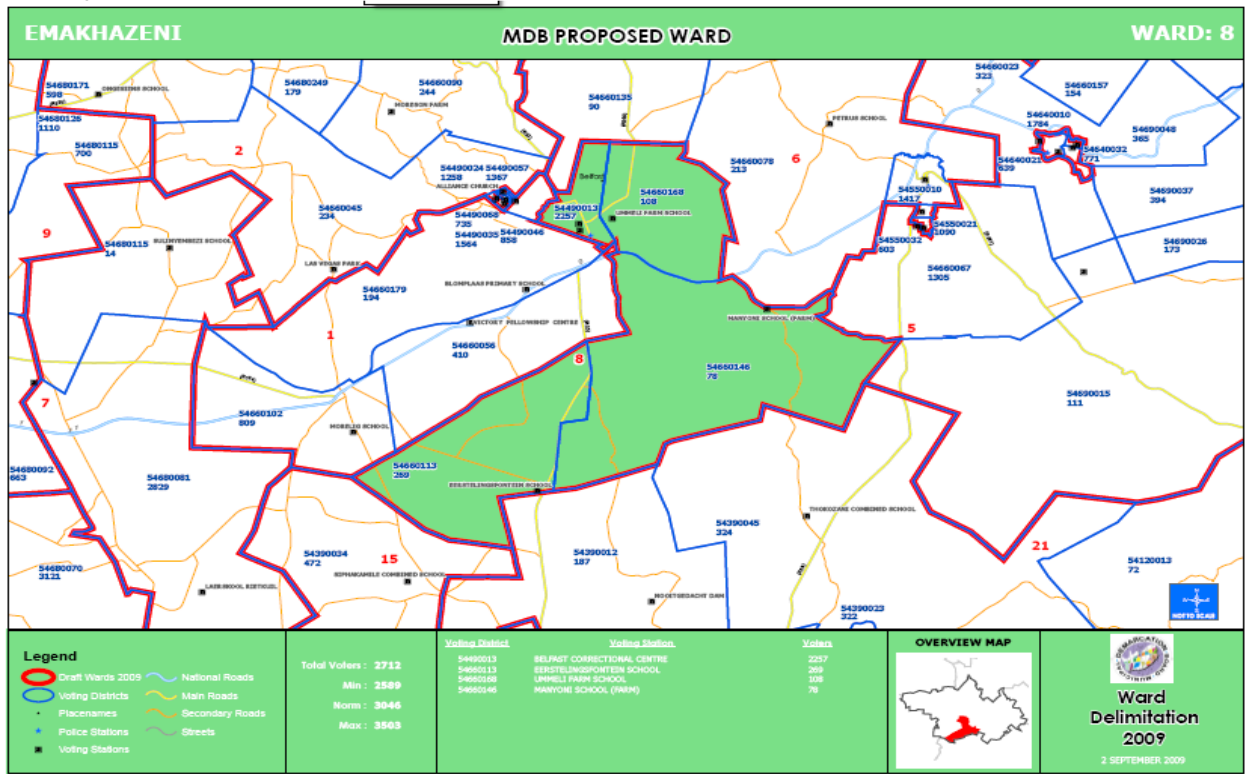


Figure 24: Map 7:Ward 7



13: Map 25: Ward 8



Projects

Programme : Powers, Duties and Functions									
Project ID	Project Name	Project Location/Ward	Project Beneficiaries	Project Objective	Key Performance Indicator	Period	Budget Allocation(Annual)	Source of funding	Implementing Agency
CAPW01	Assess, clarify and update the list of powers and functions of the ELM inline with the applicable legislative framework .	All Wards	ELM	To ensure that the Municipality understands its powers, duties and responsibilities	A clearer understanding of the powers, duties and functions of the ELM	JUNE 2011	No budget needed	-	ELM (Office of the Municipal Manager)
CAPW02	Conduct a workshop(s) on the powers, duties and functions relating to the work of the municipality.	All Wards ((Administrators and Councillors)	ELM	To ensure that the Municipality performs all its powers, duties and functions as required by legislation.	A Municipality that is conflict and tension free	JULY 2011	R2000.00	INTERNAL	ELM (Office of the Municipal Manager)
CAPW03	Develop an evaluation and monitoring mechanism of the impact of	All Wards	ELM	To ensure that the Municipality understands its powers, duties and responsibilities	A clearer understanding of the powers, duties and functions of the ELM	August 2011	R10 000.00	INTERNAL	ELM (Council Committee Meetings)

	the training offered to both councillors and administrative officials									
					To ensure that the Municipality performs all its powers, duties and functions as required by legislation.				A Municipality that is conflict and tension free	

RESPONSIBLE DEPARTMENT

Corporate Services

5.4.2 PROMULGATION OF BY-LAWS

Problem Statement

In terms of Section 11 of the Municipal Systems Act, Act No. 32 of 2000 and Section 156 of the Constitution of the Republic of South Africa the Municipality must exercise its legislative or executive authority by passing by-laws. The by-laws used by the Municipality currently are out-dated. The Municipality approved a number of by-laws as draft. The Municipality need to go through the process of promulgating the by-laws.

Where laws regulating the previous town Councils before the four TLC's were amalgamated. These by-laws are still applicable until the ten (10) draft by-laws are promulgated.

Objectives

- To promulgate and implement the ten (10) by-laws approved by Council as drafts through the prescribed process.

Strategy

- Corporate Services Department shall summarize all the promulgated by-laws thereby easing the consultation process. Councilors shall then, during their consultation process, impart the information to the members of the community as required. After the public has made their inputs Council must adopt the by-laws and such shall then be published in the Government Gazette.
- ELM will promulgate ten (10) By- Laws as per the process plan.

Projects

Programme : Promulgation of By- Laws									
Project ID	Project Name	Project Location/Ward	Project Beneficiaries	Project Objective	Key Performance Indicator	Period	Budget Allocation(Annually) R	Source of funding	Implementing Agency
CAB01	Promulgation of By-Laws	All Wards	ELM	To promulgate and implement all approved by-laws through the prescribed process	Number of By-Laws promulgated	30 June 2011	R 250 000.00	INTERNAL	ELM

RESPONSIBLE DEPARTMENT

Corporate Services

5.5.1.3 Archives

The National Archives and Records Services Act of South Africa, Act no 46 of 1996, requires all government spheres to manage its records in a well structured record keeping system and to put the necessary policies and procedures in place to comply with the requirements of the Act.

Further, Section 62(1) (b) of the Municipal Finance Management Act, Act no 56 of 2003 says, the Accounting Officer of a municipality is responsible for managing the financial administration of the municipality and must for this purpose take all reasonable steps to ensure that full and proper records of the financial affairs of the municipality are kept in accordance with any prescribed norms and standards. The Act further goes on to indicate that these documents must be filed in accordance with all relevant legislation of the Republic of South Africa especially, the Constitution and the National Archives Record Services Act

The policies and procedure to be put in place must be developed and submitted to the National Archives for approval as indicated in Section 1.1 of the G5 directive issued by the National Archives in 1997. Further, Section 4 of the National Archives Act reads as follows "until such time as a Provincial Archives is established for the Province, every provision of the Act shall apply in that province. This is further emphasized in the Generic Good Practice Guidelines for filing and storage of documents issued by the Department of Finance, Mpumalanga Provincial Government.

As required in terms of the Act, the file plan, records management policy and registry procedure manual were compiled and approved by Council on the 26 March 2009 and submitted to the Provincial Archives for approval as required.

It must be noted that only the file plan was approved in December 2010, whilst the other documents are still awaiting approval by the Provincial Archives.

Strategy

- To fully equip the established records/registry section.
- To renovate and/or upgrade the storage area to an acceptable standard of the Provincial Archives.
- To equip Records/Registry section with human resources.
- To develop a manual so as to make the management of the records and the record system easy to understand. This to be done in compliance with the National Archives Act.

- ELM will train the relevant officials to understand the implementation of the system effectively and in compliance with the National Archives Act.

Projects

Programme : Archives										
Project ID	Project Name	Project Location/Ward	Project Beneficiaries	Project Objective	Key Performance Indicator	Period	Budget Allocation(Annual) R	Source of funding	Implementing Agency	
CAA01	Equipping of Records/Registry Section,	Emakhazeni	ELM	To ensure that the established records/registry section gets well equipped.	Established fully functional registry/records section	December 2011	R 80 000.00	INTERNAL	ELM	
CAA02	Renovation and upgrading of storage	Emakhazeni	ELM	To maintain proper filing through the Records Management Policy/ Manual and File Plan.	Renovated store area	December 2011	R 80 000.00	INTERNAL	ELM	
CAA03	Appointment of Registry Clerk and training the officials	Emakhazeni	ELM	To continuously train officials to manipulate/implement the filing programme.	Appointed Registry Clerk Trained officials	2012/2013 Financial budget	Salaries' budget	INTERNAL	ELM	

RESPONSIBLE DEPARTMENT

Corporate Service Department

5.4.2. ISSUE 20: ORGANISATIONAL DESIGN

Problem Statement

As a result of the amalgamation of the former Local & Transitional Councils and the establishment of Emakhazeni Local Municipality, the then newly elected Council adopted its organogram in 2001. The organogram is reviewed annually and all the employees are placed accordingly. The Organizational Organogram was last reviewed on the 01 December 2011 Council resolution number 18/12/2011.

The organizational Organogram of the municipality comprise of the Political strategy and the administrative structure. Both structures are sustainable as the Political structure is serving on terms that are approved by National Government. Administration structure is as well sustainable though the section 57 Managers are serving through Contractual Agreements of five years term it doesn't affect the recruitment of such level of managers. All the staff members below section 57 Managers are sustainable through the current strategy the Human Resource Department is using. The structures are not absolutely affordable as the income of the municipality is not enabling thus hinders the filling of all the vacant posts. In the list of vacant posts the budget is coined towards the most crucial posts which the municipality cannot do without. The Service Delivery Budget Implementation Plan of the Corporative Service Department did outline the number of vacancies to be filled in each financial year. The target is been reached, if not, it will be the financial constraints for a certain period but still the percentage remains fulfilling.

The organograms are submitted in every strategic planning sessions of the municipality to make inputs and amendments. This endeavour is therefore mostly motivated by the need of the municipality to enhance service delivery and for employment opportunities as one of the three spheres of government performance area/goals.

THE ALIGNMENT OF THE IDP TO THE ORGANOGRAM

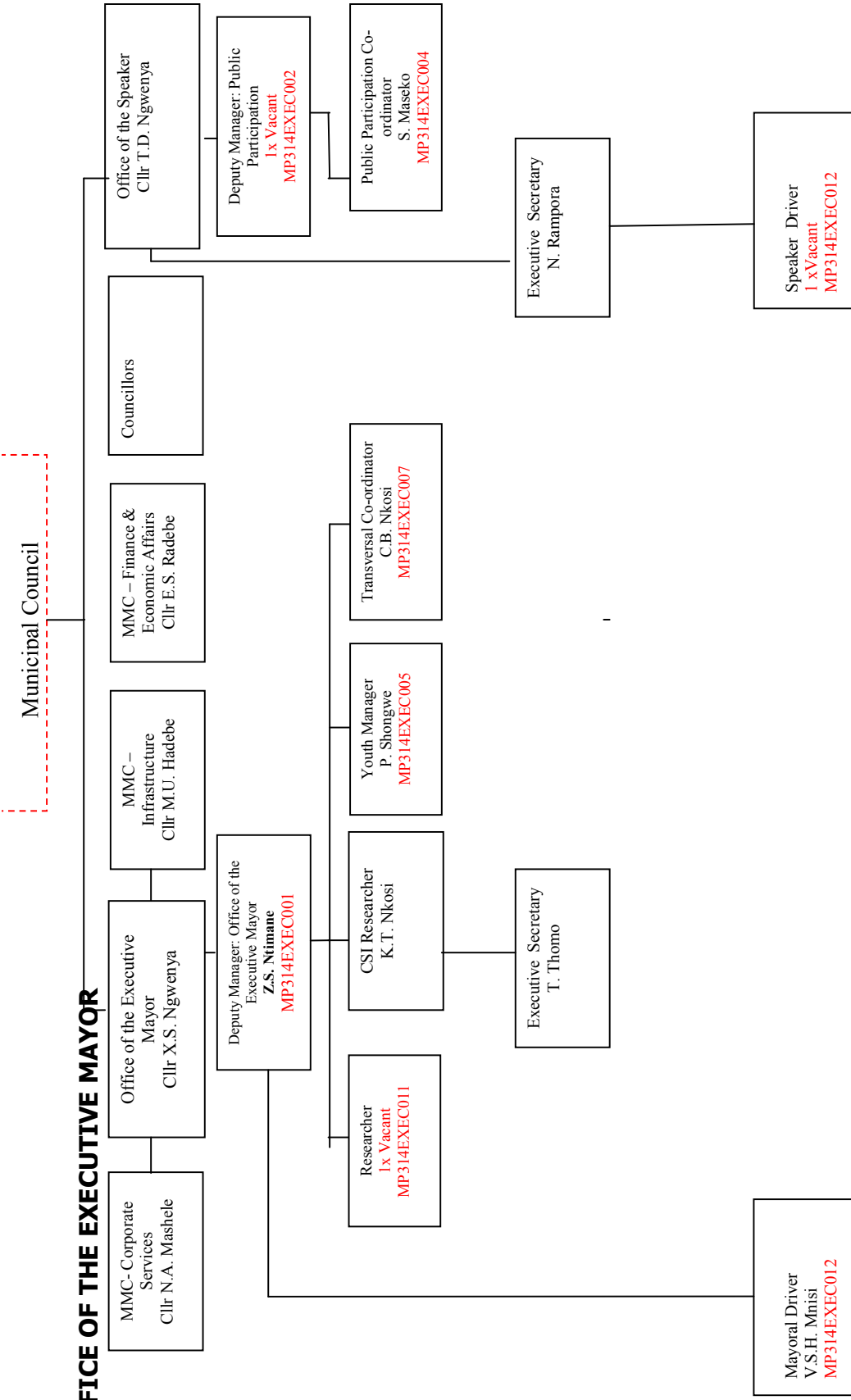
In order for the municipality to reach all the objectives of the Integrated Development Plan per the Key Performance Areas it needs Human Capital above the physical and capital resources. In order to achieve the goals of delivering quality services employees should be on deck. Employees should be employed according to quality that is , skills that are required by the post and according to quantity that is, the number of employees our municipality should carry not disregarding Employment Equity Plan and Affirmative Action. Every time the organograms are received in the strategic planning they are then incorporated to the Integrated Development Planning of the municipality with the aim of alignment.

Another important element that the municipality must deal with is the issue of occupational health and safety not only as a compliance issue but also as an imperative that the municipality must have in order to maximise employee involvement in the work place. The organisation has already established safety committees and some members of staff have already been sent for first aid training. What must now happen is that more safety awareness must be created among employees. Measures must be put in place to ensure that safety measures are exercised at all time by the staff members at all levels.

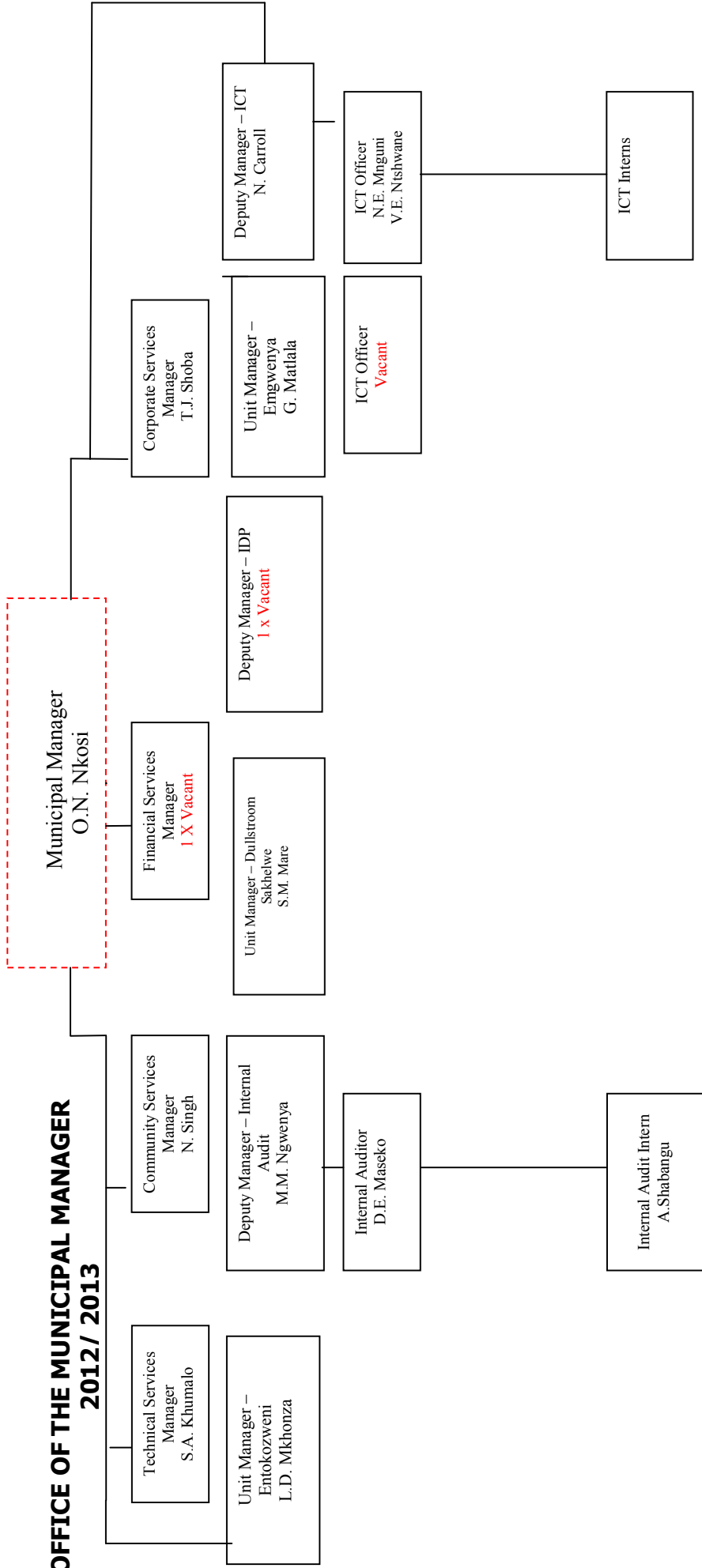
We have succeeded in the previous financial year to re align our organogram through proper grading of posts. All the posts were reviewed and those that are to be urgently filled have been identified and budgeted for. The total posts inclusive of all the departmental organograms are 484 and there are only 368 filled. 27 posts were budgeted for the year 2010/2011, presently there 12 posts filled. For the year 2011/2012 there are 32 posts that are budgeted for out of 55 that the department of the municipality had collectively anticipated to fill.

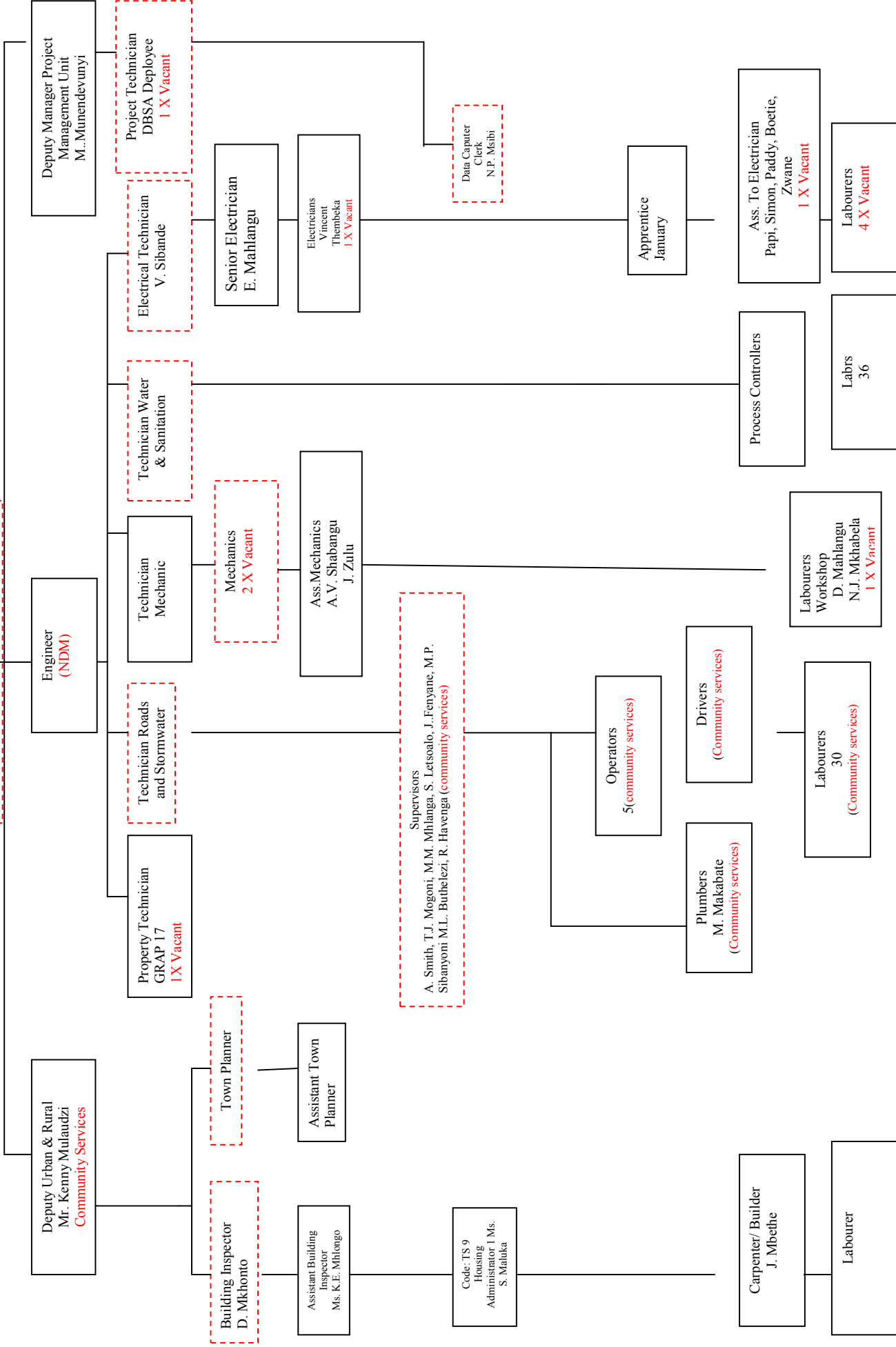
Following are the organizational structures for 2012/2013 financial year.

OFFICE OF THE EXECUTIVE MAYOR



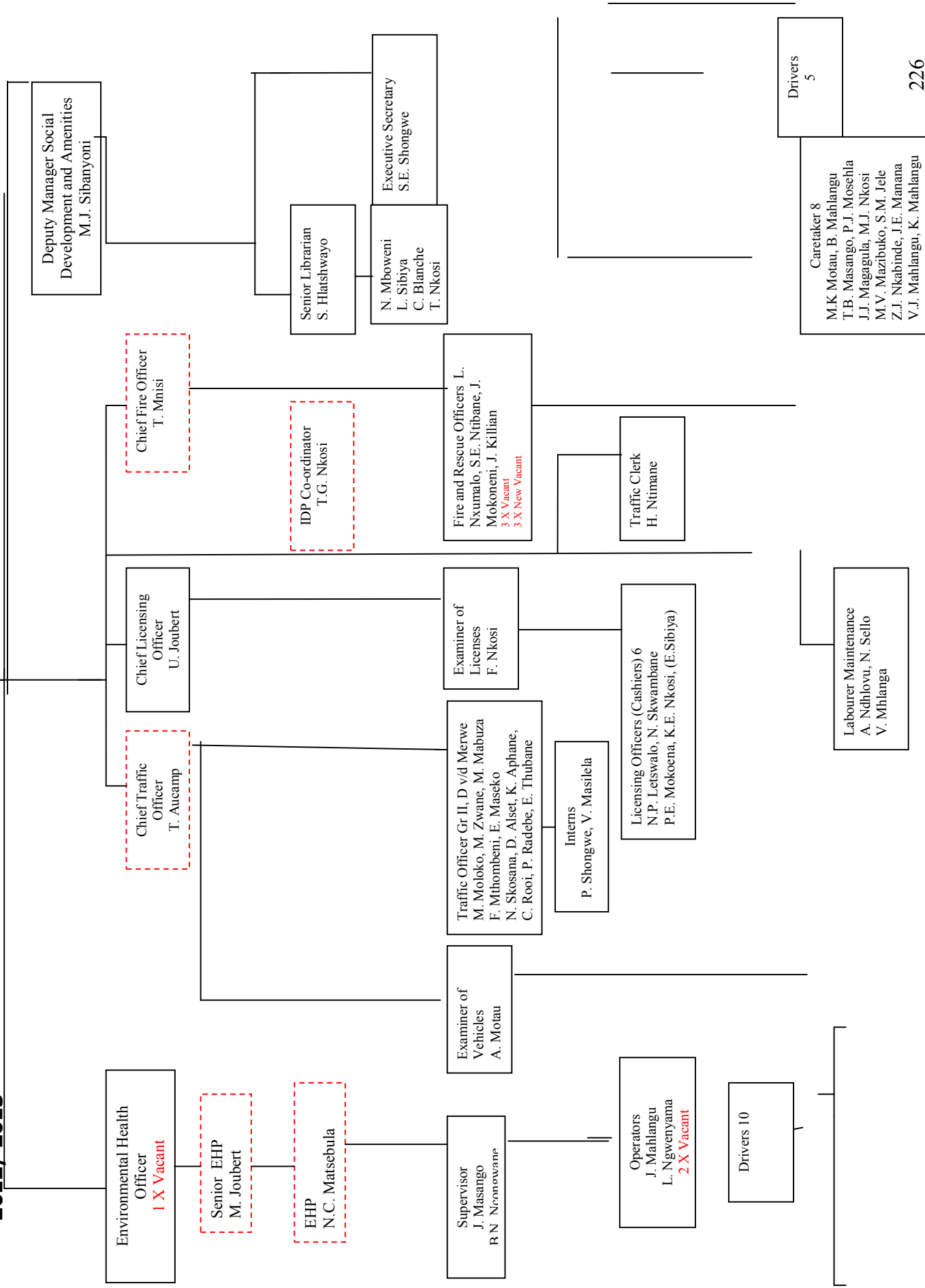
**OFFICE OF THE MUNICIPAL MANAGER
2012/ 2013**





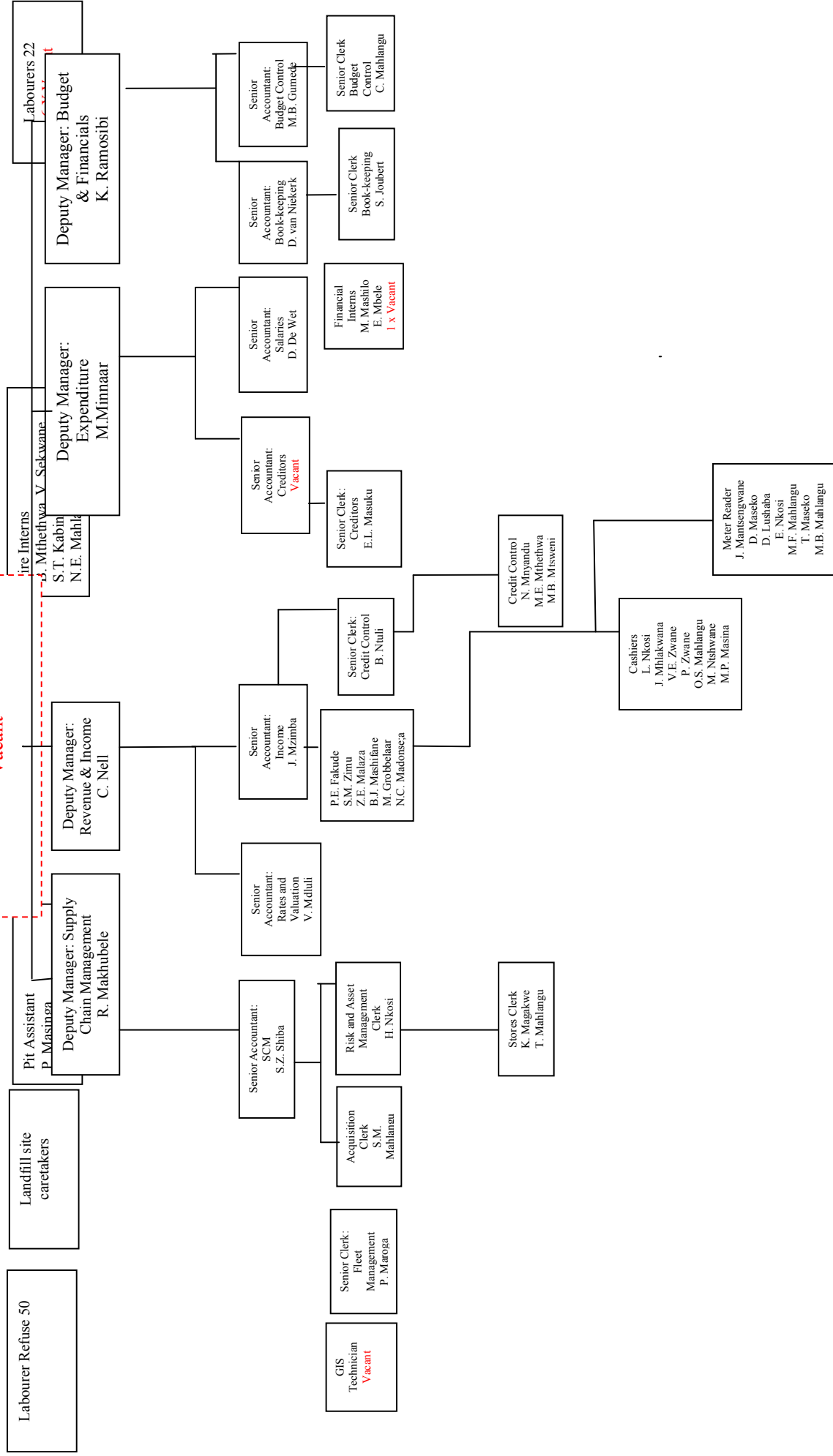
Community Services Department 2012/ 2013

Manager Community Services
N. Singh

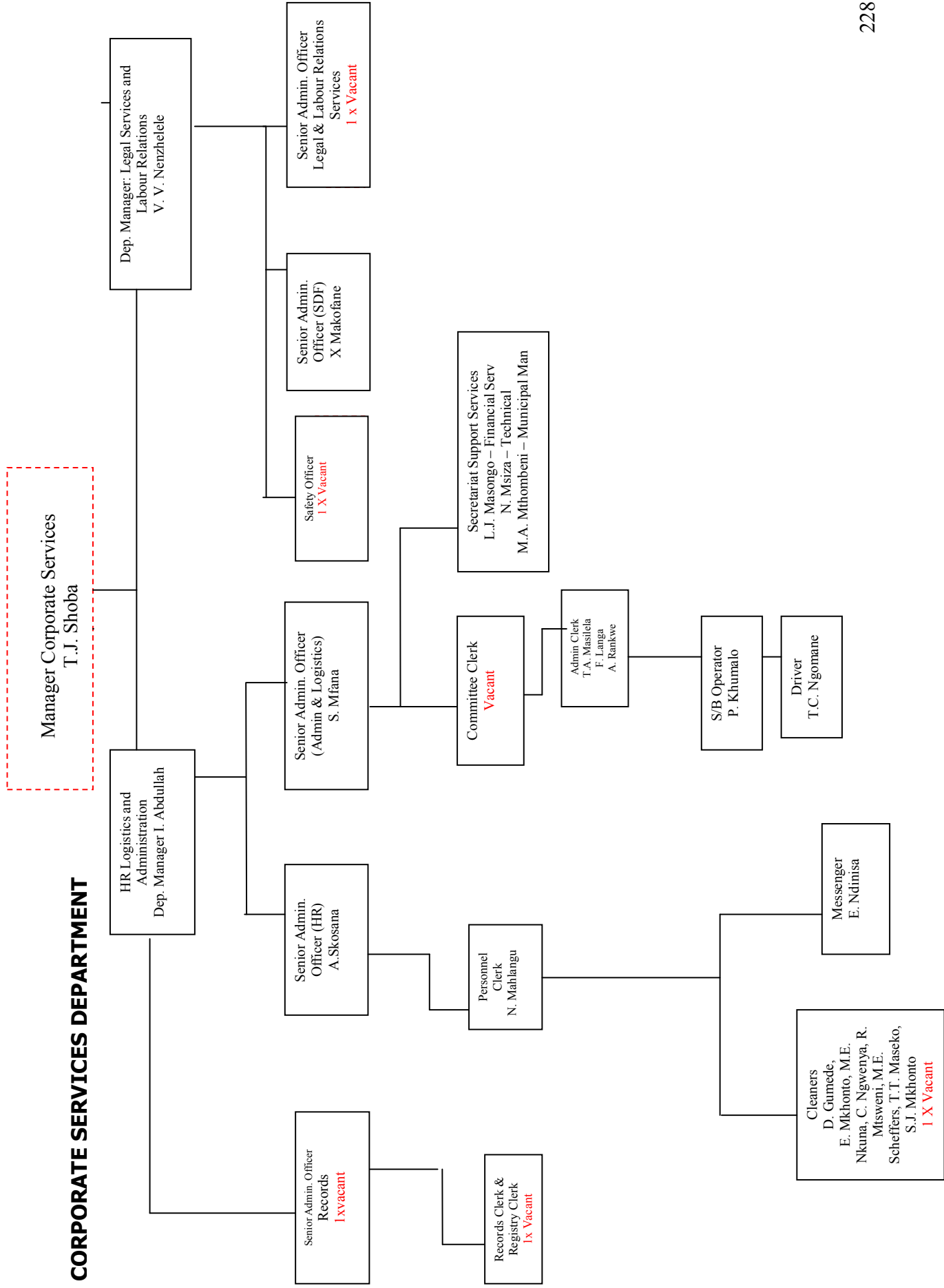


BUDGET AND TREASURY OFFICE 2012/ 2013

Chief Financial Officer
Vacant



CORPORATE SERVICES DEPARTMENT



HUMAN RESOURCE STRATEGY

Human strategy is not in place, a meeting was convened with Department of Co-operative Governance and Traditional Affairs on the 12th of February 2011, among the matters resolved on was that it is going to assist greatly on the establishment of credible Emakhazeni Local Municipality Human Resource Strategy. Currently the municipality is using eighteen policies which the Council has adopted as a collective per its resolution item 04/05/07 and six Drafts Policies as adopted by the Council as its strategy to keep the administration in smooth operation. Basically the municipality comply to the Acts especially in addition to policies, the municipality implements Collective Agreements and the circulars from SALGBC those that advocates Human Resource so that employees can reflect their positive attitudes and behaviour. Issues of employee's wellness are discussed during Local Labour Forums meeting and Occupational Health and Safety meetings as one of the modes to strengthen our Human Resource Strategy.

RECRUITMENT, TRAINING AND RETENTION STRATEGY

Out of the 18 Human Resource Policies that were approved by the Council, there is a Recruitment and Selection Policy of which the Human Resource section is complying with and ensures that it is consulted whenever recruitment is to be effected. The policy is not yet reviewed. Out of six Human Resource policies that were approved as Draft by the Council one of them is the Skills Retention Policy. This policy was adopted as a draft by the Council per its resolution 02/06/2010. This policy is ensuring the stability of our human capital and to retain scarce skills by recognizing our employees in strategic positions. This is conducted through the internal promotions that are effected in the municipality and the implementation of the task grading system with its wage curves. It is inevitable though to avert the exit of scarce skills whenever the incumbent has got a position that will remunerate him or her for a better than our financial capability. Training as elaborated under workplace skills plan is assisting to academic equipping our employees who are promoted or that will be promoted in future. It also address the gap in scarce skills and inspire officials and employees to retain their employment in this institution. The structure is not absolutely affordable as the income of the municipality is not enabling such principle. Lower municipal income hinders the filling of all the vacant posts which the municipality can't do without, the Service Delivery Budget Implementation Plan of the Corporate Services Department did outline the number of vacancies to be filled in each financial year. The target is been reached if not, it will be the financial constrains for a certain period but still the percentage remains fulfilling.

Projects

Programme : Organizational Design									
Project ID	Project Name	Project Location/ Ward	Project Beneficiaries	Project Objective	Key Performance Indicator	Period	Budget Allocation (Annual) R	Source of funding	Implementing Agency
CAO01	Improvement of the design of the Organizational structure and design departmental structures	All Wards	ELM	To have an organizational structure that will allow improvements whenever a need arises. To provide each department with a departmental structure for information to the public.	Organizational Structure designed to allow future improvements. Designed Departmental Organization Structures.	30 June 2014	R 150 000.00	Internal	ELM
CAO02	Development of an Integrated Human Resource Development Strategy	All Wards	ELM	To develop an integrated human resource development strategy	Developed Integrated Human Resources Development Strategy	31 December 2013	R 300,000,00	Internal	ELM

RESPONSIBLE DEPARTMENT

Corporate Services

5.4.3. ISSUE 21: EMPLOYMENT EQUITY

Problem Statement

In terms of the Employment Equity Act 55 of 1998, all designated employers must in order to achieve employment equity, implement "Affirmative Action measures "for people from designated groups. Employment Equity Report was submitted to Department of Labour on the 04st October 2011 which reflected the demographics of its area of jurisdiction with regard to race and gender .This EER was adopted by Council as per its resolution 30/09/2011. The report is submitted with the Employment Equity Plan in order to meet the improvement as required by the Act. Figures from 2007 to 2011 below show a remarkable improvement in the employment of females.

Table 31: Employment Equity (2007-2011)

Demographics		30/09/07	30/09/08	28/02/09	30/06/2010	23/02/11
African	Male	43.61%	63.96%	71.73%	71.96%	69.09%
	Female	45.39%	28.25%	21.74%	22.43%	24.78%
Coloreds	Male	0.64%	0.65%	0.62%	0.62%	0.58%
	Female	0.66%	0%	0%	0%	0%
Asians	Male	0.09%	0%	0%	0%	0%
	Female	0.10%	0.32%	0.31%	0.31%	0.29%
Whites	Male	4.66%	3.25%	2.80%	2.18%	2.6%
	Female	4.85%	3.57%	2.80%	2.50%	2.6%
Total	Male	67.68%	75.46%	74.76%	72.27%	66.67%
	Female	32.14%	24.54%	25.24%	27.63%	33.33%

The employment target according to gender the municipality seek to achieve 40% of females and 60% of males. Currently there are two Section 57 female managers who had signed the Employment contracts for five years .There are also four female Deputy Managers of which two of them are white and one female Unit Manager. The backlog is with the employment of people who live with disabilities. According to the 2011/2012 Employment Equity Plan the municipality had targeted to appoint two people in this historically disadvantaged category. A data of people who live with disabilities was compiled but the problem is that most of them currently lack required skills in order to be employable. This matter will be addressed soon though the anticipated endeavour shall yield positive results in a long term.

Strategy

- Emakhazeni Local Municipality will commission activities to ensure that people from designated groups are recruited to achieve the numerical targets set in the Employment Equity Plan.

Objectives

- To ensure that the municipality has measures that addresses the imbalances of the past.
- To ensure that the Numerical targets set are realistic and achievable.
- To conduct an audit of people living with disabilities within the area of jurisdiction of Emakhazeni

Projects

Programme : Employment Equity									
Project ID	Project Name	Project Location/ Ward	Project Beneficiaries	Project Objective	Key Performance Indicator	Period	Budget Allocation (Annual) R	Source of funding	Implementing Agency
CAE01	Advertise, Recruit, Select and appoint people from designated groups as per the numerical targets set in the Employment Equity Plan.	All Wards	Two prospective employees	To ensure that the municipality has measures that addresses the imbalances of the past. To ensure that the Numerical targets set are realistic and achievable.	Percentage of female employment increasing from 25% to 30 %.	30 December 2013	Salaries' budget	INTERNAL	ELM
CAE02	Submit an Employment Equity Plan and Report that is credible to the Department of Labour . Implement the plan as per the EEP .	All Units	ELM	To conduct an audit of people living with disabilities within the area of jurisdiction of Emakhazeni. To ensure that the Employment Equity Plan and the implementation report are submitted on time to Department of Labour before 30 October 2012	Audit report of people living with disabilities. Compilation, Submission of Employment Equity Plan and Employment Equity Report, and implementation of Employment Equity Plan.	28 September 2012	No budget needed	-	ELM

RESPONSIBLE DEPARTMENT

Corporate Services

5.4.4. ISSUE 22: SKILLS DEVELOPMENT

Problem Statement

In terms of the Skills Development Act, Act No. 97 of 1998 and the Skills Development Levies Act, Act No. 9 of 1999, the Municipality is required to register with the South African Revenue Service (SARS) to pay Skills Development Levy, register a Skills Development Facilitator (SDF), submit a Workplace Skills Plan (WSP) to the relevant SETA, implement the Workplace Skills Plan and submit levy grant claims to the SETA as per the provisions of the Funding Regulations to access a percentage of the skills development levy. The Workplace Skills Plan must cover the municipal financial year from 1 July to 30 June of the following year.

This plan is adopted by the Council before it can be submitted to Local Government SETA. The WSP that is being implemented currently was adopted by the Council as resolution 01/06/2011 . The plan also includes a report of trainings that were conducted in a specific financial year and trainings which are proposed for the next financial year. Out of the latter an Implementation Plan is therefore established to enhance the implementation towards achievements of the Work Skills Plan objectives. Employees are given skills equally and according to their requirements. Those employees that could not be incorporated to training programme were placed in ABET programme which came into effect in February 2011. This programme will be standing with the aim of producing an enabling environment for further trainings currently there are trainings in CPMD (MF) for three officials, , one legislator in LED course , one employee for Paralegal course and six employees for Local Government Accounting Certificate. There is a long list of both the Administration and Councillors that have completed trainings since 2006 to 2010. The process is ready for the intake of Councillors that will serve in the next term of Local Government.

Given the above status quo and figures the Workplace Skills Plan of the municipality does address the capacity challenges because every trainee after completing , he or she improves the way one performs his duties as per the job description of the post one occupies. The way the service delivery is fast tracked and improved is the culmination of the skills that are required by respective employees.

Strategy

- The ELM will commission educative activities to ensure that officials, councilors and members of the public understand the prescribed requirements and format used to compile and implement the Workplace Skills Plan and submit the plan and implementation report as required.
- Furthermore, the municipality will form partnership with the private sector to conduct a community survey aimed at developing a data base of existing skills, which will lead to specific interventions to bridge skills gaps identified.

Projects

Programme : Skills Development									
Project ID	Project Name	Project Location/ Ward	Project Beneficiaries	Project Objective	Key Performance Indicator	Period	Budget Allocation (Annual) R	Source of funding	Implementing Agency
CAS01	Compile and submit WSP and report	All Units	ELM	To comply with the standard procedures of the LGSETA	Submitted WSP and implementation report	30 June 2012	None	-	ELM
CAS02	Implementation of the WSP as per the Implementation Plan	All Units	ELM	To ensure that the interventions identified in the WSP help address the skills challenges experienced by the municipality.	Employees identified for trainings enrolled and engaging into training programmes	01 July 2012	R 650 000.00	Internal	ELM

RESPONSIBLE DEPARTMENT

Corporate Services

5.4.5. ISSUE 23: PERFORMANCE MANAGEMENT

Problem Statement

The ELM regards Performance Management System not only as a system that is linked to human resource development but, which includes *inter alia*, individuals, departments, programmes and projects that aim to improve the overall performance of the institution. The level of performance of the Municipality is therefore determined by an assessment of all that has been mentioned in the preceding sentence. The aim of such a system in the Municipality is to encourage alignment with new strategic priorities and new operational ethos.

Moving from the above premise, ELM Council adopted its Performance Management Framework in 2004. According to this framework; the ELM adopted the Municipal Balanced Scorecard as its performance management system. The Performance Management Framework was reviewed in 2006. The Municipal Manager and Managers directly accountable to the Municipal Manager entered into performance agreements with the Municipality as required it terms of the Local Government: Municipal Systems Act, Act No. 32 of 2000.

As an administrative control mechanism, the PMS has assisted the municipality to reassess how it operates, in relation to the provision of services to communities. In order to consider how Municipal departments are responsive to the customers, all Managers have signed the performance contracts with the Municipality, and, their performance is yearly assessed in order to measure development and performance alignment to Municipality's objectives. This exercise focuses on the strategic objectives of the Municipality, reflecting the core issues and the priority areas for improvement.

Further, the Managers' performance assessments have led to the realization of some challenges that include:

- The implementation of the old and the new performance management regulations , due to the different periods in which various Managers were appointed,
- The emphasis on the percentage of the tasks handled, as in the SDBIP, versus the real impact of such a task on the ground, and its relation to the resources utilized.
- The inclusion of the projects by Provincial departments in the Managers' SDBIP and the lack of accountability by these departments to the Municipality, that results in the lowering of service standards.

The continuous workshopping of Councillors on PMS cannot be overemphasised. This is important in order to allow Councillors to oversee the Municipal performance and give further political guidance

without interference. Seeing that Municipal performance does not lie with senior management only, ELM is to pilot the cascading of the Performance management to all levels. This initiative will call for the establishment of the Performance Audit Unit.

Strategy

- ELM will initiate an inter-departmental planning process that will facilitate the integrated planning approach by all Provincial sector departments and National departments. Further, the Municipality will facilitate the establishment of cross-departmental task teams, to monitor the implementation of the integrated package of services. This will require monthly meetings with all sector departments for reporting on the implementation of the planned projects per sector department, and further assessment of performance and further feedback from the Municipality.
- Educative activities to ensure that Officials and Councillors understand the Performance Management System will be commissioned.
- Comments from the performance assessment committees will be used to improve on areas that need to be improved.
- Continuous feedback to be given to individual Managers on their performance.
- Submission of monthly-, quarterly-, and half yearly reports of the SDBIP.

Projects

Programme : Performance Management										
Project ID	Project Name	Project Location/ Ward	Project Beneficiaries	Project Objective	Key Performance Indicator	Period	Budget Allocation (Annual) R	Source funding	of	Implementing Agency
CAP01	Initiation of interdepartmental planning	All Departments and All Wards	ELM	Departments to converge for Strategic Planning where resolutions of the planning be every departments responsibility to reach .	Delivery of quality services.	March 2013	R200 000.00	Internal		ELM
CAP02	Establishment of the cross-departmental task team to implement and monitor the implementation of the integrated package of services	All Wards All Departments	ELM	To ensure delivery of an integrated package of services.	Improved performance of integrated package of services.	July 2011	R5000 .00	Internal		<ul style="list-style-type: none"> • ELM • Council Committees • Risk Committee • Internal Audit Unit
CAP03	Conduct an intensive training for Councilors and Officials on the adopted Performan	All Wards All Departments	ELM	To ensure that Officials and Councilors understands the requirements of the Performance Management System in accordance with	Performance management system implemented for the entire organization. A performance driven organisation	July 2012	R1000.00	Internal		ELM Office of the Municipal Manager

	ce Managem nt System and Improve the System and its Implement ation			the provisions of the Act.		Monthly	R1000.00	Internal	ELM
CAP04	Monthly assessmen t meetings			To promote an effective and efficient implementation of the Performance Management System.	Monthly, quarterly, half yearly and annual performance assessments performed	Monthly	R1000.00	Internal	ELM
CAP05	Receiving of quarterly reports			Personal Development plans that are linked to strategic objectives of the municipality		Quarterly	R1000.00	Internal	ELM
CAP06	Review of the performan ce manageme nt system to consider new legislation				Submit reports in accordance with the requirements of the Act.	January 2014	R1000.00	Internal	ELM

RESPONSIBLE DEPARTMENT

Community Services

5.5. GOOD GOVERNANCE

5.5.1. ISSUE 24: CORPORATE GOVERNANCE

5.5.1.1. INTERNAL AUDITING AND RISK MANAGEMENT

Problem statement

Good governance is often used to describe the desired objective of a Local government as espoused in section 152 of the Constitution of the Republic of South Africa. In this regard the municipality has resolved to place compliance with legislation at the top of its transformation agenda.

- Lack of compliance with policies, laws and regulations.
- No proper and clear communication lines to report fraud and corruption.
- Lack of monitoring of the implementation of fraud prevention plan, policy and response plan.
- Lack of co-operation from relevant stakeholders in risk assessment exercises which results in important risk being omitted.
- Narrow of identification of risk.
- Lack of monitoring system on the implementation of anti – corruption strategy which assist in improving the application of systems ,policies, procedures and rules

The municipality has managed to maintain an unqualified audit outcome for the past five year since 2005/06 financial year although there are matters emphasised by the Auditor-General which needs municipality's attention. On receipt of a management letter from the AG, the municipality develops the intervention plan and address the issues in a integrated manner.

ELM has Supply Chain Management Committees, functional audit unit, audit committees in place and work transparently with all stakeholders in the in all municipal processes.

Objectives

- To create a culture that promotes good governance
- To strengthen community participation in the fight against corruption and create a clear communication line in the fight against corruption.
- To ensure compliance with laws, regulation and any other applicable acts
- To broaden the involvement of stakeholders in the risk identification process
- To identify mechanisms that will mitigate against risks identified and to measure the effectiveness of such mechanisms
- The reliability and integrity of information reported

Strategy

- To create a culture of accountability, which promote institutional integrity by implementing legislation, policies, regulations and internal audit reviews
- To continuously arrange risk assessment exercises
- To establish lines of communication and improve systems that will detect fraud and corruption
- To continuously perform audit on performance information

Projects

Programme:									
Project ID	Project Name	Project Location/ward	Project Beneficiaries	Project Objective	Key Performance Indicator	Period	Budget Allocation (Annual) R	Source of Funding	Implementing Agency
MMA01	Conduct risk assessment	All wards	All wards	To create the culture that focus in mitigating risks to its acceptable level/tolerance level	Risk assessment report	2012-2013	Internal audit unit salaries' budget	Internal	ELM Internal audit unit and management
MMA02	Arrange risk management committee meetings	All wards	All wards	To create the culture that promote monitoring of implementation of the risk treatment plan	Risks reduced to an acceptable level /tolerance level	2012-2013	Salaries budget	Internal	ELM Internal audit unit and management
MMA03	Development of the three year strategic rolling plan and internal audit risk base annual plan	All wards	All wards	To promote the culture that promote good governance	Approved internal audit plan	2012-2013	Internal audit unit's salaries budget	Internal	ELM Internal audit unit
MM04	Implementation of the internal audit plan	All wards	All wards	To promote the culture that promotes good governance and culture that will provide assurance on the achievement of the Municipal objectives	Internal audit report	2012-2013	Internal audit unit's salaries budget	Internal	ELM Internal audit unit
MMA05	Audit committee	ELM	ELM	To promote the culture that promotes good governance	Audit committee report	2012-2013	Nkangala District Municipality and ELM	Nkangala District Municipality and ELM	ELM Internal audit unit
MMA06	Purchase of Internal Audit software(Tmate)	ELM	ELM	To conduct audit effectively	Internal audit report	2012-2013	R 500 000.00	Internal	ELM

RESPONSIBLE DEPARTMENT

Community Services

5.5.1.2 INFORMATION COMMUNICATION TECHNOLOGY (ICT) REVIEW

PROBLEM STATEMENT

It is vitally important that the information technology development and progress Emakhazeni LM maintains be kept in pace with external and worldwide ICT developments. Technology is no longer a luxury but a necessity for communication with the world. The wealth of information and services available are enormous. The full utilization of information technology will not only put the local authority on the fine edge of improvement but will increase service delivery enhancements. This will include spin-offs to the community at large.

- No stable back up power supply which results in interrupted communication both in tele-communications and computer technology.
- Satellite offices do not have standby generators
- Current computer equipments in the satellite offices are outdated
- No adequate control on data usage
- Level of competency of IT Staff needs to be improved
- Cable theft
- No internet connectivity at Sakhelwe

Objective(s)

- Stable back up power supply and interrupted communication in all offices
- Sourcing of new computer equipments for the satellite offices
- Internal review of our own existing software systems to ensure integrity of data as primary objective.
- Internal review of our existing hardware systems to ensure we keep up to date with modern trends.
- Strategic planning and review of possible communication systems that will not only improve the affectivity of the municipality but will also render a service to the community.

Strategy

- ELM has launched a information communication technology review program which is progressing well and is ongoing.
- In the same effort an ICTMP (information communication technology mentoring program) is in process.
- A long term IT review strategy have been proposed where the following will be addressed:
 - Future hardware requirements
 - Future software requirements
 - Cost effective supply chain
 - Mass sms communication with stakeholders
 - Rolling out of the GIS (Geographic Information System)

Projects

Programme:									
Project ID	Project Name	Project Location/ward	Project Beneficiaries	Project Objective	Key Performance Indicator	Period	Budget Allocation (Annual) R	Source of Funding	Implementing Agency
MMT01	Repairs and maintenance	All	All	Minimise time on solving faults	Number of faults minimized. Monthly reports from Technicians	July2012- June2013	R 250 000.00	ELM	ELM
MMT02	Upgrading of IT equipments at eNtokozweni, eMgwenya, Siyathuthuka, Technical services, Stores, Sakhelwe and Dullstroom	All	All	Up to date hardware's and software's	All four Units including Technical department to have proper communication	July2012- June2015	R 800 000.00	ELM	ELM
MMT03	Hardware purchase	All	All	To buy up to date hardware	Invoices of purchased Hardware's	July2012- June2013	R 150 000.00	ELM	ELM
MMT04	OS Ticket systems	All	All	To improve the standard of reporting	Record of reported Faults attended.	July2012- June2013	Free(Open source software)	ELM	ELM
MMT05	Internet line upgrade	Ward 4	Ward 4	To upgrade the internet line	Internet connectivity	July2012- June2013	R25 000.00	ELM	ELM
MMT06	Purchase of hardware for Ward Councilors (satellite offices)	All	All	To improve communication with constituencies	Six computers installed.	July2012- June2013	R 45 000.00	ELM	ELM

RESPONSIBLE DEPARTMENT

Community Services

5.5.1.3 Community Consultation and Participation

Problem Statement

The cornerstone of community participation in governance is CDWs coupled with Ward Committees. During the past election, the ruling party made an undertaking to ensure that Ward Councillors hold at least six mandatory public meetings per annum. This is important to ensure that the line of communication with the community remains intact. In line with Section 52 of the Constitution of South Africa, the LM will ensure: 1) The involvement of the community of Emakhazeni in the planning processes of other decision making processes, i.e. ward committees, organisational arrangement of the IDP; 2) Special attention be given to the involvement of youth in the development process; and 3) Community outreach meetings for the purpose of feedback and further engagement. The following are the IDP Objectives regarding community participation:

- Develop appropriate mechanisms, processes and procedures to encourage the involvement of community in matters of Local Government;
- Invite as many stakeholders and structures in all community participation matters through CDWs;
- Train people who are responsible for loud-hailing of community meetings;
- Effectively train and workshop Ward Committees, Councillors and officials on the importance of community participation;
- Provision of sufficient budget for community participation;
- Encourage the establishment and active involvement of youth, women and aged in matters of local governance;
- Convene the Budget, IDP, Mayoral *izimbizo*, NDM IDP outreach meetings;
- Ensure that ward committees communicate with their constituencies and create a platform of accountability to communities;
- Ensure that the IDP Representative Forum and Technical Committees function properly and that community members are effectively engaged;
- See that Community Development Workers (CDWs) are properly integrated into Wards Committees;
- That the community needs are integrated into the IDP via Ward Committees and other bodies;
- Ensure that all possible technological means are implemented to inform the public about Council's activities;
- Ensure that all of the above is integrated into a relevant Communication Policy for Emakhazeni LM.

Ensure More Effective, Accountable and Clean Local Government that Works Together with National and Provincial Government

Objectives

- To ensure the promotion of transparency through public participation at all times.
- To discourage corruption through the promotion of good and ethical conduct by the councillors and the officials alike.
- To ensure that the people are part of the development process.
- To involve youth, women and the disabled in decision making processes.

Strategy

Strive to achieve the object of local government as espoused in the constitution of the republic.
Promote the developmental character of the ELM.

Projects

Programme:									
Project ID	Project Name	Project Location/Ward	Project Beneficiaries	Project Objective	Key Performance Indicator	period	Budget Allocation (Annual)R	Source of Funding	Implementing Agency
MMC01	Community and sectoral meetings	All ward	Community and stake holders	Develop appropriate mechanism , processes and procedure to encourage the involvement of community in matters of local government	Number of community and sectoral meeting held	July 2011 to June 2012	R 150 000	E.L.M	E.L.M
MMC02	Ward committee meetings	All wards	All wards committees	Develop appropriate mechanism and procedure to involve community In matters of local government	Number of ward committee meetings held annually	July 2011 to July 2012	R 200 000	E.L.M AND MIG	E.L.M
MMC03	Outreach and izimbizos	All wards	Community and stakeholders	Develop appropriate mechanism and procedure to involve communities in matters of local government	Number of outreach and izimbizos held	July 2011 to July 2012	R 80 000 plus out funded by Nkangala	E.L.M AND N.D.M	E.L.M AND N.D.M
MMC04	Road show	All wards	Community and stake holders	Develop appropriate mechanism and procedure in matters of local government	Number of road show held per annually	July 2011 to June 2012	R 20 000	E.L.M AND Sector department	E.L.M AND Sector
MMC05	Training of public participation team	Public participation unit	Driver and person doing loud hailing	Develop appropriate ,processes and procedure to involve community in matters of local	Improvement of mobilization strategy of the unit	2011 to 2012	R 10 000	E.L.M	E.L.M

MMC06	Training and inductions of ward committees	All wards	All ward committees	government Develop appropriate processes and procedure to involve community in matters of local government	Number of trainings and inductions held	2011 to 2012	R60 000	E.L.M and COTA	E.L.M
MMC07	Delivering of notices and loud hailing	All ward	community	Develop appropriate processes and procedure in to involve community in matters of local government	Delivery register and trip authorization for loud hailing	2011 to 2012	R150 000	E.L.M	E.L.M
MMC08	Incorporation of other racial groups	All ward	Other racial groups	Develop appropriate mechanism and processes and procedure in matters of local government	Maximum number of other racial group participating in meetings and program	2011 to 2012	R 350 000	E.L.M	E.L.M

RESPONSIBLE DEPARTMENT

Municipal Manager

5.5.2. ISSUE 25: PUBLIC PARTICIPATION

Problem Statement

The Constitution of the Republic of South Africa obliges municipalities to encourage the involvement of local communities in matters of local government. The geographic spread of our local municipality is vast in nature. The kilometre radius from each ward makes it difficult to assemble the community in one venue; as a result some of the communities are unable to attend.

It was observed during the past two years that communities of Entokozweni, Emgwenya and of Dullstroom there were a decline in the number of people attending meetings due to the establishment of forums that purport to represent the communities. It has been noted though that there is some challenge in some wards in terms of information not disseminated timorously ie. Issuing of notices, loudhailing.

The delay in the appointment of the CDW's has affected the smooth community participation process and on the other hand the newly elected Ward Committees, though they attended their first induction course, they did not find their feet or rhythm. The composition of ward committees in some wards does not reflect the composition of the community they represent.

During lections the ruling party has made an undertaking to ensure that our Ward councillors hold at least six mandatory public meetings per annum. This promise must be kept to ensure that the line of communication with the community remains intact.

Objectives

- Develop appropriate mechanisms, processes and procedures to encourage the involvement of community in matters of Local Government, when developing such mechanisms, processes and procedures, the Municipality must take into account people who cannot read and write, with people living with disabilities, women.

Strategy

- Invite as many stakeholders and structures in all community participation matters as much as we possibly can through Community Development Workers (CDW's), Ward Committee's and other Forums which are recognised by the Municipality.
- Induct people who are responsible for loud-hailing of community meetings.
- Effectively train and workshop Ward Committees, Councillors and officials on the importance community participation.
- Provision of sufficient budget for community participation i.e. transport, loud-hailing and overtimes.

- Encourage active involvement of youth, women, people living with disability and aged in matters of Local Governance.
- Convene the Budget, IDP, Mayoral *izimbizo*, NDM IDP outreach meetings.
- Ensure that ward committees and other community structures communicate with their constituencies and create platform of accountability to communities.
- Compliance with the schedule of meetings is necessary in order to avoid the challenges of issuing of notices late and such must be monitored.

Projects

Programme:									
Project ID	Project Name	Project Location/Ward	Project Beneficiaries	Project Objective	Key Performance Indicator	period	Budget Allocation (Annual)R	Source of Funding	Implementing Agency
MMP01	Community and sectoral meetings	All ward	Community and stake holders	Develop appropriate mechanism, processes and procedure to encourage the involvement of community in matters of local government	Developed appropriate mechanism, processes and procedure.	July 2012 to June 2013	R 150 000	E.L.M	E.L.M
MMP02	Ward committee meetings	All wards	All wards committees	<i>Convvene ward committee meetings</i>	Number of ward committee meetings held annually	July 2012 to June 2013	R 200 000	E.L.M AND MIG	E.L.M
MMP03	Outreach and izimbizos	All wards	Community and stakeholders	<i>Convvene IDP outreach meetings and izimbizo's</i>	Number of outreach and izimbizos held	July 2012 to June 2013	R 80 000 plus out funded by Nkangala	E.L.M AND N.D.M	E.L.M AND N.D.M
MMP04	Road show	All wards	Community and stake holders	Road shows to encourage and create a culture of community participation.	Number of road show held annually	July 2012 to June 2013	R 20 000	E.L.M AND Sector department	E.L.M AND Sector
MMP05	Loud hailing	Public participation unit	Driver and person doing loud hailing	Inducting people assisting with loud hailing	Inducted loud hailers	July 2012 to June 2013	R 10 000	E.L.M	E.L.M
MMP06	Training of ward committees	All wards	All ward committees	Training of all ward committee members	Number of trainings and inductions held	July 2012 to June 2013	R60 000	E.L.M and COTA	E.L.M
MMP07	Delivering of notices and	All ward	community	Delivering of notices and	Delivery register and	July 2012 to	R150 000	E.L.M	E.L.M

	loud hailing			loud hailing on time.	trip authorization for loud hailing	June 2013			
MMP08	Convening of meetings	All wards	Council, council committees & community	Adherence to the calendar of council events	Invitations, attendance register and minutes	July 2012 to June 2013	R150 000	ELM	ELM

RESPONSIBLE DEPARTMENT

Office of the Municipal Manager

6. INTEGRATED SECTOR/ OPERATIONAL PLANS

6.1. Introduction

In terms of the Municipal Systems Act (Act 118 of 2003), the IDP must contain sector development strategic. These strategies amongst others include the Spatial Development Framework (SDF), a Disaster Management Plan (DMP), a financial plan as well as Key Performance indicators and Key Performance targets in the form of Operational Plans or Service Delivery and Budget Implementation Plans (SDBIPS).

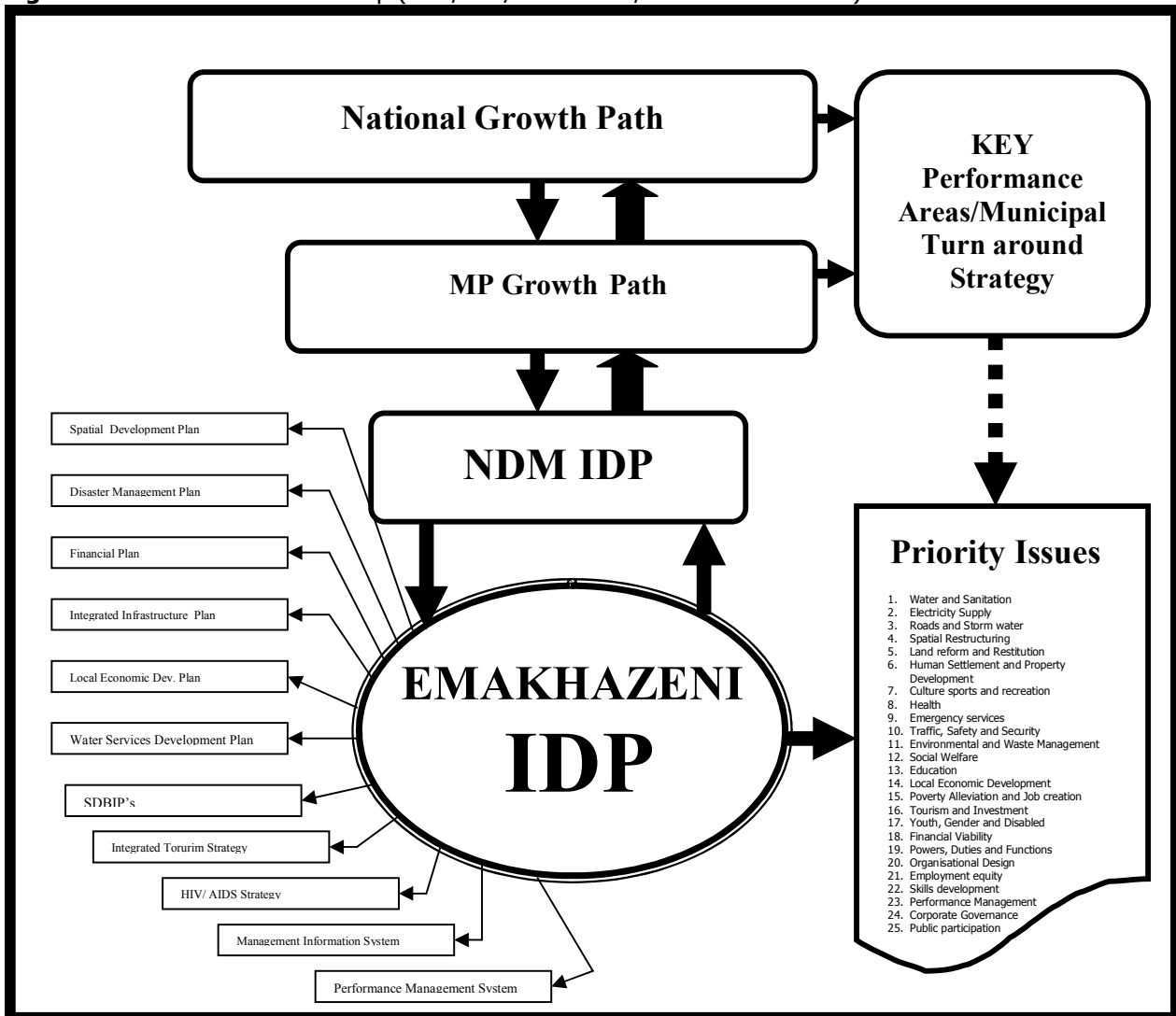
This chapter will accordingly tabulate and discuss the sector plans that have been compiled and adopted by the ELM. The discussion of the following sector plans will be aimed towards illustrating the understanding of the impact these plans will have on the strategic vision of the Municipality.

The following sector plans/strategies were compiled and adopted by the Emakhazeni Local Municipality.

- Integrated Infrastructure Development Plan
- Service Delivery and Budget Implementation Plans
- Financial Plan and Capital Investment Programme
- Spatial Development Framework
- Integrated Waste Management
- HIV/ AIDS Strategy
- Disaster Management Plan
- Nkangala Integrated Transportation (Emakhazeni)
- Performance Management System
- Management Information Systems (MIS)
- Human Resources Development Policy
- Recruitment and Selection Policy
- Employment Equity Plan
- Local Economic Development Strategy
- Responsible Tourism Strategy
- Water Services Development Plan

The following figure, figure 6 below, illustrates the functional relationship between the Sector Plans/Strategies, the Integrated Development Plan and the Priority Issues.

Figure 26: Functional Relationship (NGP/PGP/District IDP/ IDP & Sector Plans)



In essence all the issues that were raised in the IDP were influenced by the sector plans and visa-versa. The priority issues were identified during the community meetings and finalised with consideration to the issues raised in the sector plans. This diagram further illustrates the relationship with the National Growth Path and the Provincial Growth Path as well as the NDM IDP.

6.2. Integrated Infrastructure Development Plan

The intention of the ELM is to develop an Integrated Infrastructure Development Plan (IIDP). However, funding must still be sought in this regard. Meanwhile, there is a report on the study conducted by DPLG on the eradication of the infrastructure backlogs in Emakhazeni (AIB) (IIDP).

The AIB report reflects the findings of study on the current backlogs in the areas of Housing, Sanitation and Wastewater, Solid Waste Electricity and Roads and Storm Water. In all the categories, the backlogs are quantified and an estimate monetary value is given. This AIB is concluded by suggesting capital projects and interventions to be undertaken by the ELM accordingly; these projects and interventions were included in the IDP.

Note: The Water Services Development Plan of Emakhazeni which was adopted in 2004 is currently under review. It is, however, still used until such time as it is replaced by the reviewed WSDP.

6.3. Local Economic Development Strategy

The Emakhazeni Local Municipality appointed Urban-Economic Development Economists to undertake a Local Economic Development (LED) Strategy for the local area and the strategy was adopted **by Council in March 2007 with resolution number 01/03/07 and will be reviewed in 2011.** Local economic development forms part of the Emakhazeni Local Municipality's mandate to create and facilitate the development of the economy, realizing the local economic development potential as well as encouraging private sector investment and job creation.

An analysis of the economic lead sectors was conducted. In light of the analysis, in terms of their potential for local economic development, four strategic thrusts have been developed in order to define the broad goal towards which Emakhazeni's economic development is aimed. These thrusts are supported by specific programmes with projects under each of the programmes. The four key strategic thrusts include the development of the tourism sector, SMME development and support, agriculture beneficiation, expansion and integration as well as the establishment of an educational and specialised training hub. Further, in order to respond to the 2009 election manifesto mandate of creating sustainable jobs, a fifth thrust has been introduced, that is, the Big Business.

Programmes and projects under these thrusts have been identified in terms of their ability to relieve poverty, job creation as well as the development of priority skills.

The following table indicated the specific projects as identified under each of the four strategic thrusts.

Table 32: Four Strategic Thrust

Thrust 1: Tourism Development, Support and Integration	
1	Establishment of a Regional Tourism Association
2	Develop a historical tourism route from Entokozweni to Emakhazeni
3	Develop a fly-fishing tourism route between all four urban nodes
4	Publish a tourism route map for the whole region
5	Development of mining tourism in Emakhazeni's coal and nickel mines
6	Development of flower farm tourist attraction at Hadeco Tulip Farm
7	Marketing and investment of adventure and adrenaline tourism in Emgwenya
8	Development of an affordable fly fishing chalet complex in Entokozweni
9	Development of accommodation, recreational and sport facilities at Emakhazeni Dam
10	Development of historical tourist attraction at the Nzasm Tunnel near Emgwenya
11	Establishment of a Tourism Events Co-ordinating Body
12	Technology based tourism Call Centre System
13	Development of an interactive tourism database
Thrust 2: SMME Development and Support	
1	Investigate alternative funding resources available for SMME's
2	Establish and distribute a database on different funding options available for SMME's
3	Develop database and network of experienced business mentors to support emerging entrepreneurs
4	Development of Mentorship Guest Lodge at Dunkeld Country Estate
5	Develop Business Development Centres in the area
6	Attract and establish SMME support services & offices in the area
7	Develop a SMME information exchange platform at the municipality
8	Develop a database of the number and size of SMME's in the region
Thrust 3: Agriculture Beneficiation, Expansion and Integration	
1	Expand existing maize and grain production
2	Expand existing Soya Beans production
3	Investigate potential for diversification of vegetable and fruit production to supply local needs
4	Expansion of flower production
5	Expansion of forestry
6	Expansion of trout fishing activities for commercial purposes
7	Diversify horticulture in the form of organic farming
8	Diversify existing game farming activities

9	Establish a maize milling cluster
10	Investigate possible value-adding activities to horticulture production
11	Establish a meat processing cluster
12	Establish a bio-diesel processing plant
13	Expansion of existing piggery farming
14	Develop agri-villages in rural areas
15	Support emerging livestock farmers
16	Increase the number of local farmers on the LRAD programme
17	Establish regional farmers Association
Thrust 4: Education and Specialized Training Hub	
1	Develop an international standard secondary school
2	Develop a labour-based training programme in accordance with the tourism SETA
3	Develop a track and long distance athlete sports academy
4	Develop a bicycle riders sports academy
Thrust 5: Big Business	
1	Act as an advisory board to the Executive Mayor on issues of economy and other related matters

6.4. Integrated Waste Management Plan (IWMP)

The strategic vision Emakhazeni municipality is to develop waste disposal facilities at each site which is complemented by the necessary resources including financial and equipments to enable effective management.

The South African Constitution, through the Bill of Rights, provides the right to an environment that is not harmful to health or well-being, and that is protected for the benefit of present and future generations. These rights are to be ensured through measures that prevent pollution and ecological degradation.

Unfortunately, waste management has not, historically been regarded as a priority environmental concern in South Africa and hence, a lack of a co-ordinated approach towards its management. This has become evident in that the majority of our landfill sites in Emakhazeni are operated without the necessary permits, transfer stations, weight bridges and many more. This status quo necessitates that planning for waste management is through limited information especially regarding the waste generation, characterization air space quantities and quantities disposed.

As a municipality, the challenge of extending refuse removal services to the communities in particular towards the informal settlements is acknowledged. To date, an estimate of 1400 households are not receiving this services mainly because they are located in farming areas.

The strategic plan entails the following critical objectives:

The waste management plan of ELM is informed by one of the principles of the National Environmental Management Act 107 of 1998, which pronounces that “sustainable development requires that *waste is avoided, or where it cannot be altogether be avoided, minimised and reused or recycled where possible and otherwise disposed of in a responsible manner* (Section 2(4)(a)(iv)). Thus, the guiding principles of the three “R”s have become critical components of the municipality’s waste management plan. They are reduce, reuse and recycle,

Reduce is a proactive approach which address the planning side of the production of waste and hence calls for the waste prevention strategies to be deployed. Reuse deals with the complementary use of products in their existing form for their original purpose or a related purpose. Reuse is the repetitive or continual use of a product in its original shape. Unfortunately, opportunities relating to re-use are not in existence in ELM and hence, re-use has not become a viable option. Recycling refers to the reprocessing of waste materials to create a new product. Recycling however entails the accumulating and sorting of material and the process entails using energy and other resources in order to process for the manufacturing of another product. Recycling does not only contribute towards waste minimisation role but has potential to become an income generating measure which is proven to be effective in prolonging the life of landfill sites.

Although there is enough waste material to enable recycling in ELM, recycling requires access to the markets as well as availability of local facilities which will enable storage of material, availability of personal protective equipments PPE, transport etc for this business to thrive. Thus, recycling requires that an active stimulator and driver to sell the material to recyclers be accessed.

Key Issues in ELM

ELM recognises that it can make its impact in the facilitation processes to ensure that as part of waste management, reduction, reuse as well as recycling forms an integral part of the municipality’s strategy.

- The IWMP recognizes that community education and awareness plays a crucial role in sustaining any strategy adopted for waste management.
- Provision and availability of sufficient equipments and machinery is imperative particularly for ELM to be able to adhere to the minimum standards as regulated by DWAF. Currently, there are imbalances with regard to resources allocated to waste management.

- Partnerships with the private sector will ensure that waste is not only seen in a negative manner but that opportunities involving the use of waste such as recycling can be ventured into and hence benefit the community.
- Illegal dumping continues to threaten the sustainability of effective waste management.
- The use of PPE for the prolonging of life of those involved in waste management plays a crucial role in sustainable integrated waste management.

6.5. Emakhazeni Local Municipality (ELM) Environmental Management Framework (EMF)

The Mpumalanga Biodiversity Conservation Plan identifies 33.1 % of the Emakhazeni Local Municipal area as contributing towards the biodiversity conservation targets for the province. Thus, without proper guidelines for development the outcome will be disastrous for the environment in the long term.

Emakhazeni Local Municipality was identified as a recipient for the development of an Environmental Management Framework as a national project initiated by Department of Environmental Affairs and Tourism with the assistance of the then known as Mpumalanga Department of Agriculture and Land Administration. Strategic Environmental Focus (Pty) Ltd (SEF) was appointed as the independent environmental consultancy to compile the EMF for the Emakhazeni Local Municipality.

Due to the lengthy research studies and consultative processes, the project had been in commencement since April 2007 and was finally launched on the 06 August 2009.

An EMF is a decision support tool aimed at:

- Describing the environmental attributes of the study area;
- Assessing the attributes in terms of relative sensitivity to development; and
- Guiding environmental decision-making.

The EMF outlines geographic areas in terms of environmental attributes, such as water resources, cultural and heritage resources and agricultural potential; assesses the current status quo against the vision or desired state for the ELM; and identifies environmental control zones to guide land use planning and development in the municipal jurisdiction.

The EMF will be used to proactively plan development in a sustainable manner within the Municipality and to guide decision-making by authorities on development applications, ultimately ensuring continued progress towards sustainability.

6.5.1 Structure of the Emakhazeni Environmental Management Framework

The EMF is made up of the following components:

- Volume I : Status Quo Report;
- Volume II : Desired State Report; and
- Volume III : Strategic Environmental Management Plan, including an Implementation Plan.

The following summarizes the three separate volumes:

Volume I, the Status Quo Report, describes the current environmental issues.

Information is sourced for all aspects of the environment, from socio-economic data to data on natural resources, such as wetlands, endangered plant and animal species and habitats, as well as cultural heritage. Existing policies, legislation and guidelines, such as the Integrated Development Plan (IDP), are reviewed. Issues such as capacity of road networks, trends in development planning and services, such as water, sewage and electricity, are addressed. The Status Quo Report paints a picture of the current state of the environment in the Municipality. During the initial phases, specialist scientists undertook field work in then Municipality at key locations to gather data and input into the central GIS database of environmental information.

Specialists included landscape architects, ecologists, wetland specialists, agricultural or soil specialists, heritage specialists, town and regional planners, resource economist, as well as traffic and services engineers. The report outlines the pressures on the environment and laid the groundwork for further studies.

Volume II (Desired State Report) reports on the vision for further development in the municipality, based on broad stakeholder consultation, and sets out objectives and principles for future developments. The preferred land uses are mapped according to the environmental attributes and resource constraints within management zones. These management zones form the basis for specific recommendations for land use change and development in the Strategic

Environmental Management Plan (Volume III). The Desired State report is a visionary document, but is founded in the opportunities and constraints as identified in the Status Quo Report (Volume I). A zonation map is the visual representation of the desired state, i.e. directing the municipality towards a vision for each zone, which reflects and respects the broader objectives per sector for the area. A zonation table detailing the boundaries and rationale for each zone, as well as the zone's status quo, supports the zonation map. Biophysical features and existing spatial management units, such as catchment boundaries, have been used to demarcate and delineate the zone boundaries.

Volume III, the **Strategic Environmental Management Plan (SEMP)**, is aimed at providing the municipality and developers with guidelines for land use change in areas within Emakhazeni. There are two levels of zonation from the Desired State Report: the first is a set of management zones based on preferred land uses, the second is a layer that rates the areas according to agricultural, heritage, ecological and geotechnical sensitivity to development. The SEMP provides a set of guidelines for developments within these areas. The Implementation Plan broadly outlines roles and responsibilities with regards to implementing the EMF.

“Extracted from the Emakhazeni Local Municipality EMF Integrated summary report, 2009”

6.6. Disaster Management Plan (DMP)

Legislation places the responsibility of disaster management as a District function however, ELM being the closest to local communities, is not exempted from dealing with local disasters. Through the Disaster Management Plan, ELM highlights its position and preparedness in response to emergencies. Thus, the disaster management plan provides a guideline of who and what should be done by the municipality in curbing and or addressing any case relating to disasters. A DMP is thus a proactive tool that seeks to minimize the adverse effects of disasters by affirming the municipality’s readiness in deploying local resources.

The DMP has affirmed the following objectives of the ELM disaster management in highlighting the following overall objectives of the plan that;

- Ensure safe, prompted effective fire fighting services which is well coordinated amongst other role players.
- Increase community access of emergency serves.
- To establish an effective, safe, prompt and responsive team that will assist in the prevention, mitigation and proper management for during disasters.

In order to better enable ELM in its preparations for response to disasters, the DMP has been effective in highlighting the typical risks and possible vulnerability issues that the municipality should be ready to deal with. Major risks have been identified around:

- The road related disasters - This is because of the geographic location of ELM which is adjacent the National road, the N4. The N4 links South Africa with neighbouring countries such as Mozambique and Swaziland in the East and hence, carry heavy vehicles some which are for transporting goods.

- Exposure to veld-fires – ELM has many open spaces which are not occupied. During the winter seasons, these veld-fires pose a risk of damaging nearby properties.

Disasters can have a cross cutting effect on the lives on communities and hence render them vulnerable, however the DMP has been instrumental in identifying the different role players and stakeholders to be incorporated when dealing with disasters, namely; Local municipality, District and other neighbouring municipalities, Government departments, SAPS and the role of Private sector. The DMP has also acknowledged the crucial role that can be played by the local communities especially that they are normally the first on the scene where community related disasters occur.

Emanating from the DMP, the ELM has beyond the deployment of human resources in areas of disasters, committed to the establishment of a 24 hour call centre where communities can report local disasters. Resources are also committed at the various communities through the construction of fire houses which will assist in increasing and improving response time to disasters.

6.7. Financial Plan and Capital Programme

Emanating from the DMP, the ELM has beyond the deployment of human resources in areas of disasters, committed to the establishment of a 24 hour call centre where communities can report local disasters. Resources are also committed at the various

6.7.1 Financial Plan

The Emakhazeni Local Municipality is classified as a low capacity in terms of the implementation of Municipal Finance Management Act.

The financial plan schedule gives an overview of the aims to be achieved. One of the aims to be achieved is the GAMAP/GRAP conversion of the financial system. Extensive projects have already being launched and some completed in this regard. The format of the financial plan is already in the “look and feel” of GAMAP compliance and GFS classification. As the process continues the nil values will be populated with re engineered figures and the substance of the figures altered dramatically.

FUNDING OF THE IDP

The financing of the IDP is a calculated in an ongoing process.

- Primarily the cost of the IDP processes was defined.
- Where after, the source of funding of the various detailed projects were linked to the following known source of funding.

- Primary = own budget funds.
 - Secondary = funded by own salaries budget.
 - Tertiary = funds from grants i.e.
 - Nkangala projects, DME funds, MIG funds and FMG funds.
 - Fourthly funds from external private sources.
 - Fifthly unfunded projects for which business plans will be compiled and in the medium term applications for funding be launched. (High priority)
 - Finally, unfunded projects for which business plans will be compiled and in the medium term applications for funding be launched. (Lower priority)
- The following is a summary of this costing and determination of funding process:

Table 33: Summary of costing and determination of funding process

Description:	AVAILABLE FUNDS INTERNAL , GRANTS ETC	AVAILABLE FUNDS EXTERNAL	IDP REQUIRED EXPENSES	SHORTFALL/SURPLUS
BUDGET PRIMARY FUNDING	2,302,000.00	0.00	1,392,000.00	910,000.00
BUDGET SECONDARY FUNDING	250,000.00	0.00	5,191,252.40	-4,941,252.40
REVENUE ENHANCEMENT	800,000.00	0.00	800,000.00	0.00
NKANGALA	9,500,000.00	0.00	1,000,000.00	8,500,000.00
DME	0.00	0.00	0.00	0.00
MIG	9,852,000.00	0.00	0.00	9,852,000.00
MSIG	735,000.00	0.00	735,000.00	0.00
FMG	1,500,000.00	0.00	1,500,000.00	0.00
UNFUNDED	0.00	0.00	3,671,932.24	-3,671,932.24
EXTERNAL/PRIVATE FUNDING	0.00	328,400,000.00	328,400,000.00	0.00
ACQUIRE EXTERNAL FUNDING	0.00	0.00	98,781,000.12	-98,781,000.12
SUMMARY	24,939,000.00	328,400,000.00	441,471,184.76	-88,132,184.76

The detailed funding plan is annexed to the main document.

6.8. Spatial Development Framework

The Spatial Development Framework of Emakhazeni should support its vision, through the achievement of the following objectives:

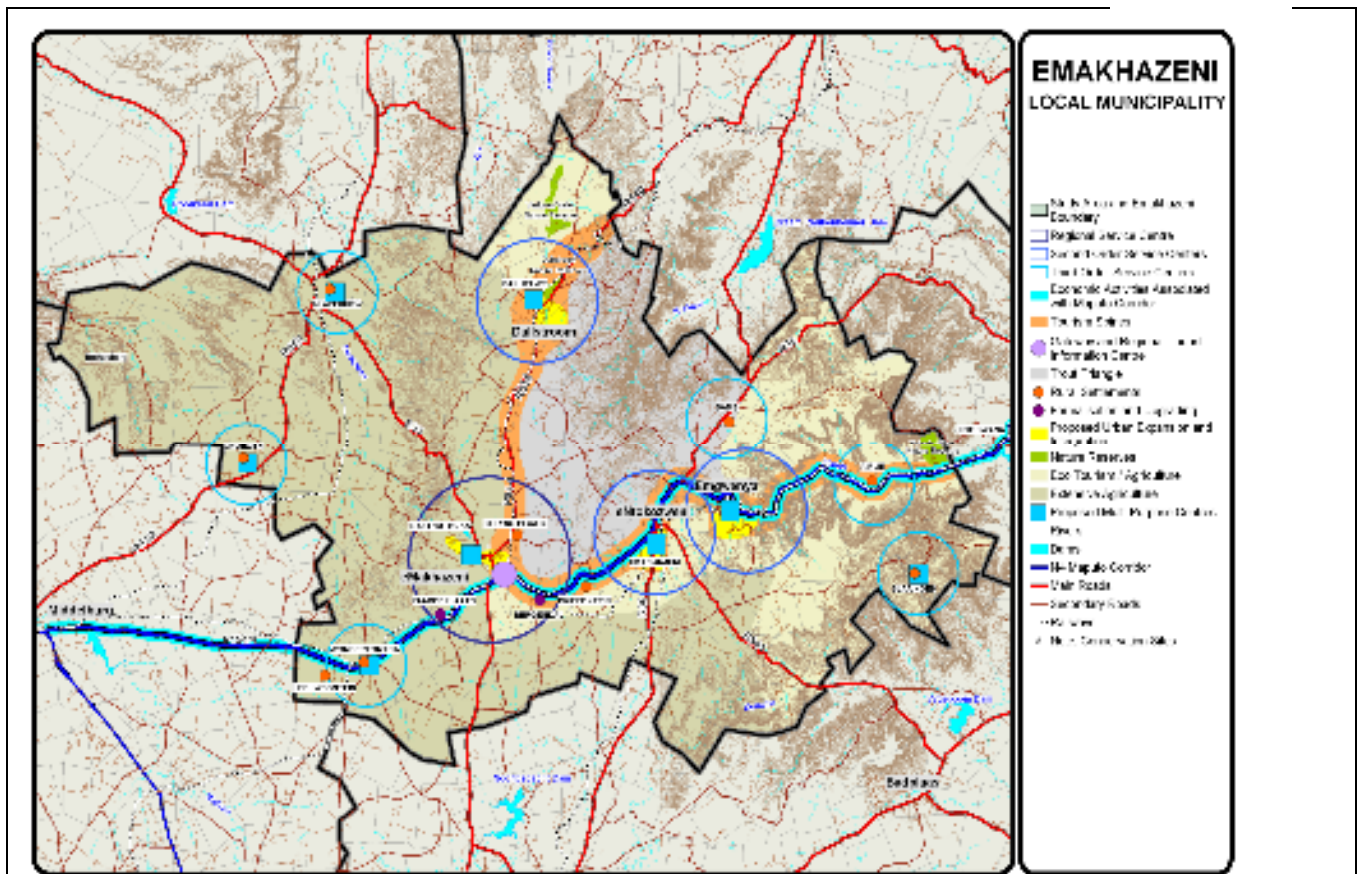
- Capitalise on the strategic location and linkages at regional and provincial context;
- Establish a hierarchy of service centres to ensure access to economic activities and community facilities throughout the area;
- Promote a strong transport network and internal linkages;
- Protect open spaces and conservation areas;
- Demarcate urban growth areas and protect extensive agriculture; and
- Integrate towns and former township areas.

The achievement of these objectives will bring the Spatial Development Framework in line with the national policies and principles set out in Section 1 of this document.

Figure 24 depicts the Spatial Development Framework for the Emakhazeni Local Municipality. This plan has to address the spatial issues of a vast area, with both urban and rural components. The spatial proposals will therefore have to deal with the urban and rural areas in terms of the different kinds of opportunities and constraints impacting on these areas.

This section provides a description of the various spatial proposals contained in Figure 7. Guidelines are also provided for the various land uses. These guidelines should be further expounded through the future Precinct Plans and Land Use Management System for the Municipality.

Figure 27: ELM Spatial Development Framework



Source: Emakhazeni Spatial Development Framework

Economic Activities Associated with the Maputo Corridor

The Maputo Corridor holds significant opportunities for the Emakhazeni area, both in terms of economic spin-offs from the corridor and tourism potential. The corridor carries most of the traffic travelling between Johannesburg/Pretoria, Nelspruit, the Kruger National Park and Maputo. This route opens the opportunity for trade in locally produced goods, specifically fresh produce, processed foods and locally produced artefacts.

Activities capitalising on the economic opportunities associated with this corridor should be encouraged to locate adjacent to the corridor. This could include intensive agriculture, agri-processing and hospitality uses. The towns and settlements adjacent to the corridor should identify specific projects through a Local Economic Development Strategy to make optimal use of the opportunities associated with the corridor. The significance of the railway line in terms of export opportunities to the Maputo and Richards Bay harbours should also be promoted.

Tourism Spines

The N4 Maputo Corridor and Road P81-1 (R540) provide linkages from Gauteng to the major tourism centres in the Lowveld, particularly the Kruger National Park (along the N4) as well as Lydenburg, Hoedspruit, Pilgrim's Rest and Graskop (along Road P81-1).

To capitalise on these linkages, these routes have been earmarked as proposed tourism spines. Tourist facilities in the form of tourist accommodation and tourist attractions should be supported in these areas, but with due consideration of the following aspects:

- Ability to provide adequate infrastructure services to the developments;
- Environmental protection and conservation;
- Protection of the rural character and scenic qualities of the area;

The rural character and scenic quality has been the key to the success of the tourism industry, particularly in Dullstroom. Over-commercialisation through land uses such as major hotels, restaurants, nightclubs, cinemas and shopping centres would detract from the tourism potential of Dullstroom specifically, as well as the other tourism centres. Tourism uses should promote the character of the area, namely a tranquil, rural area offering vacation opportunities for nature-lovers and families.

Tourism Gateway

Emakhazeni is seen as the tourism gateway for tourist attractions in Emakhazeni and the Lowveld areas. Traffic going towards the Kruger National Park pass Emakhazeni on the N4 and traffic going towards Dullstroom and the Lowveld travel through Emakhazeni to get onto Road P81-1. Emakhazeni should therefore be promoted as the gateway to the Emakhazeni and Lowveld areas.

In order to establish this gateway, a regional tourism office is proposed at the turnoff from the N4 freeway into Emakhazeni. This office should be located adjacent to the existing Engen service station, to ensure that it is accessible to bypassing traffic. This tourism office should actively promote all the tourism facilities throughout the Emakhazeni area, therefore also facilities in Dullstroom, Entokozweni and Waterval-Boven. The existing tourism information centre in Emakhazeni only provides information on facilities in Emakhazeni and does not cater for traffic by-passing on the N4.

The environmental quality and aesthetic appeal of Emakhazeni needs to be improved in support of the tourism gateway. Improvements should be undertaken to the main road into Emakhazeni (Vermoten Street). This should include improved street lights, landscaping and signage to make the area more appealing. Land uses in support of the tourism spine should be promoted along Vermoten Street, the eastern section of Voortrekker Street and Road P81-1, specifically hospitality uses. Undesirable uses such as industries, wholesale trade and small businesses should be discouraged, to protect the image and mobility of these roads.

Trout Triangle

As part of the N4 Maputo Corridor initiative, the area between Emakhazeni, Dullstroom, Lydenburg, Entokozweni and Waterval-Boven was earmarked as the "Trout Triangle." This initiative has been incorporated into the Spatial Development Framework and should be supported through local initiatives.

Basic service provision is the key to stimulating the tourism impetus in the area. This implies that this area should be a priority spending area in terms of capital investment to upgrade and maintain basic services such as water, sanitation, electricity and roads. This also necessitates expenditure on road signage, cleaning services, parks and open space maintenance as well as the upgrading and maintenance of public recreation and tourist facilities. Road maintenance in the rural area is of high priority to ensure accessibility to tourism facilities.

Development of tourism facilities in this triangle should consider the following guidelines:

- Ability to provide adequate infrastructure services to the developments;
- Environmental protection and conservation;
- Protection of the rural character and scenic qualities of the area;

Regional Service Centre

Emakhazeni is earmarked as the regional service centre to the Emakhazeni area. This town is currently the highest order centre in Emakhazeni in terms of population, business and institutional uses. It is also centrally located and highly accessible from the N4 and major transport network.

In order to support the function of Emakhazeni as Regional Service Centre, the development of a number of regional land uses should be undertaken. The first and foremost is a new civic centre to provide appropriate offices for the Emakhazeni Municipality. These offices should include facilities such as a public hall (the existing public hall is too cold for use in winter) and vehicle testing grounds (the existing facility does not comply with minimum standards).

The development of a civic centre should be combined with the development of a Multi Purpose Service Delivery Centre. This centre should provide for a variety of community services, such as a clinic, post office, service pay points etc. as well as retail and inter-modal transport facilities.

A further important land use of regional significance required in Emakhazeni is a hospital. The nearest hospital is in Middelburg and this poses a problem in terms of the vast distance of the municipal area. The hospital is particularly important, in light of the promotion of the tourism potential of the area. The provision of a hospital is however a provincial government responsibility and the Emakhazeni Local Municipality can only liaise with the Provincial Health Department to promote this cause.

The Emakhazeni area was found to be highly suitable for the development of a high-altitude training centre. Local and international athletes visit the area already to prepare for high altitude events. The development of this facility is supported in Emakhazeni, as the town offers the right location and supportive services, such as banks and business activities.

The potential of the Emakhazeni industrial area is currently not fully explored. More consideration should be given to the location of this area, relative to the tourism facilities and attractions. Access to the railway line, N4 Maputo Corridor and workers should be considered in determining an optimum location for industrial uses. In principle, Emakhazeni should be the primary location for industries in the Emakhazeni area, although secondary centres in Entokozweni and Waterval-Boven would also be supported. Dullstroom is not

seen as a suitable location for industrial uses, due to its character and tourism potential. This aspect should be considered in the Precinct Plans and detailed development guidelines.

Emakhazeni is in dire need of housing stock and the expansion of the residential area in a northern and western direction is proposed. The expansion of Siyathuthuka towards Emakhazeni should be encouraged, in order to bridge the physical gap between these areas. The urban expansion area indicated on the Spatial Development Framework includes provision for residential and business uses as well as community facilities. The development of community facilities in the zone between Emakhazeni and Siyathuthuka could encourage the integration of these areas.

Second Order Service Centres

The remaining major towns in the Emakhazeni area, namely Dullstroom, Entokozweni and Waterval-Boven are classified as secondary order service centres. These service centres should support Emakhazeni as Regional Service Centre and should provide services to the rural areas.

The proposed urban expansion areas of the Second Order Centres are indicated on the Spatial Development Framework. These urban expansion areas provide for residential expansion as well as economic activities and community facilities. More detailed guidelines for this expansion should be provided in the Precinct Plans.

The implementation of Local Economic Development Projects, specifically in the form of bee-hive industries in Emgwenya and Emthonjeni are proposed to combat poverty and promote job creation. These projects should be linked to the economic opportunities inherent to the N4 Maputo Corridor. The development of strawberry farms in Emakhazeni/Siyathuthuka and an arts and crafts production centre in Dullstroom/Sakhelwe are furthermore proposed to create local economic opportunities.

Third Order Service Centres

A number of Third Order Service Centres have been identified throughout the area at large rural settlements, to ensure access to community facilities for remote rural areas. It is proposed to develop Multi Purpose Service Delivery Centres at these settlements to provide basic community services at these centres, and to spur economic activities.

Multi Purpose Service Delivery Centres

The development of these centres is proposed throughout the Emakhazeni area, to ensure equitable access to community facilities for all communities, especially the marginalised communities in the rural areas. These centres should be a one stop service centre for basic services required on a regular basis, such as clinics, satellite municipal offices, post offices etc. These centres should also provide for retail, informal trade, residential uses, and Municipal commonage and LED project centres.

Urban Expansion and Integration

The proposed urban expansion areas of the major towns are indicated on the Spatial Development Framework. This however only represents a conceptual expansion area and more detailed proposals should be made in the Precinct Plans.

The aim of the expansion should be to integrate the former townships of Siyathuthuka, Sakhelwe, Emthonjeni and Emgwenya with the towns of Emakhazeni, Dullstroom, Entokozweni and Emgwenya respectively. The development of Multi Purpose Service Delivery Centres between these segregated entities could promote integration.

Formalisation and Upgrading of Rural Settlements

Land claims were settled in favour of two rural settlements, namely Driefontein and Paardeplaats, where land claims have been settled in favour of the claimants. The communities residing in these settlements now have ownership of the land.

The upgrading and formalisation of these settlements should now be undertaken. Upgrading of dwelling units should be done through the People's Housing Process. These settlements are located close to the N4 Maputo Corridor and appropriate projects should be identified to capitalise on the associated economic opportunities and enable community upliftment.

Eco-tourism and Agriculture

The eastern part of the Emakhazeni area is earmarked for eco-tourism and agricultural uses. Agriculture is currently the dominant use in the area, but the tremendous tourism opportunities in the area are resulting in land use changes. In principle, the development of tourism facilities should be supported, but in terms of these guidelines:

- Protection of prime agricultural land;
- Ability to provide adequate infrastructure services to the developments;
- Environmental protection and conservation;
- Protection of the rural character and scenic qualities of the area;

Extensive Agriculture

The western part of the Emakhazeni area is reserved for agricultural uses. This is currently a prime agricultural area and the agricultural uses should be protected. Opportunities associated with the Maputo Corridor, specifically relating to trade and export opportunities for agricultural produce, should be explored. Security of tenure and agri-villages should be promoted to address poverty and land reform issues.

Land Use Management System

The municipality have the following tools for control and management of development within the municipality:

- Wall to wall scheme
Emakhazeni Local Municipality has a Land use scheme which was approved in 2010, this scheme is used as the guiding tool for all emakhazeni developments. Its objectives are to manage and align all the developments within the municipality to insure consistency and proper management of the land use as per the zoning of each area. E.g
- Rates Policy
For the effective monitoring and enforcements Emakhazeni Local Municipality has the property rates policy which was adopted in 2010, its objectives being to close the gaps on the existing property Rates Legislations such as the Municipal Property rates Act No. 6 of 2004. This policy seeks to increase the revenue of the municipality to enhance adequate service delivery to the community within the municipality.
- By-laws
For the effective monitoring and enforcements of the land use management, the municipality also has by-laws that were inherited from the Transitional Council (TLC) and the municipality is in the process of reviewing the.
- Development charges
Emakhazeni Local Municipality as part of its revenue collections also have the charges for all the developments which take place within its area of jurisdiction. These are charges for the

developments such the submission of the building plans, application for Rezoning, Zoning certificate, Sub-division, consolidation, bulk contributions and township establishment.

- Precinct Plans

Emakhazeni Local Municipality as part of its planning obligations has the precinct plans for the upgrading of some of its towns, this is through the partnership with the developers. Namely; Belfast Boulevard and Emgwenya urban renewal. In terms of the settlement developments, Emakhazeni Local Municipality has initiated the process of township establishment (new extensions) within Emakhazeni/ Belfast, Emthonjeni and Emgwenya in order to address the current backlog.

7. IMPLEMENTATION AND MONITORING PLAN

Introduction

The ELM adopted the municipal balanced score card during March 2006, as its performance management system

According to government gazette notice number R 796 dated 24 August 2001, a performance management system must include the following indicators:

- The percentage of households earning less than R1100 per month with access to free basic service.
- The percentage of households with access to basic level of water, sanitation, electricity and solid waste removal.
- The percentage of Councils capital budget spent on capital projects identified for a particular financial year in terms of an IDP.
- The number of jobs created through the local economic development initiatives including capital viability.
- The percentage of council's budget actually spent on implementing its workplace skills plan.
- Level at which the employment equity targets have been met.

The above mentioned indicators needed to be met in order to indicate that the municipality has made the necessary impact on the community that it serves.

To this end, council adopted the municipal score card which is based on the following principles:

Development Impact Perspective

- Council must assess whether the desired development impact in the municipal area is being achieved. This perspective will constitute the development priorities for the municipal area and indicators that tell us whether the desired development outcomes are being achieved.

The service delivery Perspective

- This perspective should tell us how Council is performing with perspective to the Management of its resources, namely, Financial, Human resources, Information and Organizational Infrastructure.

Governance Process

- This perspective tells us how council is performing with respect to its engagement with its stakeholders in the process of governance. This perspective includes, amongst others; Public participation, citizen satisfaction and access to information.
- The council has then determined the following processes to manage its performance.

Performance Planning

- This includes the determination and key performance areas, key performance targets and indicators which are in line with the budget and IDP.

Approval

- The Executive Mayor must approve the service delivery and budget implementation plan for purposes of performance monitoring.

Performance Reporting and Reviews

Department's Reviews

- Each department of the municipality reviews their performance monthly during their respective meetings. The aim is to assess whether the IDP and service delivery and budget plans are implemented in accordance with the set targets.

Management Reviews

- The Management committee convenes its review meetings twice in a month to among other things review the departmental reports in order to detect early warning signs in case of underperformance. MANCO will then determine intervention strategies to correct underperformance.

Section 79 Committee Reviews

- Section 79 committees that are chaired by members of the mayoral committee receive monthly reports from the Municipal Manager and Departmental heads. The reports are submitted in the form of the monthly SDBIPs whose aim is for members of the section 79 committees to review the performance of each key performance area.

Municipal Public Accounts Committee (MPAC)

- The MPAC sits to monitor and evaluate the annual report.

Mayoral Committee Reviews

- The Mayoral Committee engages on an intensive process to review implementation of the IDP and budget on monthly basis.
- The Mayoral Committee always recommends corrective actions be put in place in case of poor performance, but also encourages good performance monthly.

Council Reviews

- The Council sits bi-monthly to monitor and evaluate the implementation of the IDP.

Public Reviews

- The public always gets an opportunity to review Councils performance annually through public participation mechanisms. This happens after the tabling of the annual report and during the review of the IDP in terms of the Municipal Systems Act.

Audit Committee

- The municipality has resolved to establish a joint Audit committee at the level of the District Municipality, which might be used to monitor performance and Implementation of the IDP.

Internal Audit Unit

- The internal audit unit as part of their annual auditing monitor the performance of the municipality on quarterly basis

8. CONCLUSION

- The year 2010/11 was a very difficult year for the municipality mainly due to the cash flow challenges that befell the municipality in that financial year. There are a number of lessons that can be drawn from such challenges so that the municipality can prepare a better future for its community. One such lesson is that the local community needs to be taught that services that are consumed need to be paid for. The municipality cannot afford to subsidise consumers that can pay for services because provision is already made for indigent households.