

**EMAKHAZENI LOCAL MUNICIPALITY**



**INTEGRATED DEVELOPMENT PLAN**

**2011-2016**

**2<sup>nd</sup> Revision 2013/14**

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## 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 <sup>1</sup>	Municipal Structures Act 117 of 1998
MSA <sup>2</sup>	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 2013-2014 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 the municipality strive towards building a caring society.

The implementation of projects in various key issues of the municipal IDP has compelled the institution to approach service delivery in a new and effective way. 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 the municipality 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.

The municipality has 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 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 has 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 the 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 in 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.

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**Executive Mayor**  
**Councillor X.S. Ngwenya**

**Date:**

## **EXECUTIVE SUMMARY**

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The municipality has eight (8) wards. The implication is that the planning processes of the municipality has to consider eight wards instead of the previous seven (7) that the municipality has been used to for a period of over ten (10) years. However, the fact that about sixty percent of the elected councilors were part of the previous council made it easy for the IDP process plan to be considered and adopted by council during the month of August 2011.

To that extent, it is the IDP process plan adopted during August of 2011 that guided the consultative process, drafting and the adoption of the first review of the 2011-2016 IDP document. The final IDP was adopted on the 19<sup>th</sup> of April 2012 after council had considered the inputs of the consultative process. The revised IDP still confirmed the strategic thrusts as well as the Key Performance Areas (KPA) of the municipalities, which are summarized hereunder 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 summarized 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 most of capital projects identified to be done by June 2013 were delayed though the Municipal Infrastructure Grant was ring-fenced for its purpose however some were completed. In the next financial year the appointment of contractors should be done with a great care as their inexperience causes the delay of the projects. The municipal social partners continue to support the municipality with the capital projects like the road infrastructures.

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 . 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. In its manifesto, the majority party in council resolved to hold a local economic development summit to try and develop strategies of growing the local economy such that it can absorb more local labour and create a conducive local environment within which the local SMMEs and Co Operatives can thrive economically. Through the intergovernmental relationship, EPWP programme was introduced in the municipality to speed up service delivery and to alleviate poverty concurrently.

### **KPA 3: Financial Management**

The municipality had received six (6) consecutive unqualified audit opinions from the Auditor General up until June 2011, which is an indication that prudent financial management systems are in place. However the sixth unqualified audit opinion put a lot of emphasis on other matters which if unattended to immediately may result in serious financial challenges. Regrettably the municipality receives the qualified audit opinion for 2012/2013 financial year over a number of financial matters like the Asset Register not compliant to standards.

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 an extent of unpaid services by the consumers dated 30 days and more of the dept age analysis.

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 IDP.

#### **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 IDP 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 IDP.



## 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 2013/2014 financial year

### IDP process plan

Before starting the planning process, Emakhazeni local Municipality completed and adopted an IDP process plan for 2013/2014 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 **Fano Masina Stadium**. 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 November 2012

### Conclusion

Therefore the IDP 2013/2014 seeks to consolidate the community issues following the two Nkangala District Municipality's outreach meetings. The Municipality has in line with the IDP process plan of 2012/2013 held its IDP consultative meetings in November / December 2012 and February 2013.

It be noted that the process flow from the community outreach was that the issues raised were consolidated and packaged during **the IDP forum held on the 18 April 2013**.

Subsequent to the IDP processes council together with key stakeholders were to 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.

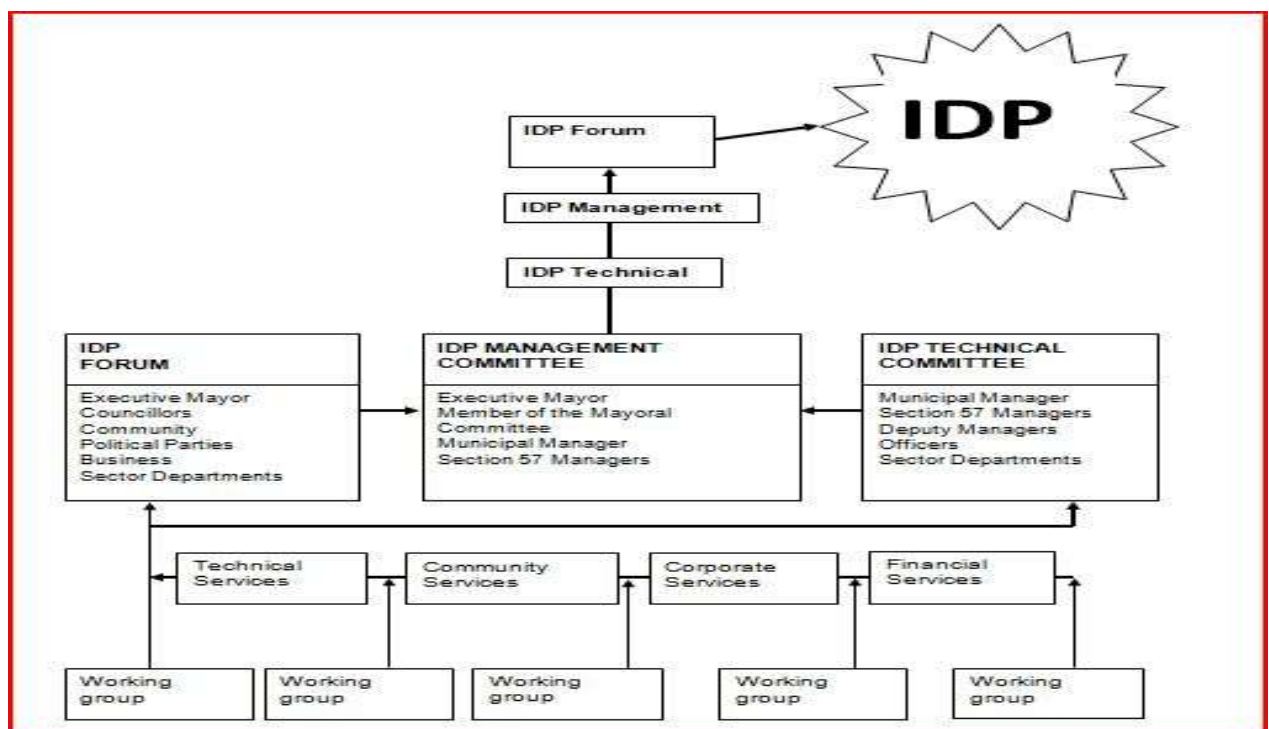
## 2. THE PLANNING PROCESS

### 2.1 Institutional Arrangements

The structures set up by the municipality during the drafting of the original IDP 2011-2016 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 organizational 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 organizations, on relevant planning activities and their outcomes,
- Analyze 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:
  - Inputs from sub-committee/s, study teams and consultants
  - 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 MSA<sup>1</sup> (Act 117 of 1998). All eight 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 prioritized 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 2013/2014 IDP Review Process plan 28<sup>th</sup> of June 2012 in accordance with Section 28 (1) of the MSA<sup>2</sup>.

The process plan made provision for community participation processes.

- The first round of public participation meetings was held in October/ November 2012 with the second meetings held in February/March 2013.
- **The IDP forum meeting was held on the 18 April 2013 at Council Chamber, Emakhazeni to consolidate the issues raised and to prioritize key projects to be budgeted for, in the 2013/2014 financial year.**

- Council will then convene an IDP/Budget Strategic Plan (Strategic Plan) 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 of the previous council, 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 18 April 2013 at Council Chamber, Emakhazeni at 17h00 and for the first time since 2006, majority of sector departments were absent and this is a serious cause 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 **18 April 2013**

### Summary of issues raised during the second IDP review meeting

The following table reflects the summary of issues raised during the IDP Public Participation meetings held in **October/November 2012**

### ISSUES RAISED DURING THE IDP CONSULTATIVE MEETINGS DURING OCTOBER/NOVEMBER 2012

#### WARD 1: MORELIG

WARD	GENDER	ISSUE	SUPPORTING STATEMENT	RESPONSES
1	Mr. Amos Malaza Leeubank	Water	The community requests that the old windmills be fixed as they are damaged	Will need to be prioritized and budgeted as per council priority list
1	Mr. Maseko	Grazing land	Need for a grazing land	The Department of Land Affairs has a programme on farm purchase and leasing of such to emerging farmers. From the 11/03/2013 application forms for state owned land will be made available to all CDW's.
1	Mr. Jiyane		Requested a piece of land to do some work	The Department of Land Affairs has a programme on farm purchase and leasing of such to emerging farmers. From the 11/03/2013 application forms for state owned land will be made available to all CDW's.
1		Sanitation	Toilet were not installed at Kaalplaats	The municipality install VIP Toilets, however this financial year the municipality has appointed a service provider who is busy with the ground water protocol and he has since developed a draft inception report
1		Water	Blesbokspruit – Windmill still need to be fixed	New borehole has been drilled in terms of the current rural water supply project.

1	Youth member	Electricity	Wanted to know the capacity of the solar electricity	Capacity varies for various uses depending on what the need is at that moment.
1	Youth Member (Paardeplaats) Emablomini	Electricity	Wanted to know where the electricity is going to be installed as they will be relocated.	No relocation process has come to the attention of the municipality at this stage
1		Education	How are the kids going to be assisted at the boarding school especially the Grade 1 in Entokozweni	Caretakers/ Matrons will be appointed to look after those kids
1	Youth Member	Education	How can they access the bursaries because one of the requirement is that they must attached payslip of which their parents don't have because they are not working	If parents are not working then it is required that they must attach proof of grants and affidavit from police station. They can also access the Mayoral Bursary Fund. from time to time the municipality advertise bursaries opportunities for deserving students
1	Moses	Electricity	Wanted to know what is the challenge of getting electricity, If the challenge is with the farm owners, farm dwellers must think of embarking on strike	The individual applicant must get a consent letter from farm owner who in turn applies for the funding from ESKOM. The farmer is reimbursed 80% of the connection fees that is why the farmers are reluctant to embark on this program. (ESTA)
1	Mrs Mahlangu	Electricity	Electricity – she is prepared to pay for the installation of electricity meter	The individual applicant must get a consent letter from farm owner who in turn applies for the funding from ESKOM. The farmer is reimbursed 80% of the connection fees that is why the farmers are reluctant to embark on this program. (ESTA)
1	Mr Mahlangu	Electricity	Electricity issue	The individual applicant must get a consent letter from farm owner who in turn applies for the funding from ESKOM. The farmer is reimbursed 80% of the connection fees that is why the farmers are reluctant to embark on this program. (ESTA)
1		Land and Reform	Land claims	The Department of Land Affairs has a programme on farm purchase and leasing of such to emerging farmers. From the 11/03/2013

				application forms for state owned land will be made available to all CDW's.
1	Mr. Mahlangu		He is concern about inspectors from the Department of Labour around Wonderfontein not consulting with farm workers	A Complaint to the Department of Labour has been forwarded by the Municipality on behalf of community. The Department is investigating the matter.
1		Water	Jojo tanks were requested because they are saying the Windmills during summer are ineffective as there is not enough wind.	Available JoJo tanks will be rolled out with the current project on rural water supply with Wonderfontein being prioritised on the list.
1	Nurse Mahlangu	Health	Need for a standby Ambulance	A request was submitted to Department of Health (Mpumalanga EMS). The Provincial department of Health (Mpumalanga EMS) is responsible for the allocation of ambulances
1	Gugu Nkambule	Education	Saturday classes to be organised for the Grade 10 & 11 in physical science and Mathematics	Currently there is a programme in place for the grade 12 learners the request for Saturday classes for grade 10 & 11 submitted to the Department of Education. SGB's will also be advised to ask the teachers to volunteer while other logistics are attended to.
1	Youth Member	Sports and recreation	Indoor games to be also considered  Love life programmes  Advise centres	To be prioritised on the IDP and request funding from the private sector. The municipality will engage with social partners in terms of their SLP's to accommodate these facilities.  The youth group is advised to apply for an office space at Thusong Centre. The youth manager has also being task to assist the youth in making this application.
1	Mr. Jiyane Wiltfontein	Electricity	Eskom transformer is already available, they only request for a prepaid system to be installed	A request was submitted to ESKOM who visited the site and will prioritise this in their 2013/14 financial year programme. ESKOM official: Pertunia 082 354 6479
1	Mam Sindane from KaBhayi	Electricity	Solar panels needed for lighting ,stove and refrigerators	The municipality is investigating with Komati land forest for the possibility of installing

				solar panels in Emakhazeni farms within a 20km radius.
1	Mam Mtsweni from ka Bhayi	Sanitation	VIP toilets that are full and damaged	The municipality install VIP Toilets, however this financial year the municipality has appointed a service provider who is busy with the ground water protocol and he has since developed a draft inception report.
1	Mam Mthimunye from Sunbury	Land reform	Grazing land was taken away by the Farm owner , the request was to the Department of Agriculture but no response	The Department of Land Affairs has a programme on farm purchase and leasing of such to emerging farmers. From the 11/03/2013 application forms for state owned land will be made available to all CDW's.
1	Mam Sangweni	Sports and recreation	Community hall  Library    Crèche	To be prioritised on the IDP and request funding from the private sector. The municipality will engage with social partners in terms of their SLP's to accommodate these facilities.  The Transversal officer will assist the community in the processes establishing the crèche
	Skyfana		RDP houses still needed, the owners has verbally agree for the houses to be built	The municipality engaged with the owner and they promised to give us a revised offer to sell.
1	F.G Sibanyoni		School furniture for Morelig school	SGB was advised to write a letter to the circuit manager who must take it up with the Department. And the department has indicated that all schools without furniture will receive furniture by end of March

#### WARD 1: NEXT TO MAGANE STORE

WARD	GENDER	ISSUE	SUPPORTING STATEMENT	RESPONSES
1	Mr. Jeffrey Mahlangu 2871	Job creation	Creation of employment through EPWP on upgrading of roads towards ext 03 Siyathuthuka	All projects will be EPWP registered and further the municipality has appointed an EPWP champion.
1	Mr. Piet Mahlangu 2821	Roads	Upgrading of road using G5 material in particular ZCC to IPC road	Road was re-gravelled. Maintenance of gravel roads is ongoing
1	Ms Busi Mhlabane	Stormwater	Stormwater drainage	Prioritise project to



		Education	next to ZCC needs urgent attention	rectify storm water drain.
		Health	Pre-school classes to be erected in ext 03	Two crèche facilities are provided for as per the town planning scheme.
		Human settlement	24 hrs clinic facility in the current clinic building	Not enough staff available to run a 24hrs services. Emergency cases are referred to H.A. Grove Hospital.
			Rezoning of stands to business (taverns) must be discouraged	Noted (Applications are forwarded to the municipality for comments before the district municipality takes a decision; the municipality will ensure that less taverns are approved).
1	Johannes	Electricity	Cable that is open above the ground is dangerous	Cable was covered.
			Vending machines for electricity	Possible avenues are still being explored where eligible risk must be eliminated before the final decision can be taken to install the vending machines
1	Selinah Ntulib3324/8	Human settlement	When are the RDP houses going to be erected	RDP houses will be erected after the installation of services in ext 6 & 8 around 2014. Currently Council has appointed a contractor to upgrade sewer pump-station and water feed.
1	Veronica Nkosi 2368	Education	School for disabled persons be established in ext 03	The municipality must investigate whether there's a need for such a school, number of disabled and the disability they have.
1	Mam Mthimunye 2035	Human settlement	Waiting list must be reviewed as some of the children were not around when compiled	The list was reviewed in October 2012. It is an ongoing process because status change from time to time
			Main stop valve was damaged by a car, needs to be fixed	The main stop valve was fixed.
1	Piet Motau	Health	Waiting time at the clinic is more than 8 hours, this must change or new clinic be erected in ext 03	The office of the Speaker will deploy CDW's to get evidence needed by the department of health to support the claim.
				A programme was put in

			Tuckshops be regulated around the township in terms of the by-laws	place by Technical Services and Community Services to inspect these premises. Finance to introduce appropriate charges to tuck-shop owners. The municipality has prioritised trading by-laws to be promulgated.
1	David Shabangu	Meetings	Bus taking people to the IDP meeting is always empty, people must attend these meetings	Noted, public participation will put more effort into public mobilization. A field worker must rove to inspect pick-up points and ward councillors to assist in their respective wards
1	Isaac Maseko	Rates and services	Payment of services, where are the arrears coming from? People occupied houses since 2006 but arrears are too high.	The municipality will be conducting a data cleansing process to identify all accounts with errors and a complaints form has been developed for better management of queries. The forms can be accessed in all municipality offices.
		Notices of meetings	What are municipal services? To be explained to the community. Why is unblocking of sewer is paid for by the community?	A municipal service is a service that a municipality provides in terms of its powers and functions to the community or for the benefit of the local community which may include water, electricity, sewer, refuse removal etc.
			Notices for all IDP meetings must be given in time for people to attend	The issuing of notices for IDP Meetings has improved
1	Sannie Sarah Sekwane 2899	Roads	The street is not accessible it needs to be attended. Closing of the quarry next to the cemetery	Exxaro has committed to assist the municipality.
1	Moses Vusi Ngwenya 1997	Rates and services	Got a house recently but arrears already R8 000 why this?	The account was opened in January 2003 and the account was not being serviced monthly and where payments are made they are less than the monthly billed amount. Therefore to resolve the query additional information is required from the consumer.

		<p>Cutting of grass</p> <p>Roads</p> <p>Job creation</p>	<p>Mosquitoes and snake are prevalent in the area; the grass must be cut in that area</p> <p>Roads not accessible, needs to be graded</p> <p>Municipality must make sure that job opportunities are created as most people are not working</p> <p>Lost his CK he needs replacement</p>	<p>The grass has been cut. The programme for grass cutting is ongoing</p> <p>Roads are being graded in ext 3</p> <p>EPWP intervention and anchor projects in the municipality are creating job opportunities.</p> <p>Must apply for replacement of the CK</p>
1	Mam Chauke 2654	Refuse removal	Refuse removal is not done according to schedule. They also do not collect	Backlogs do occur when the vehicles experience breakdowns as there are no back-up vehicles for refuse collection services. However, refuse is collected when there are no vehicle challenges. The community is notified through the service delivery meetings and sms's.
1	Ngisi Mahlangu 2639	<p>Rates and services</p> <p>Job creation</p> <p>Human settlement</p> <p>Electricity</p>	<p>Parents passed away, there are arrears, as children are not working therefore they request their arrears to be written off</p> <p>Appointment of youth is not equal, therefore they need rotation so that they all get work opportunities</p> <p>Blasting by Exxaro is shaking the houses</p> <p>Solar geyser contractor must be called to ward committee service delivery meetings. The contractor must come forward to explain why there are delays</p>	<p>Arrears cannot be written off unless a thorough investigation is done and recommendation made to council to be written off.</p> <p>EPWP intervention and anchor projects in the municipality are creating job opportunities.</p> <p>A meeting was held with Exxaro and a site visit on all the affected houses on the 14/03/2013</p> <p>This project was suspended because all allocations to ELM were exhausted, new allocations will be made on the 14/03/2013 and after the contractors will be on site</p>

## WARD 2: ONGESIEN SCHOOL

WARD	GENDER	ISSUE	SUPPORTING STATEMENT	RESPONSES
2		Electricity	They need electricity in the rural areas	The individual applicant must get a consent letter from farm owner who in turn applies for the funding from Eskom. The farmer is reimbursed 80% of the connection fees that is why the farmers are reluctant to embark on this program. (ESTA)
2		Public safety	The community is concerned that the Laersdrift police are not treating them fair	The Laersdrift police station is under Limpopo Province. A letter has been written to the Limpopo police commissioner for assistance.

## WARD 2: NEXT TO ROMAN CHURCH

WARD	GENDER	ISSUE	SUPPORTING STATEMENT	RESPONSES
2	Martha Moloko 56 Zimu street	Electricity	Complained that her meter box is having problems, it doesn't show figures	The meter box was replaced
2	Samuel Bohale 329 Zimu street	Roads and stormwater	Complained about the access road to that leads to his driveway	Mr. Bohale indicated that he has never raised such issue, as he spoke to Mr. Khumalo the Technical Services Manager
2		Roads and stormwater	The community complained about the heights on the speed humps	Speedhumps was repaired
2	Thomas Mzikayifani 544 Enkolweni street	Electricity	Complained about electricity keypad not working, everytime they buy electricity it has to be loaded on the pole	The contractor has been appointed to attend these matters in the area
2		Electricity	The community wants solar geysers to be installed in their ward too in the new financial year	Eskom has suspended the solar geyser project
2		Environmental and Waste management	The municipality must ensure that the streets are cleaned, if they don't have capacity they must employ the community members who are not employed	EPWP through the Office of the Executive Mayor is assisting in this regards. However there is a challenge with regards to illegal dumping due to lack of equipments
2		Poverty alleviation and Job creation	Factories must be opened in order to reduce unemployment rate in Emakhazeni	The municipality is bringing in other interventions that seek to address unemployment other than establishment of factories

2		Health	A mobile clinic must be made available in the ward for the elderly to get their medication, as its currently a mission for them to get to the clinic	Mobile clinic available for farm areas only. Community members should go to the nearest clinic for their medicine
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### WARD 3: SIYATHUTHUKA STADIUM

WARD	GENDER	ISSUE	SUPPORTING STATEMENT	RESPONSES
3		Education	The municipality should provide a training skills centre i.e. mining skills	Exxaro has agreed to set up a skills training centre
3		Human settlement	The municipality should balance planning and not only provide RDP Houses but also be able to sell stands to people who want to build for themselves	Ext 5, 6, 9 and 10 will provide diverse land use. A council took a resolution that all vacant stands must be taken back and be sold on auction for people to access them, the planning and development unit will also do a land audit
3		Safety and Security	Satellite police stations is needed, where they will atleast certify their because it is costly to come to town just for that	The Provincial commissioner is reviewing areas that need new police stations

### WARD 4: MPILONHLE PRIMARY SCHOOL

WARD	GENDER	ISSUE	SUPPORTING STATEMENT	RESPONSES
4		Water and Sanitation	<p>The community of ext 02 are without water and toilets, but are charged services</p> <p>Unfinished installation of geysers and some of them are leaking, the community wants to know if the contractor is available for assistance</p> <p>Toilet lines not functional in some of the houses in ext 02 and ext 302</p>	<p>Basic fee is charged to everybody who own a house for underground connection. There is a process of installing water meters planned for completion on 08/06/13</p> <p>This project was suspended because all allocations to ELM were exhausted, new allocations will be made on the 14/03/2013 and after the contractors will be on site</p> <p>Contractor has been appointed for installation of Engineering services in ext 2. In ext 302</p>
4		Roads and Stormwater	Jerusalem street needs to be paved	A local contractor has been appointed (NULADYS JV STAR PLEX 749)

			<p>The rural area roads needs to be upgraded</p> <p>The sewer drain at Abel Makgolego needs to be attended because it is always blocked</p> <p>Main road in ext 02 needs to be paved</p> <p>Requested municipality to assist with street no 02 of ext 302 to be paved because if there's a funeral the cars cannot move properly</p> <p>The last street of Sakhelwe, no street lights, no paving, municipality to assist</p> <p>At ext 02 there's lot of water leakages</p>	<p>The Department has been engaged to develop a programme in order to attend the roads. The length of the road is 741km.</p> <p>The matter was attended in terms of unblocking, however the whole line must be re-aligned to allow free flow sewer. To be prioritized in the IDP.</p> <p>To be registered with MIG and prioritised in the IDP 2014/2015 financial year.</p> <p>To be registered with MIG and prioritised in the IDP as per council priority list</p> <p>To be prioritised in the IDP as per council priority list</p> <p>Leakages are dealt with at Sakhelwe in the service delivery meeting.</p>
4		Culture, Sports and Recreation	<p>They want to know how far is the process about Caravan park</p> <p>The community is in need of a Community Hall</p> <p>They asked if the municipality can assist with upgrading of the Park in Sakhelwe opposite Paradise tavern</p> <p>They want to know about Green Elephant because they don't benefit</p>	<p>Current lease agreement expires in May 2014. Council will advertise for new proposals.</p> <p>This matter must be prioritized in the IDP</p> <p>This matter will be given to the service delivery committee to development a plan for the upgrading of the park</p> <p>Department of Social Development is rendering services from the Green Elephant and Mr. Ignas Oberholzer is also leasing part of the Green Elephant for recycling purposes with contribute to environment cleanliness.</p>
4		Job creation and poverty alleviation	The community is still waiting for the report of	The land disposal committee approved that

			the brick making plant The leasing of local building, clarity to be given by the municipality	be the brick plant be leased to Abel Makgolego to run a brick making business. He is currently sourcing fund to run the business
4		Employment	They ask if the municipality can make it a point that the rural areas get opportunities to work for the municipality	Notices for job opportunities are posted in all the Units and the rural notice boards where there is space. EPWP intervention and anchor projects in the municipality are creating job opportunities.

#### WARD 4: SANTA FARM

WARD	GENDER	ISSUE	SUPPORTING STATEMENT	RESPONSES
4	Belly Tau	Cemetery	They need graves around the farm areas since it is costly to bury at the location because of distance	The family members of an occupier contemplated in section 8(4) of this Act shall on his or her death have a right to bury that occupier on the land on which he or she was residing at the time of his or her death, in accordance with their religion or cultural belief, subject to any reasonable conditions which are not more onerous than those prescribed and that may be imposed by the owner or person in charge
		Human settlement	Farmers don't allow them to build houses.	Farm tenants can only build houses with the permission of the owners of the farms
4	Messy Mavimbela	Human settlement	She wanted to apply for a stand / RDP house but she was told at the Municipality that need a receipt for services and she did not have since she stays in the farm.	The qualifying criterion for an RDP house is that you should have an SA ID copies, earn R3 500.00 or less and have dependants. A special programme will be activated for farm areas
4	Hendrick Skhosana	Human settlement	He wanted RDP house but he was told that he is very old for a house	The qualifying criterion for an RDP house is that you should have an SA ID copies, earn R3 500.00 or less and have dependants.
4	Thomas Ndzimande and other people working for Santa Estate		Indicated that their employer write on their pay slip that they rent on	Letter was forwarded to Department of Labour to investigate the matter.

			the farm	Investigating officer is Mr Mahlangu, no: 078 019 8498
4	Tryphine Ndlovu	Water	Indicated that the Contractor for boreholes was chased away by the farm owner and since then they could not access water.	ESTA issues rights and farm related issues were explained and the community was happy, however the Human Rights was informed of the challenge
4	Mr. Sindane(079 052 6873)	Cemetery	Indicated that they have graves in the farm where they have been burring but now they are not allowed to clean the graves.	ESTA issues rights and farm related issues were explained and the community was happy. The matter was also referred to Land Affairs. Mr Kenny Mulaudzi is engaging the farm owner.
4	Phina Sindane	Electricity	Indicated that farm owner allowed them to build their house but he does not allow them to have the electricity.	The individual applicant must get a consent letter from farm owner who in turn applies for the funding from ESKOM. The farmer is reimbursed 80% of the connection fees that is why the farmers are reluctant to embark on this program. (ESTA)

#### WARD 5: EMTHONJENI OFFICE

WARD	NAME	ISSUE	SUPPORTING STATEMENT	RESPONSES
5	Mr. Mkhonza	Indigent Application	He requested that more information be made available on the criteria used for approval of indigents. The community is confused and does not understand the criteria.	A debtor should make application for indigent benefits at the Municipal office on a prescribed application form. Applicants must produce written proof of household income for each member of the household indicating unemployment or low income or reduction in income and/or medical certificates confirming inability to work acceptance to Council. All documentation must be supported by a sworn affidavit and should be current (not more than one month old). Councillors, CDW's and Ward Committees are invited to verify the forms and short listing is



				done. Physical verification is done by Cllrs, CDW's and ward committees and public is invited for objections. Then the final list is approved.
5	Mr. Jones Mhlanga	Service delivery	He thanked the municipality for the cleanliness of Fano Masina he also wanted to know who will assist the community in the absence of the unit manager.	The senior clerk, ward committee members and CDW's must be able to assist when the Unit Manager is unavailable.
5		Human Settlement	What is the purpose of the house currently under construction in Emthonjeni? (Stucon Project)	The two houses are show houses that will be sold to those who qualify. This seeks to address the housing shortage especially for those in the Middle income bracket.
5		Indigent Application	If you are a registered indigent does it mean that your debt is written-off?	No, Arrears cannot be written off.

#### WARD 5: SLAAIHOEK

WARD	GENDER	ISSUE	SUPPORTING STATEMENT	RESPONSES
05	Female	Housing	Other members of the community were not informed of the registration for RDP houses.	Registration was done; however for those that did not register a new date will be set.
05	Female	Economic Development	There is only one member from that area who was employed by Nkomati.	People are encouraged to register on the database system managed by Sinethemba at Entokozweni offices. Nkomati recruited students from that area to be skilled in Emgwenya FET.
05	Female	Sanitation	There are only two VIP toilets at the area which are insufficient.	The municipality install VIP Toilets, however this financial year the municipality has appointed a service provider who is busy with the ground water protocol and he has since developed a draft inception report

05	Male	Communication	Network is still a problem, which make members unable to communicate.	The programme of addressing that challenge is with the National Department of Communication. As an alternative the municipality is engaging vodacom, cell c and MTN
05	Male	Electricity	Community needs electricity for basic use especially for charging cell phones.	Solar electricity project is suggested through the prioritization on the IDP.

### WARD 6: MADOVA

WARD	GENDER	ISSUE	SUPPORTING STATEMENT	RESPONSES
6		Electricity	The community wants to know the process of installing electricity in rural areas	The individual applicant must get a consent letter from farm owner who in turn applies for the funding from Eskom. The farmer is reimbursed 80% of the connection fees that is why the farmers are reluctant to embark on this program. (ESTA)
6		Roads	Roads need to be gravelled because they are very bad in rainy season	The Department has been engaged to develop a programme in order to attend the roads.
6		Water and Sanitation	Need for clean water  VIP toilets	Available JoJo tanks will be rolled out with the current project on rural water supply  The municipality install VIP Toilets, however this financial year the municipality has appointed a service provider who is busy with the ground water protocol and he has since developed a draft inception report.
6		Agriculture	The community wanted the Department of Agriculture to give them seeds to plough for free of charge	The seeds were handed over to the community on the same day
6		Land Reform	They were not assisted for the claim of Elandsfontein	In terms of the report received from Land Affairs, the research has been completed. The department is still busy with the processes of this claim

**WARD 6: VUSTI MASANGO HALL**

WARD	GENDER	ISSUE	SUPPORTING STATEMENT	RESPONSES
06		Electricity	<p>Why should you bring an electric coupon</p> <p>Selling of pipes</p> <p>Spilling of water when the geysers overheat which cause rusting of roof</p>	<p>Possible avenues are still being explored where eligible risk must be eliminated before the final decision can be taken to install the vending machines</p> <p>The theft of pipes was reported to the service provider and an investigation was done and matter was resolved.</p> <p>This project was suspended because all allocations to ELM were exhausted; new allocations will be made on the 14/03/2013 and after the contractors will be on site. All solar geysers related challenges will be attended when the contractor moves on site.</p>
		Human Settlement	Size of the stand to formalise settlement	The number of stands to be formalised are 112. The community of Enkanini was engaged on the process. The service provider has been appointed.
		Roads	There are no signs to indicate speed humps	The concern is taken a matter of urgency. Speed humps were painted and others need to be repainted. The traffic department has started to erecting stop signs.
06	Bheki Buthelezi	Indigent	He has never been registered although he applied four times	<p>Applications does not mean registration as an indigent</p> <p>The list will be advertised for 21 days to all those who qualified to be indigents</p>
		electricity	Installation of meters but there's no flow of electricity	The situation has improved with the secondment of an extra electrician. Due to limited resources the NDM was requested for budgeting in the 2013/14 financial year for the electrification of the outstanding houses.

06		Human settlement	Church sites should be allocated as residents use open stands as dumping sites	A request was made to NDM for rezoning of Parks into church sites.
06		Economic growth and development		The municipality is mobilising mines in its jurisdiction to provide skills to the unemployed  Data of the unemployed is being captured by Nkomati mine  Nkomati has registered unemployment youth at the FET (Waterval Boven) so that they can be employable
06		Waste management	Awareness on cleanliness	Community members are requested not to dump waste wherever, cleanliness should be everybody's responsibility. The municipality has an EPWP programme that specifically deals with waste management
06		Electricity	Awareness on free basic electricity	Free basic electricity units were discontinued for everybody and only benefit the indigents.

#### WARD 7: PAUL NKOSI HALL

WARD	GENDER	ISSUE	SUPPORTING STATEMENT	RESPONSES
7		Health	Home based care needs an office space and the development forum has already identified the old beer hall or the old clinic for use by the home care givers	The identified buildings are not suitable for any business purpose due to serious structural defects.
7		Job creation and Poverty Alleviation	What is the progress in terms of the projects identified to be implemented by WB NOKA	To indicate the authenticity of the project, WB NOKA has in October 2012 recruited 48 people as data collectors and as data capturers for an economic survey in Emgwenya. It has been resolved Steering committee meeting held on the 4/03/2013 that copies of the PPP agreement shall be publicized for 60 days from 12/03/2013 to 14/04/2013. Signing ceremony of the PPP is

				anticipated to be on the 31/04/2013, then thereafter all work expected from WB NOKA shall commence
7		Water and Sanitation	There is a serious challenge of pressure on water at New Village and some parts of Estinini and Sgwabula	The water treatment works was upgraded; however, the areas need direct supply from the reservoirs the installation of water meters will ease the challenge as well. A professional investigator on the challenge will be commissioned by the end of March 2013.
7		Education	There's a need for the maths and science centre at Emgwenya. Nkomati was engaged by the development forum on the matter and they are prepared to fund the project only if they get an old building.	The Laboratory centre of Imemeza High school will be used as the maths and science centre. However, we are awaiting a response from Nkomati mine on the commencement date of the project.
7		Electricity	The pink letters of demand from the finance department are annoying the community, people need to be given enough chance for arrangements	Letter of demands will continue affected individual households must come to the office and make payment arrangements.
7		Cemetery	The space for grave yard is getting limited, what plans are there in place from the council	Matter to be prioritised in the IDP 2013/14. However the planning and development unit is instructed to commence with land audit.
7		Cemetery	There is a need to re-fence the old grave yard at the location, because the current fence is too short and stray animals are damaging tombstones	Budget allocation should be made available by council in the year 2014/2015.
7			The Municipality needs to stop to over-rely to <b>WB NOKA</b> in terms of development	A project list is attached as annexure "B" for project to be implemented in Emgwenya
7		Human Settlement	Vacant stands that have no owners should be used for human settlement purposes	Mostly the vacant areas are parks and town stands, no specific stands vacant in Emgwenya township. The municipality will embark on land audit
7		Roads and Stormwater	There is a need for storm water drainage system at Sgwabula	All new roads in the area must include stormwater drainage.
7			The Municipal store-room should be fully equipped with tool and all	The storeroom is equipped with emergency tools

			necessary equipment	equipment
7		Culture, sport and recreation	If no project will be implemented at the old beer hall it should be demolished	The proposal to demolish the building is supported to give way for a community beneficial project.
7		Electricity	The electricity network needs urgent upgrading as it trips when its windy	The network needs to be upgraded and prioritised by Council in the IDP.

#### WARD 08: DR BEYERS NAUDE HALL

WARD	GENDER	ISSUE	SUPPORTING STATEMENT	RESPONSES
8		Water and Sanitation	It is alleged that the Taxi association does not allow the community to utilise the public toilets	The entrance to the toilet is monitored by the cleaner who charges money to use it
8		Water and Sanitation	Water pressure problems at hospital, SAPS and the old age home needs to be addressed	Budget set aside for the refurbishment in 2013/2014
8		Electricity	Maintenance of streets lights needs urgent attention  High mast light is needed at ext 3  Inaccurate billing and poor communication from the municipality when complaints raised regarding rectification of accounts  Municipal office's lights burn 24 hours	Lower part was done during January. The programme continues.  Streets lights to be prioritized in the IDP  The caretaker CFO in the Finance is addressing the billing challenges. over and above there is a project of data cleansing and structure dealing with accounts  Internal memo's were issued to all office personnel and will be monitored by the security company at night
8		Roads and Storm water	Stormwater drains are blocked at Duggan and Macdonald  Patching of potholes does not last long, workers must be trained on tar patching  Trucks using O'neil street and parking of trucks in this area causing a nuisance must be investigated	Work was done on the 25 February 2013.  An incumbent has been appointed to deal strictly with issues of roads. Training programme must be developed for the road team and new innovation in potholed patching to be explored.  Increased traffic Law enforcement in the area. Some trucks have already relocated.  Speed humps are painted and signage is installed

			<p>Speed hump and signage in front of Belfast Academy was appreciated, further markings must be considered as early warnings to motorists</p> <p>Ext 3 Ummeli school road needs a speed hump</p> <p>Ext 3 storm water (concrete pipe) needed to channel the water away from the road</p>	<p>to warn motorists. Continuous maintenance programme</p> <p>Speedhumps on programme</p> <p>Meter drains were opened using the grader.</p>
8		Land Reform and Restitution	The blasting at NBC EXXARO should be referred to DME for further investigation	A meeting was held with Exxaro and a site visit on all the affected houses on the 14/03/2013
8		Culture, sports and Recreation	What does the municipality plan to do with the Funda Hall?	Part of the Office precinct development that Council is in the process of concluding.
8		Health	Hawkers that are selling foods and the barbers on the side must be inspected as they operate in an unhygienic manner. They should not be allowed to operate on the side walks	The municipality has prioritised trading by-laws to be promulgated. Health inspections are being conducted on a monthly basis.

#### WARD 8: MADALA LOCATION

WARD	GENDER	ISSUE	SUPPORTING STATEMENT	RESPONSES
8		Roads and Storm water	Progress of the bridge	Completed
8		Electricity	Electrification of Madala must be expedited	13 Houses already electrified and are those who are close to the lines; the others need to relocate closer to electrical line.
8		Water and Sanitation	<p>Need for temporary water tanks</p> <p>VIP toilets: information on progress is needed</p>	<p>One tank already installed at Paardeplaats.</p> <p>Ground water protocol study started in February 2013 which is a six months project to address the distribution of VIP toilets.</p>
8		Human settlement	Township establishment: need truth and transparency	EIA and township studies including consultative meeting were held at Madala with the community.

### 3. THE SITUATION

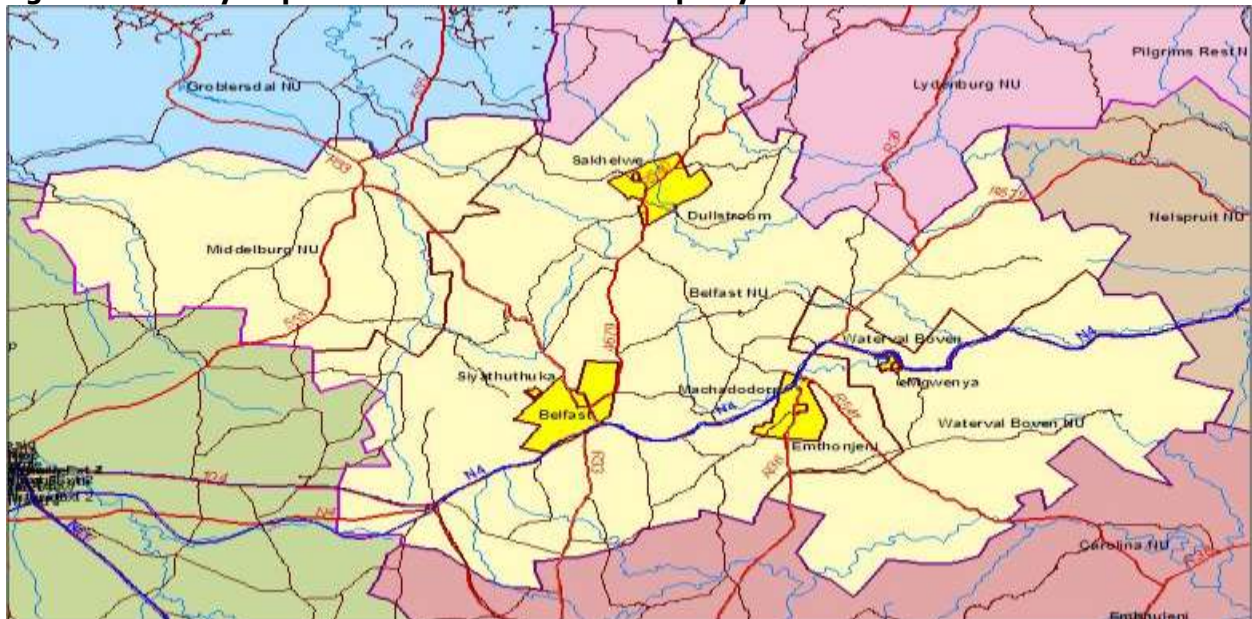
#### 3.1 Basic Facts and Figures

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*

<b>Municipality Name</b>	<b>Emakhazeni Local Municipality</b>
Total Population Size	47216
Percentage of the population 0-14	32
Percentage of the population 15-65	63
Percentage of the population 65+	5
Percentage Black	88.16
Percentage Coloured	0.47
Percentage Asian	0.46
Percentage White	10.91
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	14.98
Grade 1 / Sub A - Grade 7 / Std 5/ ABET 3	29.33
Grade 8 / Std 6 / Form 1 - Grade 11 / Std 9 / Form 4	9249
Grade 12 / Std 10 / Form 5 - NTC III /N3/ NIC/ V Level 4	8485
Early Childhood Development Index	2570
Unemployment ratio	184
Official employment status for Females, 15 – 65 (employed)	5188
Official employment status for Females, 15 – 65 (unemployed)	2687
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	84.5
Borehole	1298
Spring	293
Rain water tank	166
Dam/pool/stagnant water	256
River/stream	288
Water vendor	38
% with refuse removal	71.74
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 (2011)

## **Population profile of Emakhazeni Local Municipality**

### **Background**

Emakhazeni local municipality is located in the Nkangala District council, which has the smallest population size. According to statistics SA it is indicated that the population of the area has increased from 43 007 in 2001 to 47 217 in 2011. This profile will present information regarding the distribution of this population, the households where they reside and the services they have access to. Statistics South Africa Population growth is estimated at 0, 93% number of households in the Municipality. Furthermore, the profile will give an indication of the level of human capital as measured by the levels of the education and unemployment.

### **Data Source**

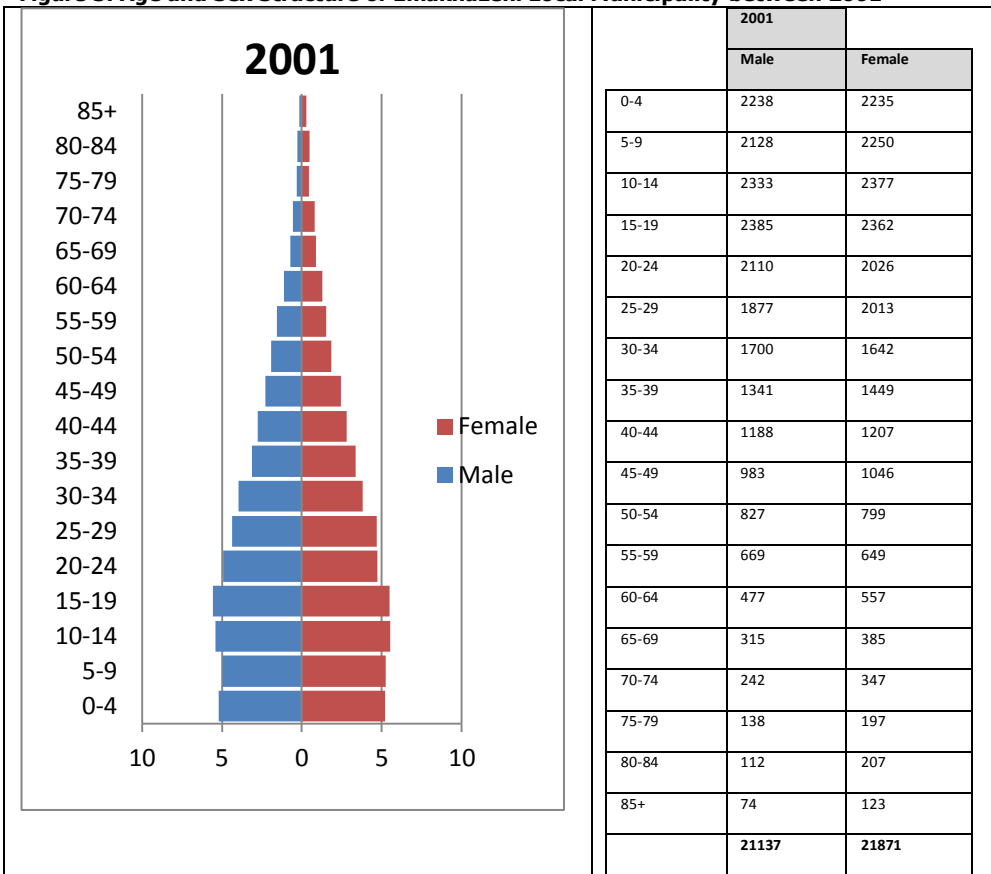
The profile is designed to provide a picture of indicators of population dynamic development in the district council with an effort to give an indication of recent trends. The data used was chosen because of its ability to disaggregate to smaller geographic levels of population. The population census of 2001 provides a platform for district level analysis as it provides individual level and household level information. In the same vein, the 2011 statistic allows for comparisons on changes in 10 to 11 years on key national and provincial indicators.

### **Population Structure and composition**

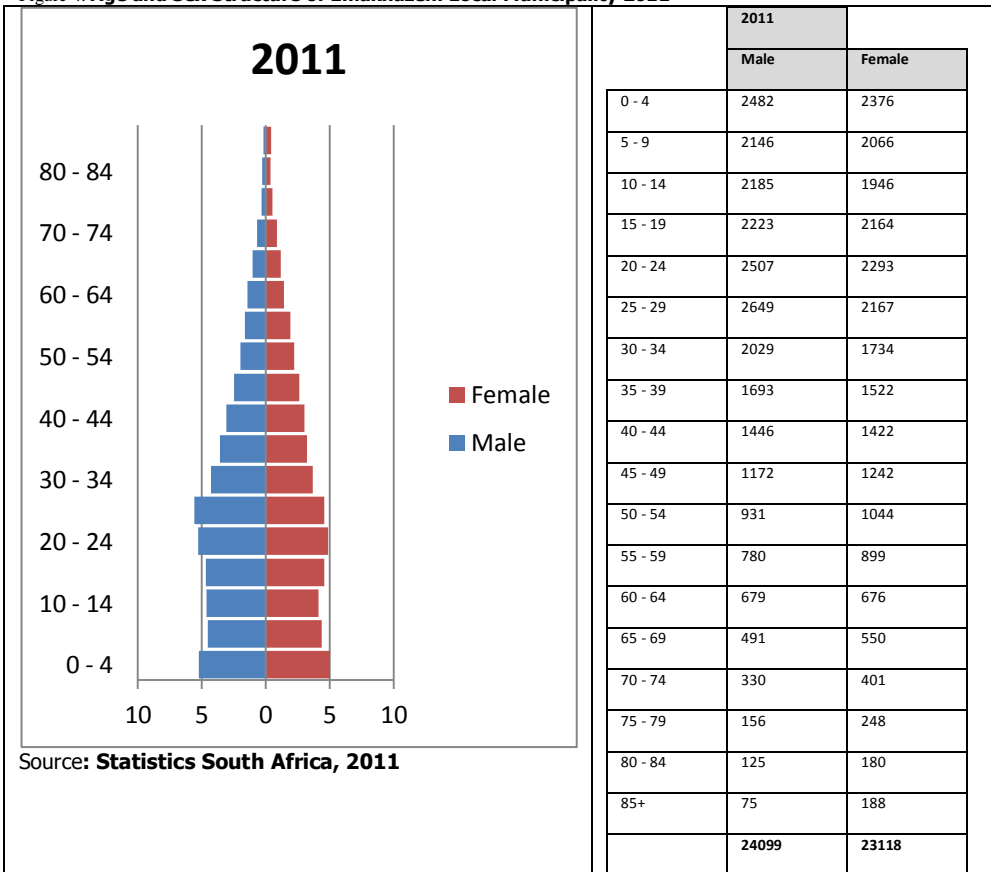
#### **Age and sex structure**

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**



**Figure 4: Age and Sex Structure of Emakhazeni Local Municipality 2011**



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.

Based on the population structure of the municipality between 2001 and 2011 and the dominance of youth by 37.8 %, there is a need for a strong focus on youth and children programmes. The slight difference in the number of women as compared to men at different age group should also inform the services that need to focus on women and their needs in terms of skills and job creation.

### Population groups

The population of Emakhazeni local municipality is mostly Black based on the statistics SA 2011. 88.16% of the population is Black, 10.91% White, 0.47% Coloured, Indian and Asian 0.46% and other is 2.8%.

**Figure 5: Percentage Distribution of Emakhazeni Municipality by Population Group- 2011**

Group	Male	Female	%
Black African	20985	20183	88.16%
Coloured	303	260	0.47%
Indian or Asian	212	118	0.46%
White	2542	2534	10.91%
Other	57	22	2.8%

Source: Statistics SA, 2011

## 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.

**Figure 6: Educational attainment for males and females age 20 and older**

	Male	Female
No schooling	2153	2670
Grade 0	595	604
Grade 1 / Sub A	699	610
Grade 2 / Sub B	678	618
Grade 3 / Std 1/ABET 1	691	634
Grade 4 / Std 2	781	710
Grade 5 / Std 3/ABET 2	922	786
Grade 6 / Std 4	972	812
Grade 7 / Std 5/ ABET 3	1287	1169
Grade 8 / Std 6 / Form 1	1684	1482

Grade 9 / Std 7 / Form 2/ ABET 4	1275	1143
Grade 10 / Std 8 / Form 3	1834	1851
Grade 11 / Std 9 / Form 4	1678	1875
Grade 12 / Std 10 / Form 5	4462	4309
NTC I / N1/ NIC/ V Level 2	25	28
NTC II / N2/ NIC/ V Level 3	43	14
NTC III /N3/ NIC/ V Level 4	53	24
N4 / NTC 4	84	19
N5 /NTC 5	38	13
N6 / NTC 6	42	17
Certificate with less than Grade 12 / Std 10	22	26
Diploma with less than Grade 12 / Std 10	40	27
Certificate with Grade 12 / Std 10	178	196
Diploma with Grade 12 / Std 10	250	275
Higher Diploma	186	234
Post Higher Diploma Masters; Doctoral Diploma	36	20
Bachelors Degree	126	107
Bachelors Degree and Post graduate Diploma	59	54
Honours degree	48	48
Higher Degree Masters / PhD	40	28
Other	46	44

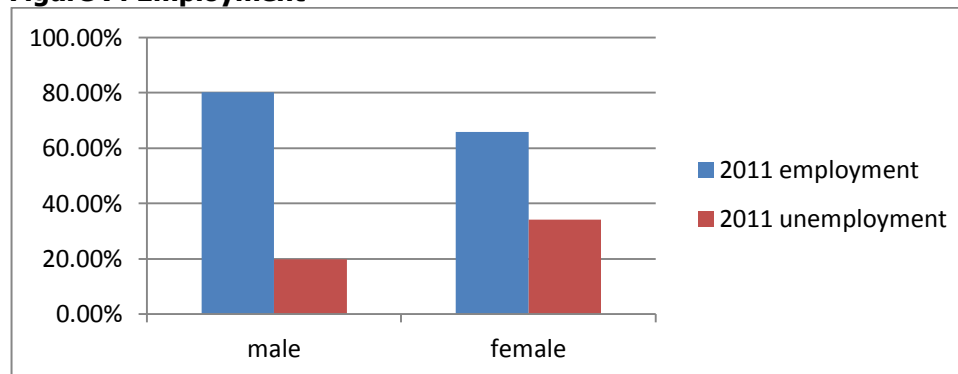
**Source: Statistics South Africa, 2011**

The municipality is therefore putting strategies in place to maintain the growth in matric attainment and further encourage further education training.

### Unemployment

The pattern of overall unemployment rate in Emakhazeni has changed as compared to 2001 where we were at 30% and in 2011 we are at 25.92 percent. Employment opportunities are favorable in the municipality, particularly for males, about 80% of males and 66% females were employed in 2011. Figure 7 below shows employment status for the population in the economically active group (15 to 65 years old) and further indicate that there has been a reduction in the percentage of unemployed in the district between 2001 and 2011 for both males and females. The decline is similar for males and females, although employment remains higher for males than for females.

**Figure 7: Employment**



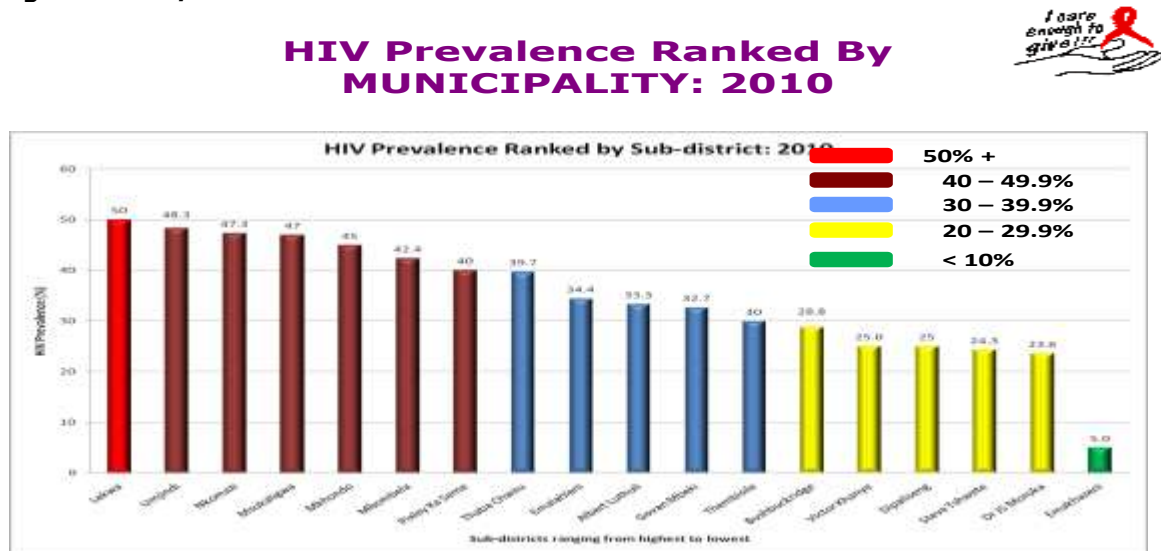
**Source: Statistics South Africa, 2011**

Based on the above statistics and the national and provincial directives on job creation, the municipality uses all capital projects, infrastructure projects, environmental and social projects for massive job creation within the municipality.

## HIV AIDS Prevalence

In 2010 the prevalence rate in Mpumalanga was 23.1% and according to Global insight HIV/ AIDS estimates increased from 186227 in 1996 to 406921 in 2008 and this represents 118.5 % increase in this period; however Emakhazeni has recorded a decline of 29.0% in between 2001 and 2007.

**Figure 8: HIV/AIDS Prevalence in 2010**



**Source:** Statistics South Africa,

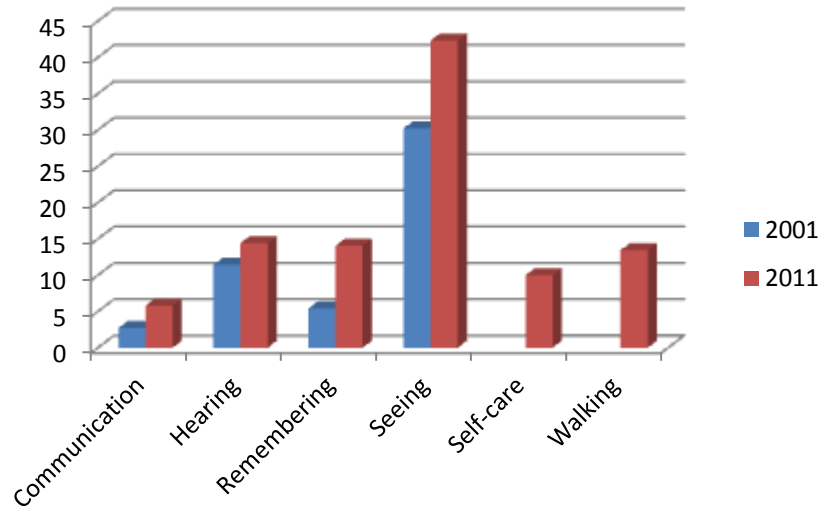
The above graph shows that the municipality has the lowest percentage on HIV prevalence. However the municipality has strategies in place towards a HIV/AIDS free generation by provision of health services and more HIV/AIDS focussed programmes. See issue number 8 on health.

## Disability

Disability is one measure in a group of measures used to evaluate the ability 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.

*Figure 9: Prevalence of disabled by type of disability*

Disability type	2001	2011
Communication	2.7	5.78
Hearing	11.4	14.42
Remembering	5.4	14.05
Seeing	30.2	42.32
Self-care		10.00
Walking		13.43



**Source:** Statistics South Africa, 2001 and 2011

Table above, show that there is an increase in the proportion of the disabled in the municipality between 2001 and 2011. When looking at the percentage distribution of the disabled population by type of disability, one observes that remembering disability has increased from 5.4% in 2001 to 14.05% in 2011, communication has doubled, and seeing has increased by 18% from 2001 to 2011. The statistics 2011 introduced two new classifications of self-care (10%) and walking (14.43%)

### 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 2: Number of recipients of social grants in 2011

<b>Grant type</b>	<b>Number receiving grant</b>
Old age pension	2 183
Disability grant	1 410
Child support grant	8 274
Care dependency grant	139
Foster care grant	502
Grant in aid	6

**Source:** Statistics South Africa, 2011

The grant with the largest recipients is the child support grant (8 274 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. The second grant with the most recipients is the old age pension. The district has a sizable number of persons above the age 65, which reflects the number eligible for the old age pension.

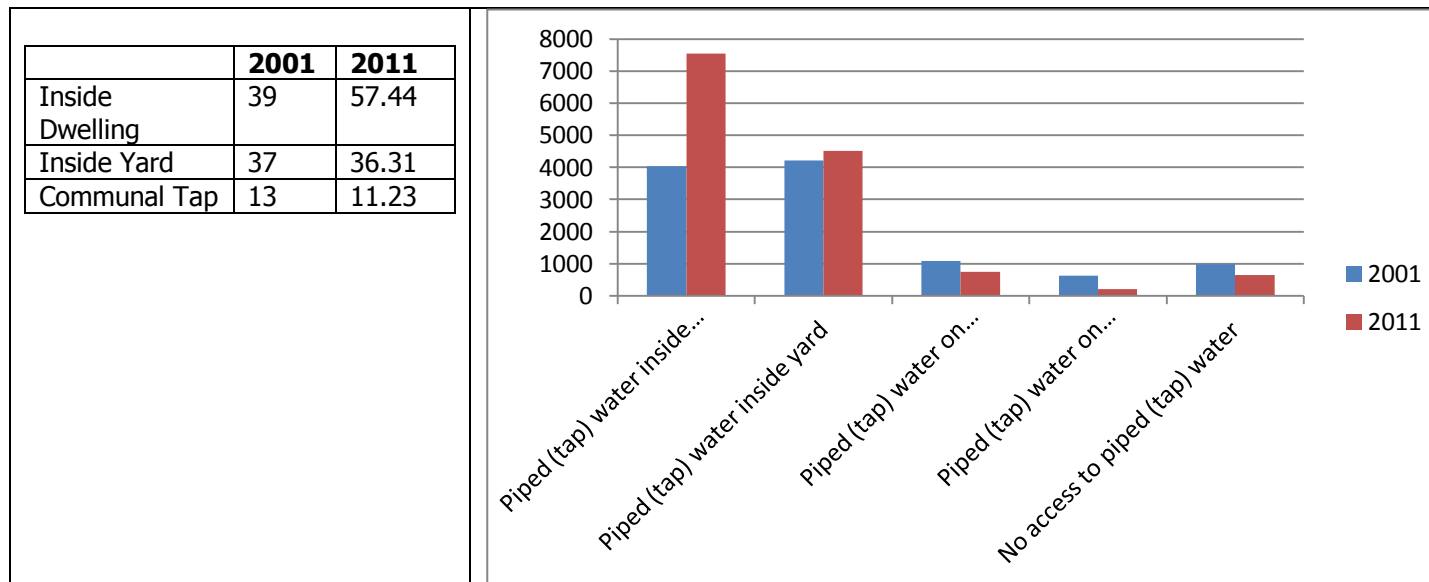
## ACCESS TO COMMUNITY SERVICES

### 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 drinking 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 2011 (from 40% to 59%). 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 10: Household by Water source between 2001 and 2011**

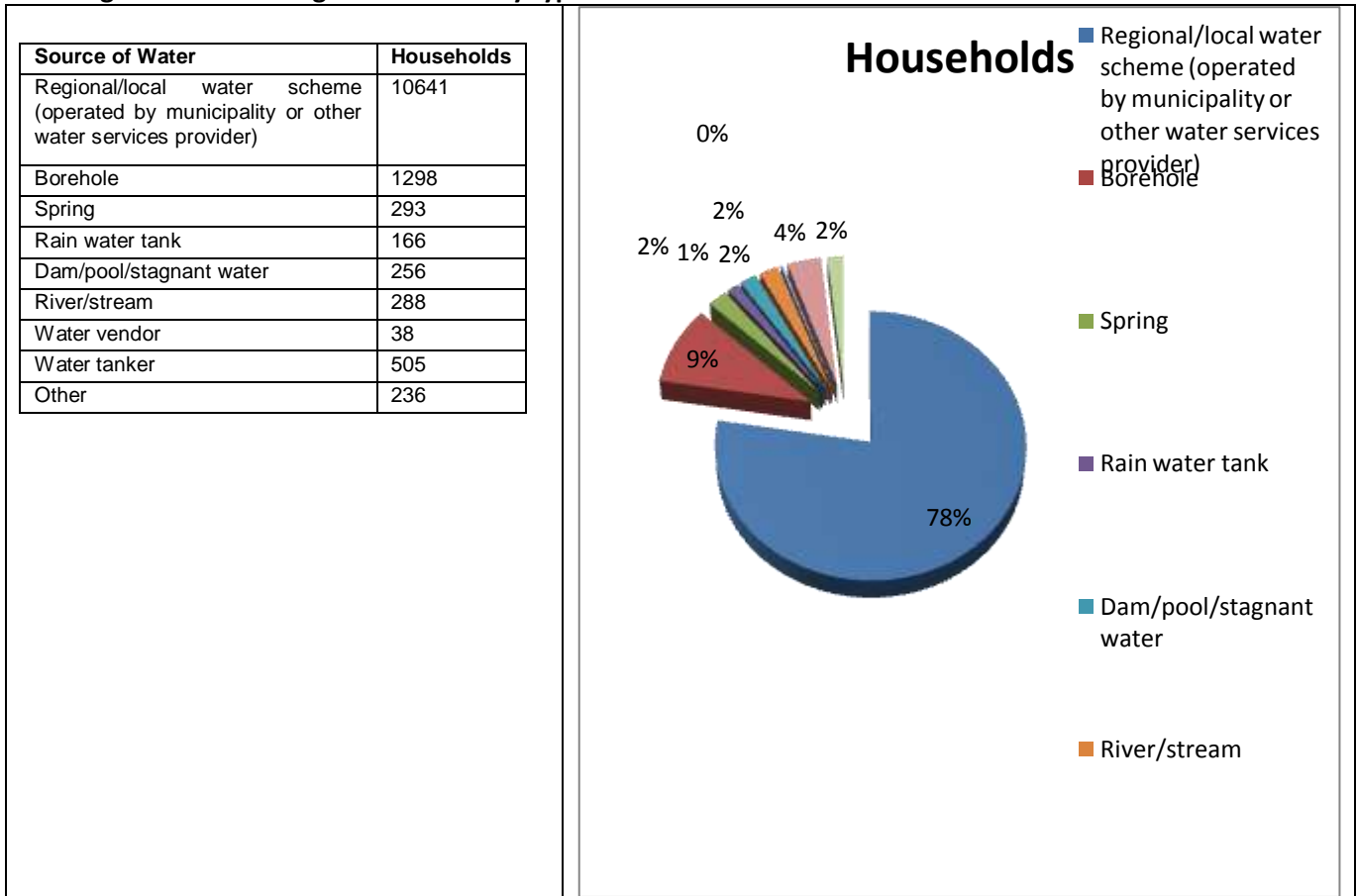
### Piped water



**Source:** Statistics South Africa, 2011



**Figure 11: Percentage distribution by type of water source**

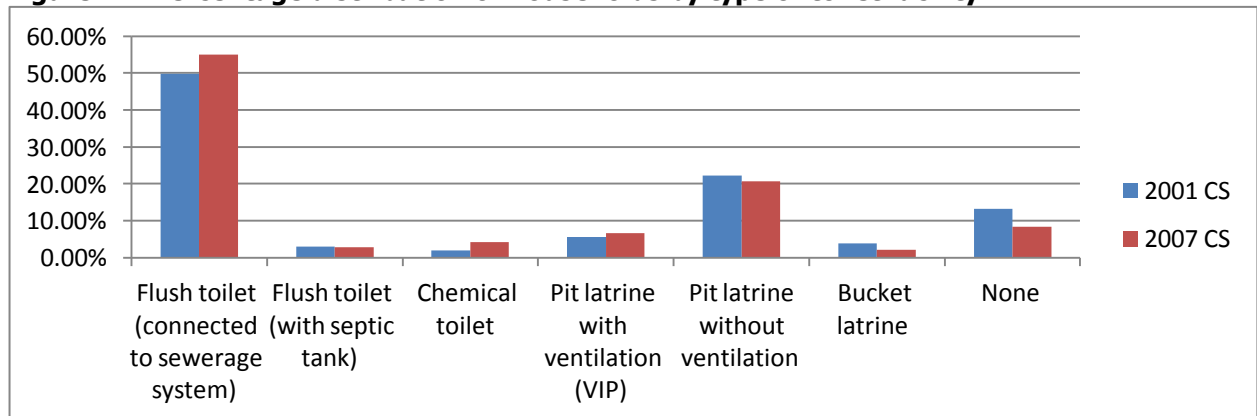


**Source:** Statistics South Africa, 2011

**ACCESS TO SANITATION**

The percentage distribution of Emakhazeni municipality households by access to sanitation facilities is indicated in figure 9b. In 2001, vast majority (almost 100%) of households in the municipality either had a flushed toilet or pit latrine without ventilation. 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 2011, we still have few household using pit latrine without ventilation. Although the number of households with no toilet facility has declined between 2001 and 2011, the decline is small.

**Figure 12: Percentage distribution of households by type of toilet facility**

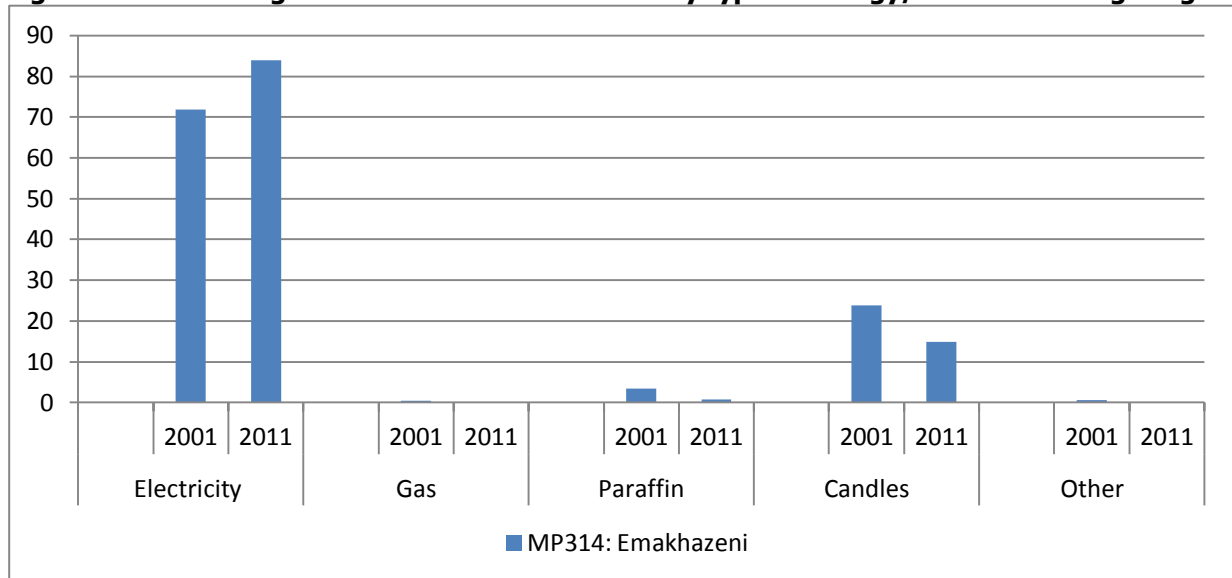


**Source:** Statistics South Africa, 2011

## 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 9c to 9e 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 absence of electricity.

**Figure 13: Percentage distribution of households by type of energy/fuel used for lighting**



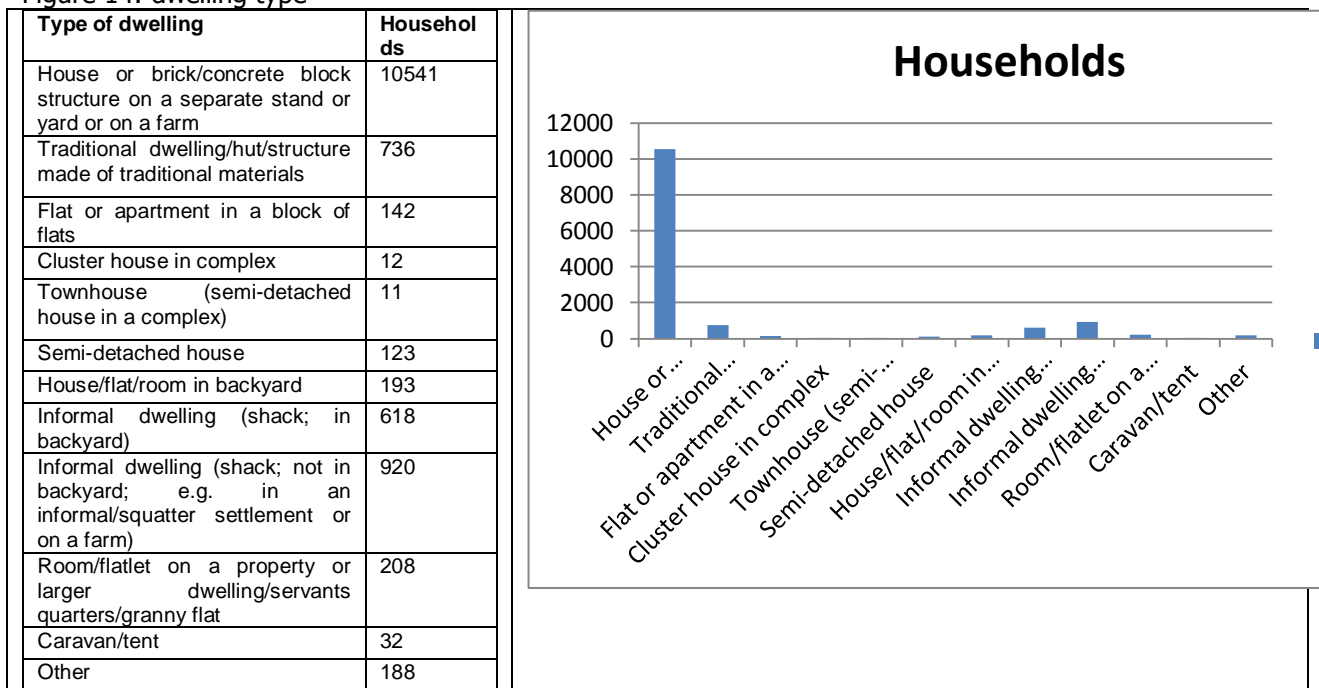
**Source:** Statistics South Africa, 2011

Electricity was the leading source of energy for all users in 2001. It can be observed from table that the usage of electricity as a source of lighting has increased in the municipality while the use of paraffin and candle for lighting has decreased.

## 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. This is also because dwellings with poor building structures are often poor, have no access to other basic services such as safe water and sanitation.

Figure 14: dwelling type



Source: Stats SA, 2011

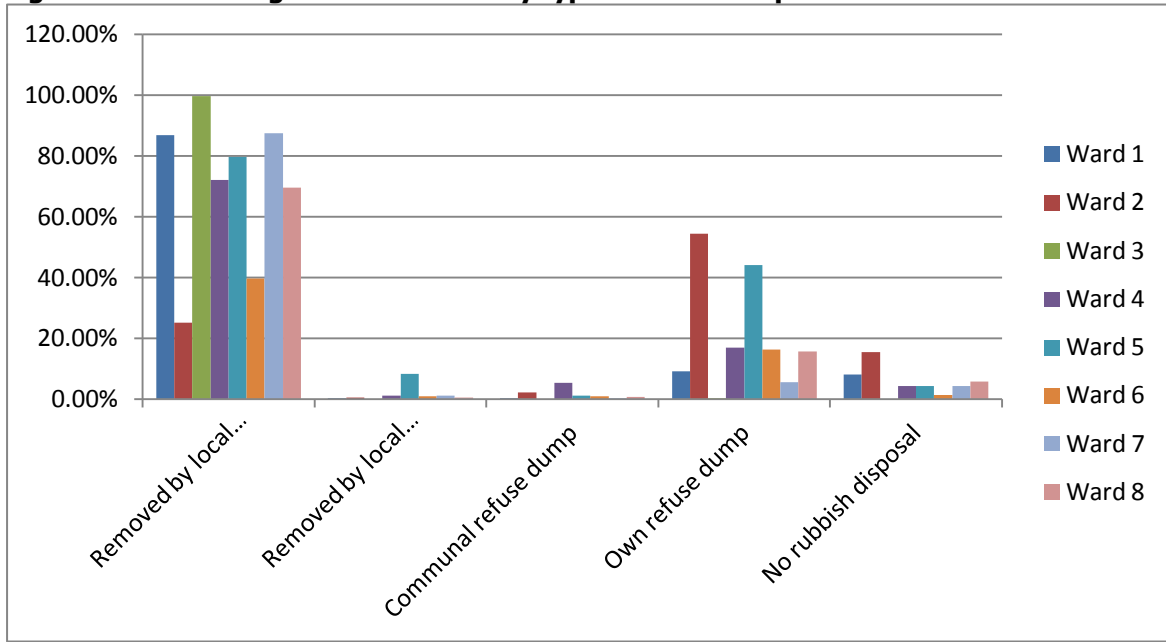
### FREQUENCY OF REFUSE REMOVAL

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 99% of households has their refuse removed by local authority at least once a week in 2011, which is the norm for all urban settings. The households who reported that they use their own dump declined, along with those who reported no refuse disposal.

Table: 3

	Removed by local authority/private company at least once a week	Removed by local authority/private company less often	Communal refuse dump	Own refuse dump	No rubbish disposal
<b>Ward 1</b>	86.88%	0.37%	0.44%	9.31%	8.06%
<b>Ward 2</b>	25.21%	0.67%	2.35%	54.52%	15.49%
<b>Ward 3</b>	99.61%	0.00%	0.00%	0.39%	0.00%
<b>Ward 4</b>	72.01%	1.12%	5.36%	16.93%	4.30%
<b>Ward 5</b>	79.75%	8.32%	1.13%	44.19%	4.47%
<b>Ward 6</b>	39.72%	1.01%	0.93%	16.45%	1.41%
<b>Ward 7</b>	87.38%	1.16%	0.33%	5.73%	4.30%
<b>Ward 8</b>	69.55%	0.53%	0.75%	15.71%	5.86%

**Figure 15: Percentage of households by type of refuse disposal**

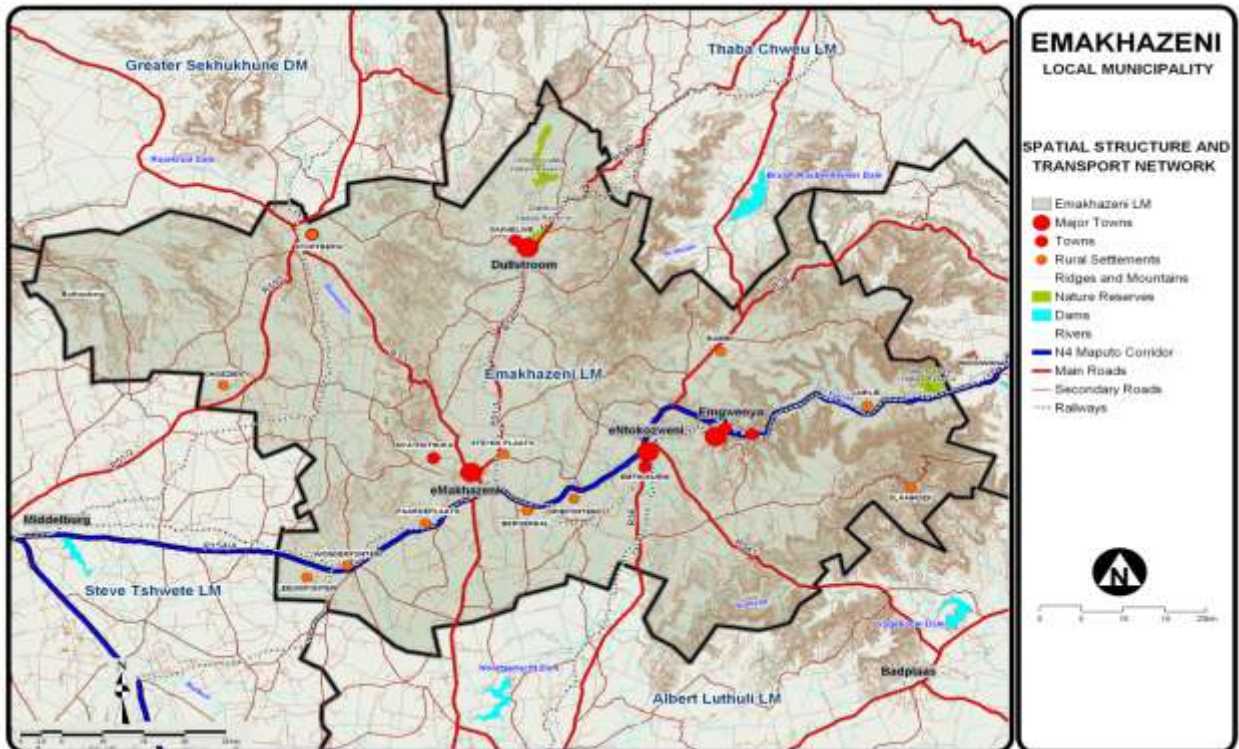


Source: Statistics South Africa, 2011

### 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 16: Spatial Structure and transport network**



Source: ELM Spatial Development Framework

**Figure 16 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.

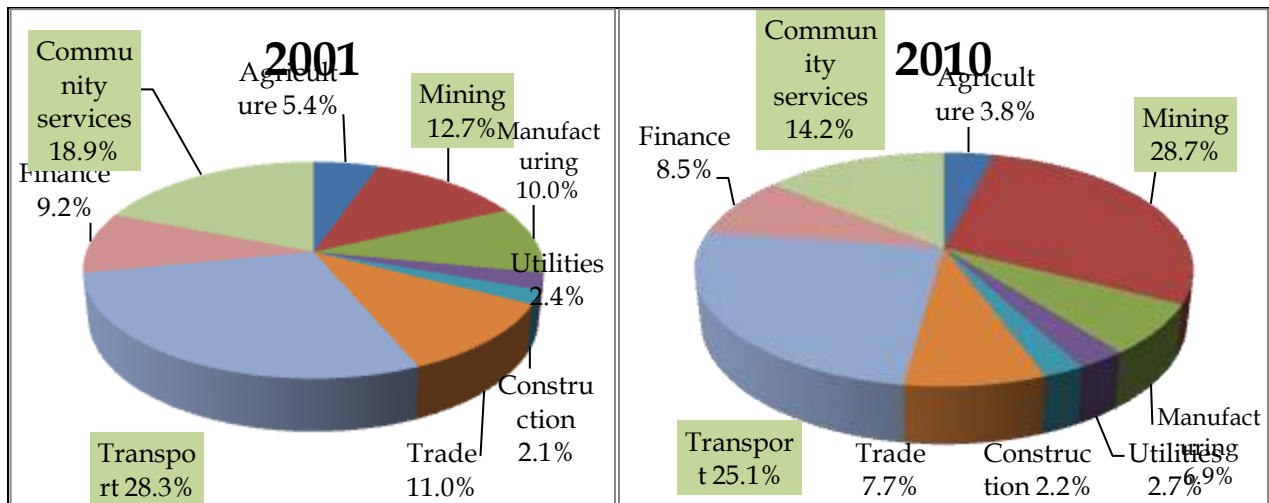
The Emakhazeni Municipality is therefore linked to many of the major economic centres within the region and the continent. Further the above Spatial Analysis, Emakhazeni Local Municipality has reviewed its Spatial Development Framework and it is summarised later in this document.

### 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 17** below shows the contribution of each sector to the GDP between 2001 and 2010.



Source: Mpumalanga Provincial Treasury

**Figure 17: Economic Indicators**

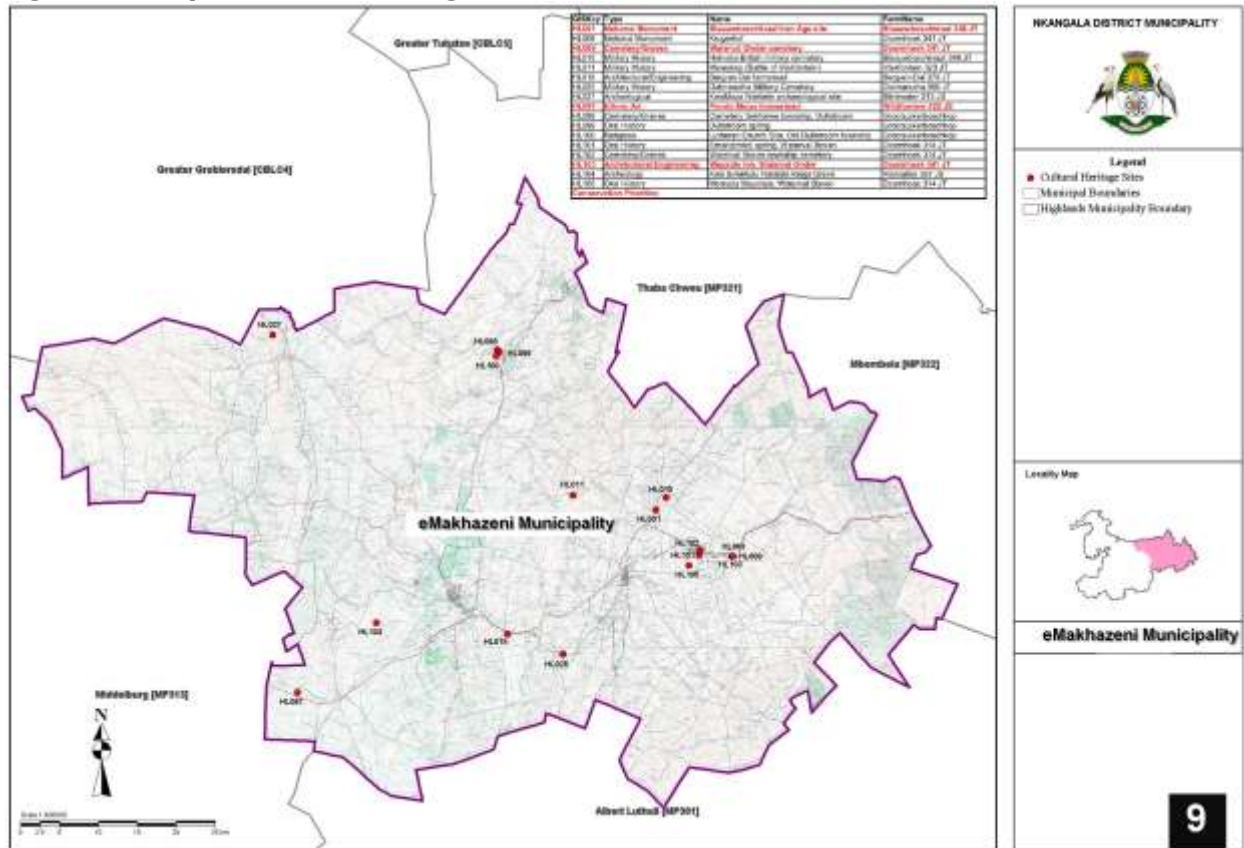
It should be noted that mining is also leading in terms of employment within the municipality with 22.7 percent followed by trade sector sitting at 20.6 percent. Even though Emakhazeni has got a high Agricultural potential, the sector has shown a rapid decrease in both sectoral employment and the GDP 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's 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 18: Map of Cultural Heritage Sites**



**Source: ELM Spatial Development Framework**

### 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 6.8m<sup>3</sup> of water per second and the Steelpoort River yields 6.8m<sup>3</sup> 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

<b>RIVERS AND STREAMS</b>	
Steelpoort River	Witpoort River
Elands River	Klip River
Hartebees River	Lunsklip River
Crocodile River	Skilferlaagte Stream
Grootspuit	Waaikraalkop River

Leeubank Stream	Leeu Stream
Klein Komatie River	Rietvlei Stream
Wilgekraal Stream	Swartkoppies Stream
Kareekraal Stream	Draaikraal Stream
Lang Stream	Gemsbok Stream
<b>DAMS</b>	
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 Emalaheni 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.

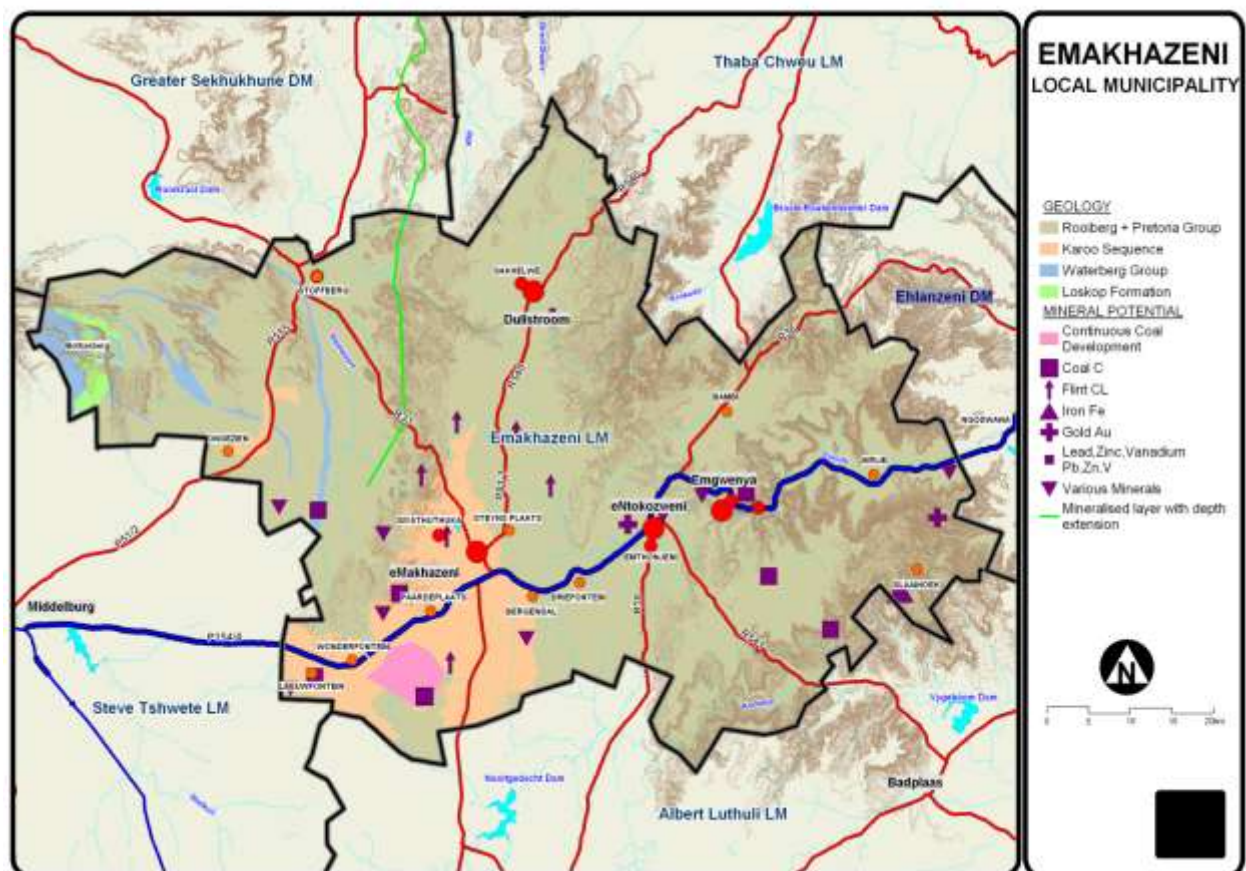
Other minerals found in the area include:

- 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 15** below, shows the geology and different mineral potential within the municipality.

**Figure 19: 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. 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"> <li>• Increase the number of Funza Lusha-ka bursary recipients from 9300 to 18 100 over the 2011 MTEF</li> <li>• Assess every child in grades 3, 6 and 9 every year</li> <li>• Improve learning and teaching materials to be distributed to primary schools in 2014</li> <li>• Improve mathematics and science teaching</li> </ul>	<ul style="list-style-type: none"> <li>• Facilitate the building of new schools by:               <ul style="list-style-type: none"> <li>- Participating in needs assessments</li> <li>- Identifying appropriate land</li> <li>- Facilitating zoning and planning processes</li> </ul> </li> <li>• Facilitate the eradication of municipal service backlogs in schools by extending appropriate bulk infrastructure and installing connections</li> </ul>	<ul style="list-style-type: none"> <li>• ELM is facilitating integrated planning with the Department of Education on education related matters ELM is working with Doe on a Boarding school project</li> <li>• ELM has a strong focus on provision of basic services</li> <li>• Breakfast meetings are held with matric students for motivation and career guidance.</li> </ul>

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

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

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

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

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

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

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

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



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

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

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

## 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. In 2011 the Municipality in collaboration with Cogta has recruited forty (40) EPWP participants on Youth Waste Management and Recycling program for a period of six months. The 40 participants were recruited in all units of the Municipality. Upon the end of the project the Municipality has applied for an integrated incentive grant to the National Department of public works. The Municipality has received a grant of R1000, 000.00 for duration of a year. The participants which were previously employed by COGTA were then absorbed by the Municipality paying them with the grant received from the department.

**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 Driver1: Infrastructure**

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

#### **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 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 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

### **National Development Plan**

President Jacob Zuma appointed the National Planning Commission in May 2010 to draft a vision and national development plan. The commission is an advisory body consisting of 26 people drawn largely from outside government, chosen from their expertise in key areas.

The commission diagnostic Report, released in June 2011, set out South Africa's achievement and shortcomings since 1994. It identified a failure to implement policies and an absence of broad partnerships as the main reasons for slow progress, and set out nine primary challenges:

- Too few people work
- The quality of schools education for black people is poor.
- Infrastructure is poorly located, inadequate and under maintained
- Spatial divides hobble inclusive development
- The economy is unsustainable resource intensive
- The public health system cannot meet demand or sustain quality
- Public service are uneven and of poor quality
- Corruption level are high
- South Africa remains a divided society

The National Development aims to eliminate poverty and reduce inequality by 2030. South Africa can realize these goals by drawing on the energies of its people, growing an inclusive economy, building capabilities, enhancing the capacity of the state and promoting leadership and partnership throughout society.

### 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.

### Mega projects to stimulate economic development in Emakhazeni Local Municipality

Name of Project	Area
Construction of boarding school in Emakhazeni	Entokozweni (Ward 6)
Emgwenya Urban Renewal Project	Emgwenya (Ward 7)
High altitude Training Centre	Emakhazeni(Siyathuthuka)
Breaking New Grounds(integrated Humans Settlement)	Emakhazeni (Siyathuthuka)

### 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 3: The UN Millennium Development Goals (2009 Review)**

<b>GOAL</b>	<b>TARGETS</b>	<b>Municipal Alignment to MDG's</b>
1. Eradicate extreme poverty and hunger	<ol style="list-style-type: none"> <li>1. Halve, by 2015, the proportion of people whose income is less than \$1 a day.</li> <li>2. Halve, by 2015, the proportion of people who suffer from hunger.</li> </ol>	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"> <li>1. Ensure that, by 2015, children everywhere, boys and girls alike, will be able to complete a full course of primary schooling.</li> </ol>	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"> <li>1. Eliminate gender disparity in all levels of education no later than 2015.</li> </ol>	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"> <li>1. Reduce by two-thirds, by 2015, the under-five mortality rate.</li> </ol>	ELM is working with the DOH in the provision of primary health.
5. Improve Maternal Health	<ol style="list-style-type: none"> <li>1. Reduce by two-thirds, by 2015, maternal mortality ratio.</li> </ol>	ELM is working with the DOH in the provision of reproductive health.
6. Combat HIV/AIDS, Malaria, and other diseases	<ol style="list-style-type: none"> <li>1. Have halted by 2015 and begun to reverse the spread of HIV/AIDS.</li> <li>2. Achieve, by 2010, universal access to treatment for HIV/AIDS for all those who need it.</li> <li>3. Have halted by 2015 and begun to reverse the incidence of malaria and other major diseases</li> </ol>	<p>ELM's plan is to launch the AIDs council and train all members in 2012/13</p> <p>Universal access to treatment gradually being addressed with the improvement of health infra structure</p>
7. Ensure Environmental Sustainability	<ol style="list-style-type: none"> <li>1. Integrated the principles of sustainable development into country policies and programmes and reverse the loss of environmental resources.</li> <li>2. Reduce biodiversity loss, achieving, by 2010 a significant reduction in the rate of loss.</li> <li>3. Halve, by 2015, the proportion of people without sustainable access to safe drinking water and basic sanitation.</li> </ol>	ELM has adopted an Environmental Management Framework that guides all sustainable development processes that the ELM must follow in line with international best practice.
8. Develop a Global Partnership for development	<ol style="list-style-type: none"> <li>1. Have achieved by 2020 a significant improvement in the lives of the least 100 million slum dwellers.</li> <li>2. In corporation with the private sector, make available the benefits of new technologies, especially information and communication</li> </ol>	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: 2013**

During his state of the Nation address on Thursday, the 14<sup>th</sup> of February 2014 , the President Jacob Zuma highlighted the following Developmental issues as pertinent to Government for the next five years:

##### **Health And Welfare**

- Refurbishment of hospitals and nurses homes to prepare for the National health insurance(NHI) system
- To create the NHI fund in 2014, and to accelerate and intensify progress in the pilot districts.
- Accelerate general HIV prevention efforts
- Departments to have 2% of their people from people living with disabilities
- Disease of lifestyle is on alarming rate. That, as south Africans we have to combat and lower the levels of smoking , harmful effects of alcohol, poor diet and obesity

##### **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 electricity price increase in support of economic growth and job creation
- Five new water augmentation schemes to be complete
- In order to improve the transportation of iron-ore and open up the west cost of the country, government have expanded the rail capacity through the delivery of 11 locomotives.
- Government has laid 675 kilometres of electricity transmission lines to connect fast growing economic centers and also to bring power to the rural areas
- On broader economic transformation, revised Broad Black Economic Empowerment Act and codes are being finalized. The development of black owned enterprises and black industrialists will be prioritized

##### **SMME development and job creation**

- Government has several programmes of supporting SMME's. A project for the presidency is to get government departments to pay SMMEs within 30 days.
- Departments are required to submit monthly reports so as to monitor progress in this regard
- Government has taken a decision that accounting officers who fail to execute this directive will face consequences

## **Housing and Governance**

- 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
- The National Housing Finance Corporation, has been appointed to deliver houses to the people within the Gap market in market in twelve registered projects
- 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

## **Infrastructure development**

- The infrastructure development programme has been a valuable source of learning for government. In the year ahead, government will fast track many of the projects that the Presidential Infrastructure Co-coordinating Council(PICC) has announced
- PRASA and Transnet have committed hundreds of billions of rands to improving the commuter and freight train network

## **Education**

- The department of Basic Education will establish a national task team to strengthen the implementation of Mathematics, Science and Technology Strategy
- Government urge the private sector to partner government through establishing, adopting or sponsoring maths and science academes or Saturday schools
- Government has declared education as an essential service, and that does not mean to take away the constitutional rights of teachers as workers like the right to strike
- Government will establish a Presidential Remuneration Commission which will investigate the appropriateness of the remuneration and conditions of service provided by the State to all its employees

### **4.2.6 State of the Province Address**

During the state of the province address on Friday, 1 March 2013, the honorable Premier DD Mabuza highlighted the following developmental issues:

#### **Poverty**

In 2011, Mpumalanga's poverty rate was at 41.6 %, showing a 4 percentage point decrease from 45,6% in 2010. Put it differently, an estimated of 1.59 million of citizens who lived in households with an income less than the poverty income decreased from 1.72 million in 2010 to 1,59 million in 2011.

#### **Economic Growth**

In 2010, the economic growth rate of Mpumalanga was at 3,1% but decrease to 2,3% in 2012, however, it is forecast to swing back to 3,1% in 2013, subsequently increasing steadily to 4.5% in 2016.

## **Performance on 2012/2013 priorities**

### **Creating decent work and sustainable livelihood**

Despite the shrinkage of economic growth between 2010 and 2011, the provincial economy managed to create **36 000 jobs** between the fourth quarter of 2010 and the fourth quarter

Human Capital Development, which will be focusing on four projects:

- Maths, Science and Technology Academy to improve the capacity of educators in these learning areas and also increase the uptake of learners in maths and science based degrees.
- Bursaries to assist high performing learners in Maths and Science, particularly from previously disadvantaged
- High Tech Centre of Excellency to increase the skills-base in the province, prioritising artisan and agricultural skills
- Mpumalanga University to provide support to the establishment of the Mpumalanga University

Enterprise development which will be focusing on two projects:

- Industrial Park to promote SMMEs and Cooperatives development
- Procurement to enhance targeted procurement to promote local enterprises

Urban Renewal which will be focusing on three projects:

- Rejuvenation of mining towns to promote basic, social and economic infrastructure development in the renewal process in the context of sustainable Human Settlements
- Coal Haulage network to contribute towards upgrading and maintenance of the coal haulage network)
- Social Labour Plans to realign Social Labour Plans to support both urban renewal initiatives and labour supply centres.

### **Sustainable development and environment which will be focusing on:**

- Mine rehabilitation to rehabilitate land for productive use, prioritising agriculture activities
- Water reclamation to purify underground water for community
- Concluding another MOU with BHP Billiton on similar areas of cooperation but focusing on specific projects that we have collectively identified and agreed upon.
- Other MOUs that we are in the process of finalising involve the country Oman for Fresh produce and SAMSUNG on Information Technology and Communication (ITC).
- A MOU will be signed between the Provincial Government, MEGA and the China Development Bank Corporation during the BRICS Summit in Durban later this month.
- This MOU will open avenues for the Chinese businesses to invest in the Province and the estimated value of the anticipated investment from China alone is about \$1 billion with over 1000 permanent jobs created.
- The provincial government has entered into a strategic partnership with CSIR to promote Research and Development in order to position people of the province, particularly SMMEs and Cooperatives to seize opportunities in the economy.

The Department of Communication to bridge the digital divide and ensure that people of Mpumalanga benefit from this sector with the many opportunities it provides.

## **EXPANDED PUBLIC WORKS PROGRAMME (EPWP).**

Over the first 6 months of 2012/13 financial year, Mpumalanga created a total of 40 690 job opportunities through the Expanded Public Works Programme (EPWP). The main beneficiaries of these jobs were 33 674 young people and 25 228 women.

As a result, the province was eligible to receive an incentive grant of about R56 049 million for exceeding its target for creation Full Time Equivalent jobs. All 21 municipalities collectively received an incentive grant to the total of R29 794 million whilst 6 provincial departments received a total of R26 255 million.

The combined Provincial efforts towards this endeavour were further recognised during the Kamoso Awards where Mpumalanga scooped 5 awards in the following categories:

- Environment & Culture Sector – one award
- Social Sector – one award
- Infrastructure Sector – two awards and

Mpumalanga will continue to 'massify' the EPWP through the roll-out of infrastructure development projects of varying sizes, from construction and maintenance to renovations and rehabilitations. We have set a job-creation target of 76 000 which will focus on the four sectors mentioned-above.

## **Rural Development and Land Reform for sustainable livelihood**

Rural development remains high on our priority list of the provincial government in that government will continue to place particular emphasis on:

- Building the economy in rural areas, developing industries where potential exist;
- Creating more jobs through agricultural development and other economic activities, including training and skills development;
- Improving socio-economic infrastructure
- Providing basic services that will enable people to develop their capabilities and talents.

As part of developing our farmers through the value chain and responding to the needs of the market, the province is at the advance stage of developing an International Fresh Produce market. Government has already acquired 256 hectares in Mbombela for the establishment of this Market.

Government is putting together production hubs in all the municipalities, starting with the CRDP municipalities, to supply the Fresh Produce Market. This will ensure that every small producer is given an opportunity to participate along the value chain.

As a build-up, government will provide markets for the small-scale farmers. As from the 1<sup>st</sup> of April 2013; all the schools participating in the school nutrition programme in the CRDP municipalities will buy their food from the small-scale farmers.

## **Improving the Quality of Education**

Among other key interventions, for the 2013/14 the province we will focus on:

- The capacitating of teachers on curriculum content and delivery
- Allocating suitable mentors to the schools
- Providing on-site curriculum support per subject at least once per quarter, including the provision of teaching and learning resources
- Subjecting Grade 12 learners to common monthly tests.
- Strengthening the monitoring of curriculum coverage, and

- Most importantly, we will hold principals, curriculum implementers and subject heads accountable for performance.
- Everyone must put their shoulders to the wheel to deliver better results. If these schools continue to under-perform, there will be consequences.

Another important area of our intervention speaks to the need to improve our output and quality of passes in mathematics and physical science. If we are to address the challenge of scarce and critical skills needed by the labour market, we need more learners who pass these gateway subjects in order to pursue careers in finance, science, as well as technical and engineering fields.

To improve learner performance in mathematics, science and technology the province will prioritise, among other things:

- The recruitment and placement of suitably qualified educators in these key subjects
- The training and development of mathematics and science educators
- Provision of requisite infrastructure and equipment to support the teaching of mathematics, physical science and technology
- Strengthening partnerships with the private sector in our maths, science and technology improvement programme.

The infrastructure delivery programme will continue to focus on:

- the eradication of mud and unsafe structures
- repair of storm-damaged schools
- construction and upgrading of schools, including specialized learning centres for learners with disabilities, and
- the construction of new boarding schools in Emakhazeni and Mkhondo.

In 2013/14, government will continue to focus on creating opportunities for 'out-of school youth' to have access to training and skills development opportunities. Through MRTT, we will focus on skills programmes in hospitality and tourism as well as technical and entrepreneurial fields.

The province will continue to strengthen collaboration with the private sector in providing opportunities for experiential learning and placement in long-term employment opportunities in the workplace.

Work towards the establishment of a University in the province by 2014 is gaining momentum. Spatial and physical planning are at an advanced stage and it is expected that aspects of construction will begin in the third quarter of the 2013/14 financial year.

As part of the process towards the establishment of a fully-fledged university, we have partnered with the University of Johannesburg, the National Institute of Higher Education in Mpumalanga, and the Department of Higher Education and Training to start a Teacher Education Programme in Siyabuswa in 2013.

### **Improving the Health Profile**

There are serious challenges with the quality of service delivery in our health facilities:

- The bad treatment that patients are subjected to by staff in our health facilities seriously undermines the dignity and rights of patients to receive quality health care. This can never be tolerated.
- Our people continue to wait in long queues and spend long hours to be served
- Cleanliness and maintenance of our grounds and facilities leave much to be desired

- Infrastructure maintenance and repairs in many of our facilities have not been consistently done over the years, resulting in crumbling infrastructure that compromises the quality of services that our hospitals offer,
- The shortage of health professionals in critical areas of hospital operations continues to constrain the ability of our hospitals to deliver quality health care,
- Unavailability of essential medicines in some of our hospitals continues to be a serious challenge

Government has developed a comprehensive improvement plan to respond to these urgent challenges confronting our health institutions, especially at hospitals. Among other key interventions:

- We will finalise the appointment of suitably qualified Chief Executive Officers (CEOs) in all hospitals by the end of April this year
- We will ensure that we decentralise management and decision making processes to the CEOs of hospitals, with the Districts and the Head Office playing a monitoring and quality assurance role
- We will complete all outstanding minor repairs and maintenance by the end of June 2013. In this regard, we will set up rapid implementation teams to attend to all minor repairs.
- We will prioritise the renovation and repair of critical infrastructure in all facilities, with specific focus on mortuaries, laundry facilities, kitchens, and wards
- We will establish maintenance teams in all hospitals to ensure that our facilities are maintained on a regular basis
- We will ensure that hospitals are supported through the acquisition of modern equipment required in the provision of quality health care. Our hospitals have to keep with modern technologies in the medical field.

To respond to HIV and Aids challenges, the provincial government will strengthen the implementation of National and Provincial HIV, STI and TB Strategic Plan for 2012 – 2016 and improve coordination among all sectors of society in the implementation of HIV and AIDS programmes.

More importantly, it is a process that requires the mobilisation of all sectors of society to contribute to the fight against HIV and AIDS.

In 2013/14, we will strengthen the capacity of the Mpumalanga Aids Council under the leadership of the Premier to coordinate and mobilise key stakeholders in reversing the negative impact of HIV and Aids.

## **Fighting against Crime and Corruption**

### **Crime**

Government need to capitalize on the intervention packages that we have introduce to deal with crime.

To this end, government is happy to report that we have already deployed 520 Tourism Safety Monitors throughout the entire Province. They will be working together with the police and community structures to ensure safety our tourists.

Government is still busy working on a system that will assist us to register all tourists coming into the province, link them with all important state organs that must ensure their safety during their stay in the Province. It is a system that will further assist us to rapid rapidly should anything bad happen to any tourist or a group of tourists.

In 2013/14 financial year, government have decided on the following set of priorities:

- Reducing contact crime by 4-7%, with major focus on all hot spots in the Province;
- Expanding the integrated social crime prevention initiatives on Rural Safety; Vulnerable groups; Victim friendly facilities; School safety and Contact crime
- Strengthening community and institutional structures, including mobilization campaigns

- Roll-out a '365 days' programme on No Violence against Women and Children.

### **Integrated Human Settlements**

In 2013/14 financial year, Government will prioritizing to:

- Complete all the incomplete houses within the next 100 days.
- Move with speed to finalize the outstanding work on the establishment of integrated Human Settlements in Klarinet, Emakhazeni, Dipaliseng and Thaba Chweu
- Focus on spatial planning and integrated development planning for UMjindi, Nkomazi, Msukaligwa and Mbombela;
- Speed up and finalise the implementation of the people housing programme (PHP) in all the CRDP municipalities
- Conduct township establishment in Emalahleni, Govan Mbeki, Steve Tshwete and Mbombela as part of eliminating informal settlements
- Provision of basic services and elimination of backlogs

### **Expanding Access to Basic Services**

For the upcoming financial year, government has priorities the following for 2013/14:

- To ensure that all our people have access to water services by the end of 2013/14 financial year.
- To eradicate sanitation backlogs in all formal settlements and deal with the state of all over capitated waste water treatment works.
- To accelerate refuse removal through the municipal public works programme
- To intensify the clean towns, townships and villages programme.
- To extend electrification to the remaining households through partnership with the Department of Energy.

### **State of Local Government in the Province**

- Ward Committees and the work of Community Development Workers are also a call for concern.
- In our recent assessment of municipalities, government has agreed, as a collective, to work even harder in the quest of turning local government around and change people's experiences of services and governance.

The Province will continue to support municipalities in all those areas where they have exhibited weaknesses.

### **Priorities for our municipalities in 2013**

That, all municipalities have to prioritise the implementation of the Programme of Action for Delivery Agreement on Outcome 9 and Local Government Turnaround strategy in 2013/14 financial year. This will include:

- The implementation of Bulk water and sanitation infrastructure for the Mbombela, Nkomazi, Bushbuckridge, Mkhondo, Chief Albert Luthuli, Emalahleni, Dr. JS Moroka and Thembisile Hani through MEGA
- Providing support in the expansion of access to basic services and eliminating backlogs;
- Implementation of integrated municipal support plan;
- Enhancing financial viability;
- Implementing the Community Works Programme, including the programme on clean towns, townships and villages;
- Support programmes for operation clean audit in all municipalities;

- Improving public participation to close the social distance between public representatives and communities

Disaster Incidents in the Province in 2013/14 financial year:

- We are going to deal with the entire infrastructure affected by the flood disaster and ensure that it return to its normal functionality.
- We will be looking at mechanism to improve our disaster management early warning system to warn communities' timeously about potential floods situations. This early warning system will be linked to local municipalities.

This will include the development of appropriate plans and strategies to mitigate the risks of disasters as part of adaption measures on climate change.

### **Capacity of the State**

In the next financial year, government will focus on critical measures to bolster the capacity of the state to deliver on its key mandates:

- We will continue to strengthen our the monitoring and evaluation systems to track and respond to the issues raised by communities, and ensure that we mobilise capacity to respond urgently to challenges and project failures or delays
- We will improve financial management controls to eliminate wastages and accruals that deplete resources earmarked for programme implementation
- We will continue with our efforts to redirect government expenditure from consumption to investment in infrastructure, and ensure that our growth in personnel takes place only in critical areas of public service delivery
- We will continue to implement measures to improve efficiencies in our supply chain management processes. To improve efficiencies and drive a strong 'value for money' principle in our procurement practices, a Price Standardization Committee will be established to deal with, among others, price manipulations and collusion between officials and service providers.
- Paying service providers within 30 days will continue to be a priority area for this administration. All departments have been directed that all outstanding payments must be settled before the end of the financial year failing which there will be consequences for all Accounting Officers who fail to heed this call. We cannot be party to the destruction of businesses and much needed jobs
- We will focus on improving our infrastructure delivery capacity, paying particular attention to forward planning and deployment of requisite technical capacity in project implementation

### **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**

<b>AREA OF FOCUS</b>	<b>KEY IMPLEMENTABLES</b>
Health and welfare	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	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	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	400 000 informal settlements should have security of tenure by 2014 Review labour brokers Comprehensive Rural development programme
Crime	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. Development Priority Areas of Intervention of the Draft Mpumalanga Economic Growth and 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.

## **5. PRIORITY ISSUES, OBJECTIVES, STRATEGIES AND PROJECTS**

### **5.1. Service Delivery and Infrastructure**

#### **5.1.1. ISSUE 1: WATER AND SANITATION**

##### **Background and 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. The municipality adopted a Water Services Development Plan in 2007 (13/11/2007) and plans to update it in 2013/2014. 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 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.

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.

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.
- Lack of testing equipments for water quality.

##### **The following challenges are noted:**

- The water licenses as applied for are still not issued by Department of Water Affairs
- 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.
- Lack of testing equipments for water quality in all water plants

##### **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.
- 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 2011/2012 financial year under Council Resolution number: (08/02/2012). 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

- Emakhazeni rural areas are composed of farms which are mostly private owned and far from towns, which makes it impossible for the municipality to supply water through water treatment works. Therefore the municipality is supplying water through installation of boreholes and daily delivery with one water tanker.
- There is a Draft Maintenance Plan for the boreholes, however, the available budget is not enough to cover the maintenance work.

### ACCESS TO WATER PER WARD THROUGH BOREHOLES

Emakhazeni Wards	Borehole		Water Tanker	
Ward 1	98	6.12%	9	0.56%
Ward 2	545	45.64%	75	6.28%
Ward 3	5	0.28%	5	0.28%
Ward 4	151	8.44%	24	1.34%
Ward 5	276	14.18%	284	14.59%
Ward 6	122	5.38%	43	1.90%
Ward 7	14	0.77%	4	0.22%
Ward 8	88	6.66%	40	3.01%

Source: Statistics SA 2011

- In order to eradicate water backlog in Emakhazeni rural areas 204 boreholes still need to be drilled.

### Urban Area

- Currently in Emakhazeni Local Municipality we have areas that we still need to put water infrastructure, which are informal settlements .i.e. Emgwenya, Enkanini, Shushumela and Madala.

### ACCESS TO WATER PER WARD THROUGH WATER TREATMENT WORKS

Emakhazeni Wards	Water dwelling inside	Water inside the yard	Communal taps
Ward 1	784 48.97%	716 44.72%	54 3.31%
Ward 2	457 38.27%	305 25.54%	192 15.65%
Ward 3	1146 64.98%	610 34.29%	11 0.45%
Ward 4	870 48.60%	703 39.27%	152 7.93%
Ward 5	855 43.94%	910 46.76%	104 5.11%
Ward 6	1164 51.35%	708 31.23%	356 15.6%
Ward 7	1304 71.89%	401 22.11%	47 2.26%
Ward 8	961 72.26%	153 11.50%	115 8.64%

Source: Statistics SA 2011

## NO ACCESS TO PIPED WATER

Emakhazeni Wards	With no access to piped water	
Ward 1	46	2.87%
Ward 2	240	20.10%
Ward 3	2	0.11%
Ward 4	75	4.19%
Ward 5	77	3.96%
Ward 6	39	1.72%
Ward 7	62	3.42%
Ward 8	101	7.59%

Source: Statistics SA 2011

## WASTE WATER TREATMENT WORKS

There are also four waste water treatment works in Emakhazeni Local Municipality (Dullstroom, Entokozweni, Emthonjeni, eMakhazeni and Emgwenya). Linked to the treatment works are pump stations 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 is being refurbished in phases and phase 1 is almost completed hence we are looking at phase 2, 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 in 2013/2014 and 2014/2015 to meet the Boarding School and High Altitude Training Centre requirements respectively. The municipality is also expected to provide for VIP toilets in the farm areas, however, the ground water protocol is being compiled. The mines have their own waste water treatment plants due to the distance between them and the municipal infrastructure.

## 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 51 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
- A professional service provider is conducting ground water protocol that will guide the municipality in providing future VIP toilets
- 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.
- About 300 informal households in Enkanini do not have sanitation, as well as 65 households in Madala need proper sanitation facilities.

### ACCESS TO SANITATION (FLUSHING TOILETS)

Emakhazeni Wards	Flushing toilets (connected to sewer system)		Flushing toilets (connected to septic tank)	
	Count	Percentage	Count	Percentage
Ward 1	1448	90.44%	10	0.62%
Ward 2	403	33.75%	90	7.54%
Ward 3	1731	97.30%	21	1.18%
Ward 4	1350	75.42%	96	5.36%
Ward 5	1223	62.85%	81	4.16%
Ward 6	1650	72.78%	55	2.43%
Ward 7	1497	82.52%	25	1.38%
Ward 8	915	68.80%	74	5.56%

Source: Statistics SA 2011

### 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.
- A project for the installation of VIP toilets has been approved by Nkangala District Municipality for 2013/2014 financial year.

### ACCESS TO SANITATION (PIT TOILETS)

Emakhazeni Wards	Chemical toilets		Pit toilet (with ventilation)		Pit toilet (with no ventilation)	
	Count	Percentage	Count	Percentage	Count	Percentage
Ward 1	5	0.31%	20	1.67%	48	3.00%
Ward 2	42	3.52%	86	7.20%	301	25.21%
Ward 3	0	0.00%	2	0.11%	1	0.06%
Ward 4	59	3.30%	26	1.45%	51	2.85%
Ward 5	0	0.00%	14	0.72%	387	19.89%
Ward 6	1	0.04%	37	1.63%	186	8.20%
Ward 7	7	0.39%	3	0.17%	126	6.95%
Ward 8	1	0.08%	40	3.01%	147	11.05%

Source: Statistics SA 2011

**NB: Whilst according to Statistics SA it is reflected that Emakhazeni Local Municipality has bucket system however this is not correct. The Municipality has chemical toilets, unventilated and ventilated pit latrines.**

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 ( % ) 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

<b>MUNICIPALITY</b>		<b>RDP Sanitation levels</b>	<b>RDP Sanitation service levels ( % )</b>	<b>RDP Sanitation backlog ( % ) within the municipality</b>	<b>RDP Sanitation backlog as ( % ) of total</b>	<b>RDP Sanitation backlog as ( % ) of Province Total</b>
Nkangala Municipality	District	291348	95.3	4.6	100	17.4
Emakhazeni Municipality	Local	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.

### **Objectives**

- To provide adequate and appropriate water and sewer services to all communities in Emakhazeni
- To comply with a Blue & Green Drop requirements
- To reduce water loss and enhance revenue collection

### **Strategy**

- Maintain the waste water reticulation structure continuously
- To install hand pumps and windmills in the farming communities.
- To purify and supply potable water to the community with minimal interruption and restore services within 24 hours

### **Impact/Outcome**

- All households receiving water services with minimal interruption
- Improvement on revenue collection and reduction on water losses
- Contamination of water avoided in future
- Maximum output of effluent and potable water compliant with SANS 241 standards as amended

## Funded Projects

Programme: Water and Sanitation									
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	2013/2014	R 2 Million	NDM	NDM
TSW3	Installation Of VIP Toilets	All Wads	All Wards	To Meet Millennium Development Goal	130 Households Fitted With VIP Toilets	2013/2014	R 2 Million	NDM	NDM
TSW6	Upgrading Of Water Rising main	6	6	To Meet Service Delivery Standards	Efficient Water Supply	2013/2014	R 500 000.00	MIG	MIG
TSW8	Replacement Of Corroded Elevated Tank	8	8	To comply with Service Delivery Standards	Corroded Tank Replaced	2013/2014	R 480 000.00	MIG	MIG
TSW10	Raising Of Dullstroom Dam Wall Phase 1	4	4	To comply with Service Delivery Standards To Make Sure That Authorisation Of Water Extraction And Water Use Licences Are Issued By The Relevant Authorities	Dam Wall Raised	2013/2014	R 3.5 Million	NDM	NDM
TSW17	Water Supply in Rural Areas Phase 5	All Wards	All Wards	To Meet Millennium Development Goal	45 Boreholes Drilled	2013/2014	R 4.3 Million	MIG	ELM
TSW25	Upgrading Of Emgwenya Water Treatment Works	7	7	To provide adequate and appropriate water and sewer services to all communities in Emakhazeni	Treatment Works Upgraded From 3 Ml/D To 4 Ml/D	2014/2015	R 6 Million	WB NOKA	WB NOKA
TSW36	Upgrading of portable water rising mains in Belfast	8	8	To Meet Service Delivery Standards	Upgraded water rising mains	2013/2014	R 1.4 Million	Dept of Human Settlement	Dept of Human Settlement



TWS44	Upgrading of water treatment works in Dullstroom and license application (Phase 1)	4	4	To comply with blue and green drop requirements	Facility upgraded to 4ml/d	2013/2014	R3 386 000.00	NDM	NDM
TWS45	Refurbishment of corroded elevated tank in Belfast	8	8	To reduce water loss	Corroded elevated tank refurbished	2013/2014	R 482 000.00	MIG	ELM

## UNFUNDED PROJECTS

### Programme: Water and Sanitation

Project ID	Project Name	Project Location/ward	Project Beneficiaries	Project Objective	Key Performance Indicator	Period	Budget Allocation (Annual) R	Source of Funding	Implementing Agency
TSW22	Upgrading Of Emakhazeni Water Treatment Works	1,2,3,8	1,2,3 & 8	To provide adequate and appropriate water and sewer services to all communities in Emakhazeni	Treatment Works Upgraded From 3.6 MI/D To 4 MI/D	2014/2015	R 18 Million	Unfunded	unfunded
TSW23	Upgrading Of Dullstroom Water Treatment Works	4	4	To provide adequate and appropriate water and sewer services to all communities in Emakhazeni	Treatment Works Upgraded From 2.2 MI/D To 3 MI/D	2013/2014	R 5.2 Million (Unfunded)	Unknown	Unknown
TSW24	Upgrading Of Entokozweni Water Treatment Works	5	5 & 6	To provide adequate and appropriate water and sewer services to all communities in Emakhazeni	Treatment Works Upgraded From 2.4 MI/D To 3 MI/D	2014/2015	R 6 Million (Unfunded)	Unfunded	Unfunded
TSW26	Construction of Concrete Reservoir	4	4	To Meet Service Delivery Standards	New Reservoir Delivered	2012/2013	R 4 Million (Unfunded)	Unfunded	Unfunded
TSW27	New Pressure Tower	8	8	To Meet Service Delivery Standards	New Pressure Tower Delivered	2013/2014	R 3 Million (Unfunded)	Unfunded	Unfunded
TSW28	Raising Of Dullstroom Dam Wall Phase 2	4	4	To Meet Service Delivery Standards	Dam Wall Raised	2014/2015	R 6 Million (Unfunded)	Unfunded	Unfunded
TSW29	Replacement Of Water Meters At Emakhazeni	1,2,3,4,7 & 8	1,2,3,4,7& 8	To Reduce Water Loss and enhance revenue collection	Water Meters Replaced	2013/2014	R 5.2 Million (Unfunded)	Unfunded	Unfunded

TSW31	Upgrading Of Waste Water Treatment Works In Emakhazeni	1,2,3 & 8	1,2,3 & 8	To Comply With A Blue & Green Drop Requirements	Waste Water Treatment Works In Emakhazeni Upgraded	2014/2015	R 23.7 Million (Unfunded)	Unfunded	Unfunded
TSW33	Upgrading Of Waste Water Treatment Works In Emthonjeni	5	5 & 6	To Comply With A Blue & Green Drop Requirements	Waste Water Treatment Works In Emakhazeni Upgraded	2014/2015	R 10 Million (Unfunded)	Unfunded	Unfunded
TSW34	Upgrading Of Waste Water Treatment Works In Dullstroom Phase 2	4	2	To Comply With A Blue & Green Drop Requirements	Waste Water Treatment Works In Emakhazeni Upgraded	2015/2016	R 8 Million (Unfunded)	Unfunded	Unfunded
TSW35	Upgrading Of Reticulation Network In Emakhazeni	1,2,3 & 8	1,2,3 & 8	To Reduce Water Loss	Reticulation Network Upgraded	2014/2015	R 10.11 Million (Unfunded)	Unfunded	Unfunded
TSW39	Upgrading Of Reticulation Network In Emgwenya	7	7	To Reduce Water Loss	Reticulation Network Upgraded	2014/2015	R 10.11 Million (Unfunded)	Unfunded	Unfunded
TSW41	Phasing out of conservancy tanks in Emakhazeni	8	8	To provide adequate and appropriate water and sewer services to all communities in Emakhazeni	Reticulation Network Upgraded	2014/2015	R 6 million	Unfunded	Unfunded
TSW42	Phasing out of conservancy tanks in Dullstroom	4	4	To provide adequate and appropriate water and sewer services to all communities in Emakhazeni	Reticulation Network Upgraded	2014/2015	R 4.5 million	Unfunded	Unfunded
TSW43	Upgrading Of Reticulation Network In Dullstroom	4	4	To provide adequate and appropriate water and sewer services to all communities in Emakhazeni	Reticulation Network Upgraded	2015/2016	R 10.11 Million (Unfunded)	Unfunded	Unfunded
TSW47	Refurbishment of Belfast water treatment works	1,2,3,8	1,2,3,8	To comply with Service Delivery Standards	Fully functional WTW	2013/2014	R 5 475 975 Unfunded	Unfunded	Unfunded

TSW48	Refurbishment of Belfast water treatment works	4	4	To comply with Service Delivery Standards	Fully functional WTW	2013/2014	R 4 811 579 Unfunded	Unfunded	Unfunded
TSW49	Refurbishment of Belfast water treatment works	5 and 6	5 and 6	To comply with Service Delivery Standards	Fully functional WTW	2013/2014	R2 723 712 Unfunded	Unfunded	Unfunded
TSW50	Refurbishment of Belfast water treatment works	7	7	To comply with Service Delivery Standards	Fully functional WTW	2013/2014	R 1 574 071 Unfunded	Unfunded	Unfunded
TSW51	Refurbishment of Belfast Waste Treatment Works	1,2,3,8	1,2,3,8	To comply with Service Delivery Standards	Fully functional WTW	2013/2014	R 10 178 931 Million Unfunded	Unfunded	Unfunded
TSW52	Refurbishment of Dullstroom Waste Treatment Works	4	4	To comply with Service Delivery Standards	Fully functional WTW	2013/2014	R 7 169 569 Million	Unfunded	Unfunded
TSW53	Refurbishment of Entokozweni Waste Treatment Works	5 and 6	5 and 6	To comply with Service Delivery Standards	Fully functional WTW	2013/2014	R 6 226 731 Million	Unfunded	Unfunded
TSW54	Refurbishment of Emgwenya Waste Treatment Works	7	7	To comply with Service Delivery Standards	Fully functional WTW	2013/2014	R 9 148 208 Million (Unfunded)	Unfunded	Unfunded
TSW55	Bulk Transfer pump stations	All wards	All wards	To provide adequate and appropriate sewer services to all communities in Emakhazeni	Functional pump stations	2013/2014	R 3 739 703 Million (Unfunded)	Unfunded	Unfunded
TSW56	Bulk pipelines treatment works	7	7	To provide adequate and appropriate water and sewer services to all communities in Emakhazeni	Upgraded pipelines	2014/2015	R 923 077 Million	Unfunded	Unfunded

**RESPONSIBLE DEPARTMENT**  
Department of Technical Services

## 5.1.2. ISSUE 2: ELECTRICITY SUPPLY

### Background and 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 municipality has a Electricity Master Plan that was adopted in 2007 under resolution number (09/03/2007). The following matters are recorded as challenges that are there regarding electricity supply and maintenance:

- Highmast lights are on for 24 hours at Emthonjeni and Siyathathuka due to lack of appropriate equipment
- Lower part of Emakhazeni has the oldest electricity network in the entire Emakhazeni that affects normal supply in Siyathuthuka and industrial area.
- 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
- Insufficient electricians, technicians and millwrights makes it difficult to cope with the maintenance programme thereby creating backlogs
- It is noted that only grid electrification networks is catered for, therefore, much need to be done to include the non-grid as well

### Objectives

- To provide adequate and reliable electricity services to all communities in Emakhazeni except Dullstroom
- To enhance revenue collection for the municipality
- To provide light energy in rural areas
- To minimize electricity demand

### Strategy

- Upgrade and maintain the electricity network continuously to ensure minimal interruption and restore services within 24 hours
- To clear all the trees that are below electricity power lines

### Outcome/Impact

- End users accessing electricity supply with minimal interruption.
- Interruptions minimized
-

**Projects**

<b>Programme: Electricity Supply</b>										
<b>Project ID</b>	<b>Project Name</b>	<b>Project Location/ ward</b>	<b>Project Beneficiaries</b>	<b>Project Objective</b>	<b>Key Performance Indicator</b>	<b>Period</b>	<b>Budget Allocation (Annual) R</b>	<b>Source Funding</b>	<b>of</b>	<b>Implementing Agency</b>
TSE12	Electrification of Emthonjeni Ext. 3 and Enkanini	5 and 6	5 and 6	To provide affordable and reliable electricity	112 houses electrified	2013/2014	R 450 000.00	NDM		NDM
TSE13	Upgrading of electrical medium voltage network in Emakhazeni Phase 3 (Belfast)	8	8	To minimise outages in the whole of Emakhazeni area	Network upgraded	2013/2014	R1 500 000.00	NDM		NDM

**UNFUNDED PROJECTS**

<b>Programme: Electricity Supply</b>										
<b>Project ID</b>	<b>Project Name</b>	<b>Project Location/ ward</b>	<b>Project Beneficiaries</b>	<b>Project Objective</b>	<b>Key Performance Indicator</b>	<b>Period</b>	<b>Budget Allocation (Annual) R</b>	<b>Source Funding</b>	<b>of</b>	<b>Implementing Agency</b>
TSE02	Conform to Eskom notified demand	ALL WARDS	ALL WARDS	To reduce Eskom fines by conforming to notified maximum demand	Reduction on Eskom fines	2014/2015	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	2014/2015	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	2013/2014	R 2.5 MILLION	UNFUNDED		UNKNOWN
TSE06	Replacement of Electricity meters in Emakhazeni	5,6,7,2,3	5,6,7,2,3	To minimise outages at the whole Emakhazeni area	Efficient power supply	2014/2015	R 7.6million	Unknown		Unknown
TSE08	Replacement of 11kv overhead line in emakhazeni	1,2,3 & 8	1,2,3 & 8	To minimise outages at the whole of Emakhazeni area	11kv overhead replaced	2014/2015	R 5 MILLION	Unfunded		Unknown

	proper & Siyathuthuka and industrial area								
TSE10	Installation of cable ring network to Belfast industrial area	1,2,3 & 8	1,2,3 & 8	To minimise outages at the whole of Emakhazeni area	Cable ring unit replaced	2014/2015	R 3 MILLION	Unfunded	Unknown
TSE11	Replacement and upgrading 400v network in Emakhazeni municipal area	1,2,3 & 8	1,2,3 & 8	To minimise outages at the whole of Emakhazeni area	400 v network upgraded	2015/2016	R 7 MILLION	Unfunded	Unknown
TSE 12	Installation of solar panels	1,2,4,5, & 8	1,2,4,5, & 8	To provide light energy in rural areas	Solar panels installed in rural areas	2013/2014	R10 million	Unfunded	Unknown
TSE 13	Installation of solar geysers	All wards	All wards	To minimise electricity demand	Solar geysers installed	2013/2014	UNKNOWN	Unfunded	Unknown
TSE 14	Installation of Solar ceilings in Emakhazeni	All wards	All wards	To minimise electricity demand	1000 solar ceilings installed	2013/2014	unknown	ESKOM	ESKOM

**RESPONSIBLE DEPARTMENT**

Department of Technical Services

### 5.1.3. ISSUE 3: ROADS AND STORM WATER

#### Background and Problem Statement

The municipality adopted a Roads and Storm water Master Plan in 2006 under resolution number: . 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 Steelport, and other areas. The past five years have seen a 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, which leads to our road being damaged especially within the CBD.

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.

- Main road at Dullstroom is damaged due to heavy vehicles that pass through either from Thaba Chweu or back to same area.
- Lack of enough funds to patch potholes
- 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.

#### RURAL ROADS

The routes in rural areas are bad and need regraveling, however this is the competency of Department of Roads, Transport and Public Works.

#### STORMWATER

The storm water management systems in Emakhazeni are very old and have not been properly maintained for some time; hence we experience lot of damage in our roads.

Poor storm water Management/ maintenance.

**The municipal road master plan indicates that the unit rates (per km) to address the road challenges can be classified as follows:**

Table 11: The classification of the unit rates for roads projects

Type	Units	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
Graveling	52.59	R0.20M/km = R1.5 million

**Objective**

- To provide new roads and improve the condition of the existing roads for users in all the towns, townships and farm areas.

**Strategy**

- Use funding from NDM and MIG to upgrade roads.
- Constantly engage with social partners to have budget for roads maintenance
- Enter into PPP Agreement with WB-Noka for the upgrade of roads in Emgwenya and Entokozweni.
- To constantly engage with the Department of Public Works Roads and Transport concerning roads that need to be upgraded for scholar transportation routes and other farm routes

**Impact/Outcome**

- Improved road safety and access to all Residents.
- Free flow of storm water



## Projects

Programme: Roads and Storm Water									
Project ID	Project Name	Project Location / ward	Project Beneficiaries	Project Objective	Key Performance Indicator	Period	Budget Allocation (Annual) R	Source of Funding	Implementing Agency
TSS05	Paving of roads in Emthonjeni (phase 2)	6	6	To improve the condition of the existing roads in all the towns and townships	Paved Roads	2013/2014	R 5 500 000.00	Nkomati Mine	Nkomati Mine
TSS06	Paving of roads in Emgwenya (Phase 2)	7	7	To improve the condition of the existing roads in all the towns and townships	Paved roads	2013/2014	R 6 700 000.00	Nkomati Mine	Nkomati Mine
TSS07	Resealing of main bus route in Emthonjeni	5 and 6	5 and 6	To improve the condition of the existing roads in all the towns and townships	Road resealed	2013/2014	R 8 500 000.00	Assmang Chrome	Assmang Chrome
TSS08	Construction of Jansen road 500m (Entokozweni)	6	6	To improve the condition of the existing roads in all the towns and townships	Improved road surface	2013/2014	R 3 200 000.00	Assmang Chrome	Assmang Chrome
TSS14	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	2013/2014	Unknown	WB NOKA Consortium	ELM
TSS15	Rehabilitation of Bhekumuzi Masango Dive (Phase 3)	8	8	To improve the condition of the existing roads in all the towns and townships	Improved road conditions	2013/2014	R6 000 000.00	NDM	NDM

TSS16	Paving of road in Siyathuthuka (Nazareen and Osizweni)	3	3	To improve the condition of the existing roads in all the towns and townships	Improved road conditions	2013/2014	R 4 986 891.00	MIG, ELM	MIG,ELM
TSS17	Paving of roads in Sakhelwe (road leading to Siyifunile School)	4	4	To improve the condition of the existing roads in all the towns and townships	Improved road conditions	2013/2014	R3 657 000.00	MIG, ELM	MIG,ELM

### UNFUNDED PROJECTS

Programme: Roads and Storm Water									
Project ID	Project Name	Project Location / ward	Project Beneficiaries	Project Objective	Key Performance Indicator	Period	Budget Allocation (Annual) R	Source of Funding	Implementing Agency
	Resealing of roads and improvement of stormwater in Emakhazeni	8	8	To improve the condition of the existing roads in all the towns and townships	Road resealed	2014/2015	R 18 million	Unfunded	Unfunded

### RESPONSIBLE DEPARTMENT

Technical Service

#### 5.1.4. ISSUE 4: SPATIAL RESTRUCTURING

##### **Background and Problem Statement**

There is no developable land in Emgwenya and that has caused limited expansion of the area. Unserved parcels of land in Siyathuthuka, Dullstroom and Emthonjeni limit the provision of Human Settlement, hence the municipality does not have enough budget to service such land parcels. The Spatial Development framework of Emakhazeni Local Municipality was adopted by Council in 2010 under resolution number: 14/08/2010 and has not been reviewed since then.

Land Use Management

According to the Spatial Development Framework of the municipality, the following areas were identified for Human Settlement in terms of principle of integration, Madala in Emakhazeni, Wonderfontein in Emakhazeni, Siyathuthuka Ext 6, 7, 8,9,10 and 11 at Emakhazeni, Entokozweni and Gugulethu at Emgwenya.

##### **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 as Emgwenya, Poolzee, Airlie, Hemlock, Slaaihoek and Stoffberg. Emakhazeni has introduced a tax rebate incentive to lure development into the municipality, however 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.

Emakhazeni Local Municipality has embarked on a process to lure sector departments and private businesses to partner in bringing Infrastructure Projects that will assist or unlock economic growth within the Emakhazeni Local Municipality's area of jurisdiction.

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

##### **Objective**

- To facilitate and direct growth within the Municipality, e.g. 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 for Human Settlements in Emgwenya.
- Areas such as Madala Township, Wonderfontein , new land purchased in Entokozweni , Ext.6,7,8,9 and 10 Siyathuthuka to be fully upgraded and formalised.
- Subdivide and rezone public open spaces and other parcels of land
- To enter into Public Private Partnership Agreements to expedite development in the entire municipal areas, especially Emgwenya where development is very slow.
- Formalisation of all informal settlements

## **Impact/Outcome**

- Members of community accessing sites for development

## Projects

Programme: Land Use Management										
Project ID	Project Name	Project Location/ward	Project Beneficiaries	Project Objective	Key Indicator	Performance	Period	Budget Allocation (Annual) R	Source of Funding	Implementing Agency
TSL01	Tenure upgrading : Emthonjeni (Enkanini)	5	5	To formalise the informal settlements Minimise the erection of shacks	Number of families resettled		2012/2013 and 2013/2014	R200 000	NDM	NDM
TSL02	Greenfield development : 50 sites in Wonderfontein	1	1	To meet housing needs of residents in the municipality area of jurisdiction To minimise the erection of shacks	Number of houses constructed		2012/2013 to 2013/2014	R 130 000	NDM	NDM
TSL03	Greenfield development : (1000 sites in Gugulethu)	7	7	To meet housing needs of residents in the municipality area of jurisdiction To minimise the erection of shacks	Number of houses constructed		2012/2013 to 2013/2014	R3.430 b.	NDM	NDM
TSL04	Siyathuthuka township establishment ext. 6,7,8,9 and 10	1	1	To meet housing needs of residents in the municipality area of jurisdiction To minimise the erection of shacks	Number of townships established Number of houses constructed		2012/2013 to 2013/2014	R96 Million	HUMAN SETTLEMENT, PPP, ELM	PPP
TSL05	Siyathuthuka Township Establishment Extension 5	6,7,8,9 and 10	6,7,8,9 and 10	To meet housing needs of residents in the municipality area of jurisdiction To minimise the erection of shacks	Number of townships established Number of houses constructed		2012-2013 to 2013/2014	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	Number of subdivided parcels of land		2012/2013 to 2013/2014	R0.5 Million	NDM	NDM
TSL07	Construction of MPCC in Emgwenya	7	7	To bring services closer to communities	Constructed MPCC		2013/2014 to 2014/2015	R 20 700 000.00	ELM, PPP	ELM, PPP

### RESPONSIBLE DEPARTMENT

Planning and Development

## **CEMETERIES**

### **Background and 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 a 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 cemeteries has rendered them exposed to vandalism and has become grazing land for livestock. The above challenges have seen the municipality engage NDM and Social Partners 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, which may not be able to accommodate more burials in the future.

In Siyathuthuka cemetery there is no ablution facility, which makes it difficult for the community when there's burial.

### **Objectives**

- To protect the memorial stones of those people who have passed away.
- 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

## Unfunded 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 ablution block and paving of access roads in new Siyathuthuka cemetery	Siyathuthuka	1, 2 & 3	To provide appropriate ablution facility to visitors to the cemetery	Constructed ablution facility	2014/2015	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	2014/2015	R250 000.00	Unfunded (Request for quick win – NDM)	ELM/NDM
TSC05	Paving of access roads to Sakhelwe cemetery	Sakhelwe	4	To provide adequate accessibility to cemeteries	Access road paved	2014/2015	R500 000.00	Unfunded	ELM
TSC06	Paving of access roads to Dullstroom cemetery	Dullstroom	4	To provide adequate accessibility to cemeteries	Access road paved	2014/2015	R800 000.00	Unfunded	ELM

**RESPONSIBLE DEPARTMENT**  
Technical

Services

## 5.1.5. ISSUE 5: LAND REFORM AND RESTITUTION

### Background and Problem Statement

Many of the rural communities were displaced during the apartheid era. In order to reverse the old order, national parliament promulgated certain legislations. E.g. Labour Tenant Act and the Restitution of Land Rights Act. This is a tedious and very difficult process which has taken more than ten years in many cases. There are communities within Emakhazeni Local Municipality's area of jurisdiction that were displaced. Out of 218 Restitution land claims lodged within Emakhazeni Local Municipality's area of jurisdiction only 3 claims were successfully settled, hence the land reform purchase 13 farms in the last financial year (2012/2013) in Emakhazeni. Out of the 13 farms purchased 9 farms are used for livestock farming, 2 farms are used for chicken farming and 2 farms are used for crop farming through lease agreements and caretakership with emerging farmers.

The department has since prioritised 7 farms for recapitalization in the financial year 2013/2014; this is where the department has set the budget aside in order to revive their farming activities. Since the department has started redistribution of land it has been realised that most of the farms redistributed has since stopped production and as a result the department then decided to use two approaches in order to address these challenges.

First approach is where they will be using strategic partners to run the farm with the beneficiaries running business together as well as its los. Second approach being the one of using mentors who will be mentoring the beneficiaries until they have skill to run the farm.

The Department of Rural Development and Land Reform is very slow in solving the outstanding land claims thereby creating uncertainty to the claimants, land owners and it also contribute to the increase of land purchase price.

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 (Madala) 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.

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 against them.

Legislation such as ESTA does not protect farm dwellers from eviction but provide procedural guidance for legal eviction.

Constant change in farm ownerships often 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 as provided by section 26, 27 and 29 of the Constitution of the Republic of South Africa (1996).

### Objectives

- Finalization of land claims and ensures that claimants are settled accordingly.

### Strategy

- Provide necessary support to the Department of Rural Development and Land Reform to finalise land claims.

### Impact/Outcome

- Farm claimants settled according to their claimed land parcels



## Projects

Programme: Land Reform and Restitution									
Project ID	Project Name	Project Location / ward	Project Beneficiaries	Project Objective	Key Performance Indicator	TARGET Period	Budget Allocation (Annual) R	Source of Funding	Implementing Agency
TSL01	Facilitate the finalization of land claims	All wards	ALL WARDS	• Finalisation of land claims and ensure that claimants are settled accordingly.	Land tenure improved	2013/2014	R 150 million (Mpumalanga Province)	DRDLR	DRDLR
TSL02	Facilitate the finalisation of Madala land claim	Ward 8	All Wards	• Finalisation of land claims and ensure that claimants are settled accordingly.	Land tenure improved & financial compensation settled	2013/2014	R 20 million	DRDLR	DRDLR
TSL03	Improve the condition of Siyathuthuka commonage	All Wards	All Wards	To improve the condition of Siyathuthuka Commonage	Improved Commonage	2012/2013 and 2013/2014	R1 Million	ELM, NBC / EXXARO / AGRICULTURE	ELM, NBC / EXXARO / AGRICULTURE

### RESPONSIBLE DEPARTMENT

Planning and Development

## 5.1.6 ISSUE 6: HUMAN SETTLEMENT AND PROPERTY DEVELOPMENT

### Background and 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, which was influenced by legislation such as a Group Areas Act and Separation of amenities.
- In terms of the new approach human settlement involves acquiring of land, building proper integrated human settlement with basic services e.g. proposed integrated development in Extension 6 and 8 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 (Shushumela) we recorded 60 shacks, in Emthonjeni (Enkanini) more than 250 units of informal settlement erupted and finally the area around Madala Township in Emakhazeni as well as Emgwenya in Etimbileni, 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 as per the municipal housing database.
- 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 table 12 below 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 for completion.

The municipality is currently having 2 projects for Integrated Human Settlement in Siyathuthuka Ext 4 and Emthonjeni. The municipality have catered for basic infrastructure and services the development under projects

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

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

*Table 13: Predicted cash flow for Housing needs*

<b>Emakhazeni Local Municipality</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>Total</b>
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.

### **Objectives**

- To meet the quality housing needs of residents in the municipal area of jurisdiction and minimize the spread of informal settlements.

### **Strategy**

- Conduct inspection in all built environment within ELM in terms of NHBRC and NBR standards
- Request Department of Human Settlement to build houses for the Emthonjeni ext3 community
- Assessment of building plans
- To commence with the process of Formalizing of Enkanini section
- To apply for 1000housing allocation for Gugulethu
- To solicit the assistance of the Departments in purchasing other parcels of land

### **Outcome/impact**

- Improved quality of housing delivery in Emakhazeni area of jurisdiction
- Improved standard of living within the Emakhazeni area of jurisdiction

## Project

Programme: Human Settlement and Property Development									
Project ID	Project Name	Project Location/ ward	Project Beneficiaries	Project Objective	Key Performance Indicator	Target Period	Budget Allocation (Annual) R	Source of Funding	Implementing Agency
TSH01	Integrated Development Settlement Siyathuthuka	1	1	To meet the quality housing needs of residents in the municipal area of jurisdiction and minimize the spread of informal settlements	Completed integrated development settlement in Siyathuthuka	2012/2013 to 2013/2014	R96 million	HUMAN SETTLEMENT,PPP,ELM	PPP
TSH02	Completion of 255 houses in Emthonjeni	6	6	To meet the quality housing needs of residents in the municipal area of jurisdiction and minimize the spread of informal settlements	255 houses completed	2012/2013 to 2013/2014	R 17 million	HUMAN SETTLEMENT	HUMAN SETTLEMENT
TSH03	Construction of 21 low costing housing	1	1	To meet the quality housing needs of residents in the municipal area of jurisdiction and minimize the spread of informal settlements	21 houses completed	2012/2013 to 2014/2015	R 1.2 million	NBC EXXARO	E.L.M
TSH04	Integrated residential development programme phase 2. Top structure construction	1	1	To meet the quality housing needs of residents in the municipal area of jurisdiction and minimize the spread of informal settlements	Completed top structures	2013/2014	R 67 Million	Human Settlement	Human Settlement

TSH05	Community residential units	1	1	To meet the quality housing needs of residents in the municipal area of jurisdiction and minimize the spread of informal settlements	Number of community residential units constructed	2013/2014	R 12 million	Human Settlement	Human Settlement
TSH06	Community residential units	4	4	To meet the quality housing needs of residents in the municipal area of jurisdiction and minimize the spread of informal settlements	Number of community residential units constructed	2013/2014	R 8 million	Human Settlement	Human Settlement
TSH07	Development of land: Gugulethu	7	7	To meet the quality housing needs of residents in the municipal area of jurisdiction and minimize the spread of informal settlements	Number of houses constructed	2013/2014	R16 million	PPP	PPP
TSH08	Construction of new municipal offices	8	8	To enable accessibility of government services	Signed PPP agreement	2013/2014	R45 Million	PPP	PPP
TSH10	Construction of 500 units for retirement village	7	7	To meet the housing needs of residents in the municipal area of jurisdiction	Number of units built	2013/2014	Unknown	WB NOKA Consortium	PPP
TSH11	Formalization of informal settlements	All wards	All wards	To meet the quality housing needs of residents in the municipal area of jurisdiction and minimize the spread of informal settlements	number of informal settlements formalized	2013/2014	R7 000 000.00	NDM	NDM

**RESPONSIBLE DEPARTMENT**

Planning and Development Unit

## 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 AND CULTURE

##### Background and 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 has been achieved and these can be summarized as follows;

*Table : Summary of achievements on naming and renaming of public facilities information obtained from the Local Government Name Change Committee*

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 signages have been installed and where signage has 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.

**Programme: STANDARDIZATION OF GEOGRAPHICAL FEATURES**

<b>Project ID</b>	<b>Project Name</b>	<b>Project Location/ward</b>	<b>Project Beneficiaries</b>	<b>Project Objective</b>	<b>Key Performance Indicator</b>	<b>Period</b>	<b>Budget Allocation (Annual) R</b>	<b>Source of Funding</b>	<b>Implementing Agency</b>
CSS01	Installation of street signage and new town signage	All units	All towns and townships in Emakhazeni Local Municipality	To review all names that do not reflect the diverse cultural heritage	Number of signage installed	2012/2013	R110 110.00	ELM	ELM

The draft white paper on Arts, Culture and Heritage gives a clear guidance as to reasons for spheres of government to support and promote arts, culture and heritage. South Africa is indeed a rainbow nation with multi-cultural societies and value systems, but it would still appear that arts, culture and heritage even in this democracy is still faced with a multitude of challenges that still divide our communities due to a lack of knowledge, tolerance and understanding of these various cultures within our democratic South Africa. Emakhazeni finds itself in a similar situation whereby many young talented individuals are not given good platforms and opportunities to strive in the arena of sports, arts, culture and heritage.

The following challenges were identified as matters that can be addressed by upholding to our way of life.

- Illiteracy
- Immorality
- Unemployment
- Non exposure to opportunities

To deal with the above mentioned points ,our way of life (culture) acts as a bond which ties the people of community together and serve as the founding principles of one's life by promoting and bringing back the following aspects:

- Offer exposure and good opportunities
- Bring back good moral values
- Human resource development

These points are the bases of seeing a need to promote arts, culture and heritage as a way of finding common ground in promoting reconciliation and nation building.

### **Objectives**

- To promote and embrace the history and diverse cultural heritage of the South African people
- To review all names that do not reflect the diverse cultural heritage
- To make sure service delivery is enhanced in previously disadvantages areas

### **Strategies**

- Educate communities on cultural heritage through the hosting of cultural events
- Naming and renaming of geographical features through the LGNC and public participation process
- Installation of signage that reflects the diverse cultural heritage

### **Outcome/Impact**

- Informed and knowledgeable communities on the diverse cultural heritage
- Names that reflect the diverse culture and history of the local people gain recognition



## PROJECTS FUNDED

### Programme: ARTS AND CULTURE

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 make sure service delivery is enhanced in previously disadvantaged areas	Number of signage installed	2013/2014	R 71 400.00	ELM	ELM
CSS02	Arts and Culture Forums	All units	All Arts and Culture Practitioners	To promote and embrace the history and diverse cultural heritage of the South African people	Number of Arts and Culture institutions supported	2013/2014	R 100 000.00	DCSR	Arts and Culture forums
CSS03	Coordination of Regional Social Cohesion workshop in preparation for the Provincial Social Cohesion Summit	All units	All arts and culture practitioners	To promote and embrace the history and diverse cultural heritage of the South African people	Number of social cohesion strategy compiled	2013/2014	R 100 000.00	DCSR	DCSR
CSC04	Promotion of National Symbols	ELM	All local communities and learners	To promote and embrace the history and diverse cultural heritage of the South African people	Number of awareness programme on national symbols rolled out to communities	2013/2014	R16 000.00	DCSR	DCSR
CSC05	Promotion of the Cultural events	ELM	Community of ELM	To promote and embrace the history and diverse cultural heritage of the South African people	Number of cultural events held	2013/14	R21 000.00	ELM	ELM

#### RESPONSIBLE DEPARTMENT

**Public Participation (Office of the Speaker) & Community Services**

## **5.1.7.2 SPORTS & RECREATION**

### **Background and 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. Management of the Alfred Mahlangu Park is managed by the youth in the area as of the 2012/2013 financial year.

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. An annual general meeting of the Emakhazeni Sports Federation was planned for the 27<sup>th</sup> of April 2013; however; due to poor attendance sub-committee structures were formed during May 2013.

All units have community halls with the exception of the Dullstroom/Sakhelwe area. The Funda Community hall in Emakhazeni town needs to be reconstructed after it was burnt down in 2010. The community also raised the need for a hall in Siyathuthuka of which was funded through the Nkangala District municipality and has been completed during the 2012/13 financial year. The community in the Wonderfontein area has also raised a need for recreational facilities of which currently no funds are available. The municipality is also in discussions on a PPP with regards to new office accommodation that will cater for the community hall that was burnt in 2010.

### **Municipal Libraries**

Municipal libraries contribute to the promotion of the culture of learning amongst our community members. They however, are enriched with the reading materials that are relevant for adults, since they are public libraries and not necessarily, school libraries.

Again, the majority of the library books are in Afrikaans and English. The elevation of marginalized African languages is comprised by the less number of books in African languages in our libraries.

The advancement in technology has prompted DCSR to install internet services in all libraries. The community of Emthonjeni is disadvantaged with regards to access to library facilities. As such the DCSR has prioritized the building of a library in the 2013/2014 financial year in Emthonjeni.

### **Objectives**

- To create environment within which community members can easily participate in a sport of their choice.
- To provide convenient sports and recreation infrastructure.
- To increase levels of participation in sport and recreation.
- To ensure that library information services contribute to social and economic wellbeing of our community.

### **Strategies**

- Organize and fund sport and recreational activities.
- To make available sports and recreation equipment to communities.
- To improve the quality of sport facilities and provision of new infrastructure
- Increase library users through marketing library facilities and provision of internet services

### **Outcome/Impact**

- A happy, educated and healthy community.

## PROJECTS UNFUNDED

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 create environment within which community members can easily participate in a sport of their choice.	Alternative sports ground facility upgraded	2014/2015	R1 200 000.00	Unfunded	ELM
CSC02	Upgrading of an alternative sports ground facility in Emthonjeni	6	5 & 6	To create environment within which community members can easily participate in a sport of their choice.	Alternative sports ground facility upgraded	2014/2015	R 900 000.00	Unfunded	ELM
CSC03	Reconstruction of Funda Hall	1	8	To provide convenient sports and recreation infrastructure	Community Hall reconstructed	2015/2016	R 3.5 million	Unfunded	PPP
CSC04	Construction of Community Hall and Wondefontein and Sakhelwe	1 & 4	1 & 4	To provide convenient sports and recreation infrastructure	Community Hall constructed	2014/2015	R 4.4 million	Unfunded	Social Partners and or NDM
FUNDED 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
CSC05	Building of the Mpumalanga Sports Academy	3	All wards	To provide convenient sports and recreation infrastructure	Number of phrases of High Altitude Training Centre established (construction of phase 1)	2013/2014	R 10 million	DCSR	DCSR, Public Works and ELM

CSC06	Construction of a library in Emthonjeni	Emthonjeni	6	To provide convenient sports and recreation infrastructure	Library built in Emthonjeni	2013/2014	R 6 million	DCSR	PWRT
CSC07	Provision of ICT services to all public libraries.	5 Libraries in Emakhazeni Local Municipality		To ensure that library information services contribute to social and economic wellbeing of our community.	Provision of ICT service to all public libraries	2013/2014	R 71 000.00	DCSR and DAC	ELM
CSC08	Provision of library books to public libraries in the province	ELM	6 Libraries	To ensure that library information services contribute to social and economic wellbeing of our community.	Number of library books provided	2013/2014	R1. 075.000.00	DCSR and DAC	DCSR
CSC09	"Fundza for Fun Campaign"	ELM	All local communities and learners	To ensure that library information services contribute to social and economic wellbeing of our community.	Number of promotional projects (friends of the library, celebration of national and international days, promotion of literacy indigenous languages and serviced to the blind)	2013/2014		DCSR	DCSR
CSC10	Schools Tournament	ELM		To increase levels of participation in sport and recreation.	Number of learners participating in school tournaments at district and provincial level	2013/2014	R 167 000.00	DCSR	DCSR
CSC11	Sport and fun days(disability school sport)	ELM and Platorand	Learners with special educational needs (LSEN) schools and disability centres	To increase levels of participation in sport and recreation.	Number of sport and fun days for learners with special educational needs (LSEN) schools and disability centres	2013/2014	R117 000.00	DCSR and DoBE	DCSR and DoBE

CSC12	Number of people actively participating in organized active recreation events	ELM	Out of school youth, older persons	To increase levels of participation in sport and recreation.	Number of people actively participating in organized active recreation events (indigenous games, older persons games, big walk, outreach etc.)	2013/2014	R 35 000.00	DCSR	DCSR
CSC13	Provincial age in action festival	ELM	All the local senior citizens	To increase levels of participation in sport and recreation.	Number of people actively participating in organized active recreation events (older persons)	2013/2014	R 80 000.00	DCSR	DCSR
CSC14	Indigenous Games festival	ELM	All local communities	To increase levels of participation in sport and recreation.	Number of people actively participating in organized active recreation events (indigenous games)	2013/2014	R82 000.00	DCSR	DCSR
CSC15	Provincial and regional siyadlala festivals	ELM	All local municipalities	To increase levels of participation in sport and recreation.	Number of people actively participating in organised active recreation events	2013/2014	R40 000.00	DCSR	DCSR
CSC16	Loskop Marathon	ELM (3) participants	Public athletes, clubs and sports councils	To increase levels of participation in sport and recreation.	Number of functional sport institutions	2013/2014	R10 000.00	DCSR	DCSR
CSC17	Sport Activities programme	All units	All sporting codes	To increase levels of participation in sport and recreation.	Number of sports programmes held	2013/14	R 40 000.00	ELM	ELM
CSC18	Establishment of community theatre	4	All units	To develop local artists	Established theatre	2013/14-2014/15	R10 MILLION	UNKNOWN	ELM

**RESPONSIBLE DEPARTMENT**  
COMMUNITY

SERVICES

### **5.1.7.3 SPORTS & RECREATION: PARKS AND GROUNDS**

#### **Background and 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 improve the quality of the recreational facilities
- To promote a healthy and clean environment
- To beautify the appearance of the municipality.

#### **Strategies**

- Routine maintenance and renovations to facilities as identified to be carried out
- To provide additional maintenance equipment & machinery
- To provide additional personnel.

#### **Outcome/Impact**

- A healthy leisure environment for all.

## 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	2014/2015	R 320 000.00	NDM	NDM
CSP02	Procurement of machinery and equipment	All units	Community of Emakhazeni Local Municipality	To promote a healthy and clean environment	Number of lawnmowers procured	2013/2014	R 60 000.00	ELM	ELM
CSP03	Maintenance programmes for cleaning of Parks and grounds	All units	Community of Emakhazeni Local Municipality	To promote a healthy and clean environment	Number of maintenance sessions done	2013/14	Salaries Budgets	ELM	ELM

### RESPONSIBLE DEPARTMENT

Community

Services



#### **5.1.7.4 SPORTS & RECREATION: CARAVAN PARKS AND CHALETS**

##### **Background and 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, Entokozweni, 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 of 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
CSC02	Upgrading of ablution block in Phola Park	6	All wards	To ensure that appropriate recreational facilities are accessible to the community	Upgraded ablution block	2013/2014	R600 000.00	NDM	NDM
CSC03	Construction of chalets in Phola Park	6	All wards	To ensure that appropriate recreational facilities are accessible to the community	Number of chalets constructed	2013/2014	R 200 000.00	Assmang Chrome	AssmangChrome and ELM

### 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.
- 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
	Upgrade OPD and Casualty ward and Construction of Pharmacy and maternity ward	8	All Emakhazeni Local Municipality communities	To ensure provision of effective healthcare in promotion of a healthy community	Hospitals upgraded	2013/2014	R12,000 000.00	Dept. Of Health	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 promotion of a healthy community	Strategy reviewed and adopted by Council				ELM
CSH04	Launch of the AIDS Council	All wards	All wards	To ensure provision of effective healthcare in promotion of 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 promotion of 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	2013/2014-2015/2016	Unknown	WB NOKA Consortium	PPP
	Construction of 2x2 bedroom accommodation units In Wonderfontein Clinic	1	1	Ensure effective provision of health services to the community of Emakhazeni Local Municipality	Number of bedroom accommodation constructed	2013/2014	R1 212 000.00	Department of Health	Dept of Public Works & Dept of Health

**RESPONSIBLE DEPARTMENT**

Office of the Executive Mayor (Transversal Unit)

### Background and 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 which has been prioritised for funding by Nkangala District Municipality in the 2013/2014 financial year.

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, although the 24 hour call centre is operational with the assistance of the Emakhazeni Fire and Emergency services provider as from December 2012, the need to conduct training of the personnel has been identified and there is also a need to popularise the 24 hour call centre number 0861110110.

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.

The municipality has over the years invested into capacitating the fire and rescue section by the training of personnel as fire fighters. During 2013, two interns were sent on a fire fighter training program.

Emergency 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

- To create a conducive environment for increased public safety

### Strategies

- Educate the community about public safety by conducting fire inspections in compliance to OHS Act/Fire regulations
- Conduct fire breaks throughout the municipality to mitigate and prevent fire risks
- Educate the community about public safety by conducting fire awareness campaigns particularly at schools and old age homes
- To service fire extinguishers within the municipal buildings as per fire requirements
- Establishment of the 24 hour control room in partnership with the emergency services provider to improve communication and response time to incidents

### Outcome/Impact

- Educated communities on fire hazards.
- Compliant institutions with regards to OHS and Fire regulations

- Safe and conducive environment with no litigations against the municipality
- Educated youth and elderly about public safety.
- Safe and compliant fire extinguishers within municipal buildings.
- Improved communication and response time to incidents



## PROJECTS UNFUNDED

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	Fencing of and Equipping of the Dullstroom fire house	4	4	To create a conducive environment for increased public safety	Length of fence installed and fire house operational	2014/2015	R400 000.00 (Quick win submitted to NDM)	Unfunded	Unfunded
CSE02	One water tanker (10 000L)	All wards	All wards	To create a conducive environment for increased public safety	Water Tanker procured	2014/2015	R5 000 000.00	Unfunded	Unfunded
CSE03	Purchase of disaster tents and blankets	All wards	All wards	To create a conducive environment for increased public safety	Number of tents purchased	2014/2015	R 60 000.00	Unfunded	Unfunded
CSE04	Upgrading and procurement of hydrants	All wards	All wards	To create a conducive environment for increased public safety	Number of hydrants purchased	2013/2014	R 500 000.00	Unfunded	Unfunded
PROJECTS FUNDED									
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
CSE05	Procurement of fire hoses and branches	All wards	All wards	To create a conducive environment for increased public safety	Number of hoses and branches procured	2013/2014	R30 600.00	ELM	ELM

CSE06	Procurement of fire nozzles	All wards	All wards	To create a conducive environment for increased public safety	Number of fire nozzles procured	2013/2014	R15 750.00	ELM	ELM
CSE07	Acquire emergency equipment and vehicle for Emgwenya and Entokozweni as well as the development of the disaster management plan	7	7	To create a conducive environment for increased public safety	Number of vehicles and equipment procured	2013/2014	R 1 500 00.00	NDM	NDM
CSE08	Building of fire house in Entokozweni/Emthonjeni	5 & 6	5 & 6	To create a conducive environment for increased public safety	Fire house established and operational	2013/2014	R 600 000.00	NDM	NDM
CSE09	Development of Integrated Transport Plan as per National Land Transport Act	All wards	All wards	To create a conducive environment for increased public safety	Integrated Plan	2013/2014	R 788 125.00	NDM	NDM
CSE 10	Fire and awareness programmes and inspections	All wards	All wards	To create a conducive environment for increased public safety	Number of awareness and inspections done	2013/14	Salaries Budget for	ELM	ELM
CSE 11	Programme for conducting of Fire breaks	All wards	All wards	To create a conducive environment for increased public safety.	Km of fire breaks conducted	2013/14	R50 000.00	ELM	ELM
CSE 12	Programme on the servicing of municipal fire extinguishers as per requirements	All wards	All wards	To create a conducive environment for increased public safety.	Number of fire extinguishers services	2013/14	R50 000.00	ELM	ELM

**RESPONSIBLE DEPARTMENT**

Community Services

## 5.1.10 ISSUE 10: TRAFFIC, SAFETY, LICENSING AND SECURITY

### **Background and 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 15 qualified traffic officers and of whom, one is a Chief Traffic Officer, three are Grade I and eight are Grade II. 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. Traffic Officer Grade 1 is qualified as examiners to test on learner's license and driver's license tests. One fulltime examiner was appointed in 2012 but the examiner 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 17 below, shows the crime statistic rates within the municipal jurisdiction highlighting the trends from 2003 -2012.

Table 17: Crime Research and Statistics - South African Police Service (2003/2004 – 2011/2012)

**Crime in Waterval Boven (MP) for April to March 2003/2004 - 2011/2012**

Crime Category	April 2003 to March 2004	April 2004 to March 2005	April 2005 to March 2006	April 2006 to March 2007	April 2007 to March 2008	April 2008 to March 2009	April 2009 to March 2010	April 2010 to March 2011	April 2011 to March 2012
<b>CONTACT CRIMES (CRIMES AGAINST A PERSON)</b>									
Murder	1	1	1	1	1	3	1	1	0
Total Sexual Crimes	14	7	9	11	7	8	10	14	11
Attempted murder	6	4	3	4	2	3	1	0	0
Assault with the intent to inflict grievous bodily harm	76	83	71	70	63	46	44	32	45
Common assault	110	95	97	85	66	59	66	61	26
Common robbery	2	2	2	5	4	5	1	3	4
Robbery with aggravating circumstances	12	31	20	17	15	25	9	12	7
<b>CONTACT-RELATED CRIMES</b>									
Arson	4	3	1	3	1	1	2	2	1
Malicious damage to property	63	55	37	42	28	50	33	35	30
<b>PROPERTY-RELATED CRIMES</b>									
Burglary at non-residential premises	38	34	24	19	16	7	5	21	16
Burglary at residential premises	110	100	69	86	114	143	89	47	74
Theft of motor vehicle and motorcycle	8	7	11	4	2	20	3	3	1
Theft out of or from motor vehicle	55	31	44	49	41	37	13	21	23
Stock-theft	19	9	16	12	9	19	12	6	9
<b>CRIMES HEAVILY DEPENDENT ON POLICE ACTION FOR DETECTION</b>									
Illegal possession of firearms and ammunition	1	1	2	1	1	4	0	0	2
Drug-related crime	6	12	10	6	4	5	9	21	17
Driving under the influence of alcohol or drugs	1	7	5	1	5	3	5	6	11
<b>OTHER SERIOUS CRIMES</b>									
All theft not mentioned elsewhere	155	157	123	106	95	108	116	102	119
Commercial crime	4	10	5	4	2	7	14	18	8
Shoplifting	5	5	1	1	2	1	0	1	1

SUBCATEGORIES FORMING PART OF AGGRAVATED ROBBERY ABOVE									
Carjacking	0	1	0	3	3	1	1	0	0
Truck hijacking	0	0	1	0	0	0	0	2	0
Robbery at residential premises	0	0	0	2	0	6	1	5	2
Robbery at non-residential premises	0	0	0	1	0	1	0	1	2
OTHER CRIME CATEGORIES									
Culpable homicide	8	17	15	12	12	14	6	7	7
Public violence	0	0	2	0	0	0	2	0	0
Crimen injuria	15	9	9	13	8	9	14	11	5
Neglect and ill-treatment of children	0	0	0	2	0	0	1	3	0
Kidnapping	0	0	1	0	0	1	0	0	0

### Crime in Machadodorp (MP) for April to March 2003/2004 - 2011/2012

Crime Category	April 2003 to March 2004	April 2004 to March 2005	April 2005 to March 2006	April 2006 to March 2007	April 2007 to March 2008	April 2008 to March 2009	April 2009 to March 2010	April 2010 to March 2011	April 2011 to March 2012
CONTACT CRIMES (CRIMES AGAINST A PERSON)									
Murder	5	1	3	5	4	3	3	0	0
Total Sexual Crimes	11	13	16	17	12	20	12	16	13
Attempted murder	4	4	1	2	1	1	6	4	0
Assault with the intent to inflict grievous bodily harm	81	87	60	87	54	63	77	42	22
Common assault	88	81	74	74	62	57	60	38	10
Common robbery	3	2	2	17	12	14	6	10	3
Robbery with aggravating circumstances	4	7	9	7	11	8	4	7	7
CONTACT-RELATED CRIMES									
Arson	1	0	2	5	3	2	3	0	0
Malicious damage to property	50	42	25	40	43	39	56	28	16
PROPERTY-RELATED CRIMES									
Burglary at non-residential premises	34	20	2	13	11	23	7	7	9
Burglary at residential premises	95	77	62	75	95	78	92	78	54
Theft of motor vehicle and motorcycle	7	3	2	10	9	3	8	11	11
Theft out of or from motor vehicle	17	13	12	4	10	4	9	9	9

Stock-theft	55	25	19	11	14	19	27	18	31
<b>CRIMES HEAVILY DEPENDENT ON POLICE ACTION FOR DETECTION</b>									
Illegal possession of firearms and ammunition	2	2	0	3	0	1	1	0	3
Drug-related crime	8	6	2	14	5	4	7	19	27
Driving under the influence of alcohol or drugs	7	7	3	8	4	4	6	19	31
<b>OTHER SERIOUS CRIMES</b>									
All theft not mentioned elsewhere	157	149	123	146	102	109	127	75	46
Commercial crime	10	6	9	4	13	12	16	18	12
Shoplifting	3	0	2	4	5	5	2	7	0
<b>SUBCATEGORIES FORMING PART OF AGGRAVATED ROBBERY ABOVE</b>									
Carjacking	0	0	0	0	4	1	0	0	1
Truck hijacking	0	0	0	0	0	0	0	0	0
Robbery at residential premises	0	0	0	3	1	2	0	0	1
Robbery at non-residential premises	1	0	0	0	1	1	1	3	5
<b>OTHER CRIME CATEGORIES</b>									
Culpable homicide	2	9	10	9	14	13	11	13	7
Public violence	0	0	0	0	0	1	15	4	0
Crimen injuria	16	18	24	18	8	6	20	7	1
Neglect and ill-treatment of children	0	1	0	1	1	1	0	0	1
Kidnapping	0	1	1	0	0	1	0	0	0

**Crime in Dullstroom (MP) for April to March 2003/2004 - 2011/2012**

Crime Category	April 2003 to March 2004	April 2004 to March 2005	April 2005 to March 2006	April 2006 to March 2007	April 2007 to March 2008	April 2008 to March 2009	April 2009 to March 2010	April 2010 to March 2011	April 2011 to March 2012
<b>CONTACT CRIMES (CRIMES AGAINST A PERSON)</b>									
Murder	2	2	0	4	0	1	2	1	1
Total Sexual Crimes	11	12	7	6	18	3	5	6	4
Attempted murder	4	6	2	4	6	1	4	1	1
Assault with the intent to inflict grievous bodily harm	58	58	71	64	44	39	57	36	27
Common assault	68	63	74	73	49	39	47	24	28
Common robbery	12	9	6	7	8	4	3	5	2
Robbery with aggravating circumstances	8	5	6	7	5	9	5	8	2
<b>CONTACT-RELATED CRIMES</b>									
Arson	0	1	1	1	1	0	1	2	1
Malicious damage to property	48	40	39	42	42	40	31	16	14
<b>PROPERTY-RELATED CRIMES</b>									
Burglary at non-residential premises	25	15	43	17	24	39	26	16	19
Burglary at residential premises	114	62	55	60	65	36	78	51	73
Theft of motor vehicle and motorcycle	21	9	6	24	14	5	7	0	7
Theft out of or from motor vehicle	18	10	6	7	12	16	28	29	33
Stock-theft	37	36	32	16	33	26	33	14	12
<b>CRIMES HEAVILY DEPENDENT ON POLICE ACTION FOR DETECTION</b>									
Illegal possession of firearms and ammunition	2	2	0	1	3	0	1	1	2
Drug-related crime	2	0	4	7	12	1	4	5	11
Driving under the influence of alcohol or drugs	1	0	2	3	5	4	3	5	16
<b>OTHER SERIOUS CRIMES</b>									
All theft not mentioned elsewhere	90	106	110	108	89	74	88	53	44
Commercial crime	5	3	2	3	10	8	12	2	2
Shoplifting	3	2	2	2	0	0	3	1	1
<b>SUBCATEGORIES FORMING PART OF AGGRAVATED ROBBERY ABOVE</b>									
Carjacking	2	0	0	0	0	0	0	0	0

Truck hijacking	0	0	0	0	1	0	0	0	0
Robbery at residential premises	0	0	0	0	0	4	1	2	2
Robbery at non-residential premises	0	0	0	0	0	4	0	1	0
<b>OTHER CRIME CATEGORIES</b>									
Culpable homicide	2	1	1	4	6	6	5	8	4
Public violence	0	0	0	0	0	0	1	0	0
Crimen injuria	18	9	14	8	6	9	14	6	4
Neglect and ill-treatment of children	0	1	1	0	0	2	1	3	1
Kidnapping	0	0	0	3	0	0	2	0	0

### Crime in Belfast (MP) for April to March 2003/2004 - 2011/2012

Crime Category	April 2003 to March 2004	April 2004 to March 2005	April 2005 to March 2006	April 2006 to March 2007	April 2007 to March 2008	April 2008 to March 2009	April 2009 to March 2010	April 2010 to March 2011	April 2011 to March 2012
<b>CONTACT CRIMES (CRIMES AGAINST A PERSON)</b>									
Murder	7	6	9	2	3	6	2	5	3
Total Sexual Crimes	40	36	36	37	26	24	20	29	21
Attempted murder	18	20	11	5	10	7	8	4	3
Assault with the intent to inflict grievous bodily harm	132	121	153	116	96	132	125	117	112
Common assault	122	125	149	97	68	54	53	49	55
Common robbery	26	33	39	40	16	26	13	21	22
Robbery with aggravating circumstances	29	35	17	30	30	29	33	26	26
<b>CONTACT-RELATED CRIMES</b>									
Arson	3	2	5	2	3	11	8	3	2
Malicious damage to property	67	66	101	70	72	105	75	69	70
<b>PROPERTY-RELATED CRIMES</b>									
Burglary at non-residential premises	36	31	34	38	53	36	60	43	47
Burglary at residential premises	156	141	132	145	104	109	112	134	139
Theft of motor vehicle and motorcycle	24	50	40	24	36	24	25	19	19
Theft out of or from motor vehicle	79	66	37	25	26	31	44	37	54
Stock-theft	75	72	64	72	77	57	61	65	69
<b>CRIMES HEAVILY DEPENDENT ON POLICE ACTION FOR DETECTION</b>									
Illegal possession of firearms and ammunition	3	2	0	1	2	1	3	2	5
Drug-related crime	8	10	10	13	4	5	12	9	20
Driving under the influence of alcohol or drugs	17	20	12	12	9	18	12	13	39
<b>OTHER SERIOUS CRIMES</b>									
All theft not	269	212	240	248	177	250	183	150	153



mentioned elsewhere									
Commercial crime	29	22	18	22	45	38	41	43	44
Shoplifting	26	9	10	22	12	18	44	54	49
SUBCATEGORIES FORMING PART OF AGGRAVATED ROBBERY ABOVE									
Carjacking	0	1	2	5	11	2	2	3	1
Truck hijacking	0	0	1	0	1	4	12	6	9
Robbery at residential premises	0	0	0	0	3	4	5	3	4
Robbery at non-residential premises	0	0	1	2	7	11	2	3	6
OTHER CRIME CATEGORIES									
Culpable homicide	18	19	19	19	20	24	30	13	22
Public violence	0	0	0	0	0	0	1	0	3
Crimen injuria	29	29	25	21	9	8	11	12	9
Neglect and ill-treatment of children	2	0	2	0	0	1	0	1	1
Kidnapping	0	2	0	2	1	3	0	0	0

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.

Road markings and signboard maintenance was a function under the Community services department but has since moved to the Technical Services as from the 01 March 2013.

## **Provision of Security Services**

### **Background and 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 ensure efficient licensing service delivery to the community
- To create a conducive environment for increased public safety
- To provide a safe working environment for the municipal staff, clients and safe-guarding of municipal assets and property.

### **Strategies**

- Conduct learners and drivers licenses tests, card renewals, PrPDs and road-worthy certificates
- Ensuring that road traffic regulations are adhered to by increasing visibility of Traffic Officers.
- Promotion of safer roads by maintaining road markings and traffic signage

- Appointment of Security Services to assist in providing a safer working environment
- Monitoring of the security service provider to ensure effective service delivery

**Outcome/Impact**

- Community is able to access the licensing services and meet road traffic regulations.
- Efficient and effective traffic law enforcement making the municipal area safer.
- Community have safer road networks
- Safer working environment

**PROJECTS UNFUNDED**

<b>Programme: TRAFFIC, SAFETY &amp; LICENSING</b>									
<b>Project ID</b>	<b>Project Name</b>	<b>Project Location/ ward</b>	<b>Project Beneficiaries</b>	<b>Project Objective</b>	<b>Key Performance Indicator</b>	<b>Period</b>	<b>Budget Allocation (Annual) R</b>	<b>Source of Funding</b>	<b>Implementing Agency</b>
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	Unfunded	ELM/PPP
CST02	Construction of K 53 Vehicle Testing Centre Phase 1 (b)	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	R1 Million	Unfunded	ELM/PPP
CST03	Upgrade of taxi ranks	All wards	All wards	To promote adequate public transport management	Upgraded taxi ranks	2013/2014	Public Transport (No Vote)	Unfunded	ELM

<b>FUNDED PROJECTS</b>									
<b>Programme: TRAFFIC, SAFETY &amp; LICENSING</b>									
<b>Project ID</b>	<b>Project Name</b>	<b>Project Location/ ward</b>	<b>Project Beneficiaries</b>	<b>Project Objective</b>	<b>Key Performance Indicator</b>	<b>Period</b>	<b>Budget Allocation (Annual) R</b>	<b>Source of Funding</b>	<b>Implementing Agency</b>
CST 04	Programme on the Provision of licensing services	All wards	All wards	To ensure efficient licensing service delivery to the community	Number of all qualifying applicants per category issued with either learners, drivers, card renewals PrPDs or road-worthy certificates	2013/14	Salaries vote for expenditure  Income: R5 816 960.00	Applicable fees received from applicants	ELM
CST 05	Programme on the provision of visible law enforcement	All wards	All wards	To create a conducive environment for increased public safety	Number of hours spent by traffic law officials with visible enforcement	2013/14	Salaries vote for expenditure  Income: R600 000.00	Fines issued by ELM	ELM

<b>Programme: PROVISION OF SECURITY SERVICES</b>									
<b>Project ID</b>	<b>Project Name</b>	<b>Project Location/ ward</b>	<b>Project Beneficiaries</b>	<b>Project Objective</b>	<b>Key Performance Indicator</b>	<b>Period</b>	<b>Budget Allocation (Annual) R</b>	<b>Source of Funding</b>	<b>Implementing Agency</b>
CSS01	Provision of security services at strategic Municipal properties	All units	All wards	To protect and safe guard municipal assets, staff, clients and property	Appointment of service provider Number of monthly reports submitted	2013/2014	R2 716 765.92	ELM	ELM

**RESPONSIBLE DEPARTMENT**  
Community Services

**5.1.11.1 ENVIRONMENTAL MANAGEMENT****Background and 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**

- To promote public safety and ensure that the general environment is promoted in a sustainable manner
- To promote public health and safety
- Ensure that communities have access to safe milk and that milk storage facilities are not polluted
- Control and minimize environmental degradation.
- 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**

- To conduct clean up campaigns and environmental initiatives in the promotion of environmental education and awareness
- Purchase educational sign boards applicable to waste management for increased public education and awareness
- Collect sewerage water samples for compliance monitoring according to SANS1 241 water quality
- Collect water samples from the water purification plants, taps, reservoirs, springs and boreholes for compliance monitoring according to SANS<sup>2</sup> 241 water quality
- Collect milk samples for compliance monitoring and as per Dairy Standard Agency programme
- Conduct environmental health inspections to ensure compliance with health legislations
- 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.
- Utilizing the Environmental Management Framework as a management tool.

## **Outcome/Impact**

- Communities educated and environment is clean and healthy for the well-being of the communities
- Informed community
- Clean and safe drinking water

## Projects Funded

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 2013/2014	R20 000.00 R6 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 2013/2014	R364 500.00 R500 000.00	ELM	ELM
Projects Unfunded									
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
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	Unfunded	Unfunded



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	Unfunded	Unfunded
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	Unfunded	Unfunded

**RESPONSIBLE DEPARTMENT**

Community Services

## 5.1.11.2 WASTE MANAGEMENT

### Waste Management

#### Problem Statement

An Integrated Waste Management Plan (IWMP) has been developed for Emakhazeni Local Municipality during 2009 and adopted by Council as per resolution number: 13/03/2010. 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.

In 2012, the rehabilitation, closure and establishment of all landfill sites require approximately R 51 152 799.88 million (based on an estimation as per the required funding for the Emakhazeni site that was conducted by Bapedi Consulting Engineers) 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. The 2011 census statistics information has revealed that 4, 29% of households (589) have no rubbish disposal whereas 71, 74% of households (9 844) receive a weekly collection, 19, 38% of households (2 659) make use of their own refuse dump and 4,59% have refuse disposal by other means less than a weekly collection service which equates to 630 households.

#### PROJECTS UNDERTAKEN OVER PAST 3 YEARS – WASTE MANAGEMENT

Project Name	Financial Year	Budget	Number of jobs created
Procurement of 3 Isuzu Compactor Trucks	2010/11	R5 100 000.00	-
Rehabilitation of illegal dumping hot spots	2010/11	R 682 197.00 (internal funding)	28
EPWP waste management programme	2011/12	COGTA funded	40
Rehabilitation of waste site in Belfast phase 1 (Completion of designs)	2011/12	R164 198.76 (MIG funding)	-
EPWP waste management programme	2012/13	R 1 million (EPWP incentive grant)	40
EPWP youth waste management programme	2012/13	COGTA funded	40
	TOTAL	R6 946 395.76	148

#### CURRENT CHALLENGES

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. Legalization of landfill sites are an expensive and lengthy exercise due to EIA studies that need to be conducted.

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 landfill sites and cleaning of illegal dumping sites.
- Lack of resources to extend services into the rural communities.
- 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 and lack of appointed peace officers.

<b>Recommendations</b>		
<b>Focus Area</b>	<b>Objective</b>	<b>Recommendation</b>
<b>Disposal Infrastructure Development</b>	<b>Objective 1: Apply for license for the continued operation of the Waterval Boven and Dullstroom landfill sites</b>	Submit License Application Reports to Provincial Department of Economic Development Environment and Tourism for the continued operation of the Waterval Boven and Dullstroom landfill sites. Conduct full EIA as part of licensing process.
	<b>Objective 2: Apply for license with a view to closure for the Machadodorp landfill site</b>	Submit License Application Report to Provincial Department of Economic Development Environment and Tourism for the "operation with a view to closure" of the Machadodorp landfill site. Conduct full EIA as part of licensing process.
	<b>Objective 3: Upgrade and improve operation of the Belfast, Dullstroom, Machadodorp and Waterval Boven landfill sites.</b>	Machadodorp: The site should be upgraded by establishing ablation facilities at the guard house. The site should be properly managed and operated (until closure) by controlling access, recording incoming waste volumes, filling all voids and regularly compacting and covering the waste. Belfast: The site should be upgraded by establishing a guard house with ablation facility. The operation of the site should be upgraded by regularly compacting and covering the waste to ensure compliance with the permit conditions of the site and in accordance with the Minimum Requirements for Waste Disposal by Landfill. The existing site should be operated with a view to closure once construction to the new site has started. Dullstroom: The site should be upgraded by equipping the guard house with an ablation facility,

<b>Recommendations</b>		
<b>Focus Area</b>	<b>Objective</b>	<b>Recommendation</b>
		and upgrading the management and operation of the site in accordance with the Minimum Requirements for Waste Disposal by Landfill (by controlling access, recording incoming waste volumes, regularly compacting and covering waste and operating the site in general in accordance with a proper operational plan). The Waterval Boven landfill site should be upgraded by establishing a guard house with ablution facility at the entrance, and the management and operation of the site should be improved, by controlling access, keeping records of incoming waste streams, regular compacting and covering the waste (prevent the burning of waste) and upgrading the site development by establishing proper disposal cells with storm water management controls.
	<b>Objective 4: Identify, license and construct a new landfill site for Machadodorp.</b>	Identify, establish and licence a new landfill site in Machadodorp as a replacement site for the existing Machadodorp landfill site once closed; in accordance with the Minimum Requirements and licensing process.
	<b>Objective 5: Properly close and rehabilitate existing Machadodorp and Belfast landfills, once new replacement sites have been constructed.</b>	Compile closure design plans for approval by Provincial Department of Economic Development Environment and Tourism and DEAT, and properly close and rehabilitate the sites in accordance with the Minimum Requirements.

The amount of money required to address the infrastructural and service delivery backlogs as mentioned in the above table is **R65 780 493, 88** but the amount available from all funding agencies is only **R442 189.60**. Therefore the Municipality still requires **R65 338 304.28** and unfortunately no funding agency has been identified, **however** a proposal to assist with sourcing funding for legalization of the landfill sites was submitted to SALGA in December 2012 as an outcome of a waste management workshop held in the province.

It must be noted that the enactment of the new National Environmental Management: Waste Act, in 2010 obliges municipalities to ensure that landfill sites are permitted or licensed. Further the Act requires that

waste information systems need to be established. The lack of urgency in prioritizing waste management can unfortunately lead to matters of emphasis during audits as these can fall into the category of **legal compliance** considering the applicable legislation hereto.

### **Objectives**

- To provide a safe, effective and economical waste collection service.
- To maintain and provide appropriate landfill sites.
- To ensure that the general environment is protected and promoted in a sustainable way.

### **Strategies**

- Providing refuse removal services to the communities and business sector as per schedule.
- Appoint service providers to maintain the landfill sites.
- Monitoring of the maintenance on landfill sites
- Rehabilitate illegal dumping sites in all units.
- Maintenance of illegal dumping sites in all units.
- Purchase educational sign boards applicable to waste management
- 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.
- Promulgation of the Waste Management By-laws.
- Acquire the appropriate equipment/vehicles to render the service.
- Development of a Waste Information System for Emakhazeni.

### **OUTCOME/IMPACT**

- Clean and healthy environment created in the municipal area
- Improvement in the general condition of the landfill sites
- Clean and health environment
- A reduction of illegal dumping sites
- Healthy environment
- Informed community

## PROJECTS FUNDED

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	8	1,2,3 & 8	To ensure legal compliance to management of landfill site management	Landfill site in possession of compliance documentation and being operated accordingly	2012/2013 2013/14	R 80 262.40 R3,337 031.00	MIG	ELM
CSW02	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	2013/2014	R64 800.00	ELM	ELM
CSW03	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	2013/2014	R10 000.00	ELM	ELM
CSW04	Programme on the collection services of waste	All wards	All wards	To provide a safe, effective and economical waste collection service	% of urban and business areas being serviced	2013/2014	Salaries vote on expenditure Income:R8,006 664.00	ELM	ELM
CSW05	Appointment of EPWP 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 500 000.00	COGTA (EPWP)	ELM
CSW06	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 of service provider and number of sessions conducted	2013/2014	R 1, 400 000.00	ELM	ELM

<b>PROJECTS UNFUNDED</b>									
<b>Programme: Waste Management</b>									
<b>Project ID</b>	<b>Project Name</b>	<b>Project Location/ ward</b>	<b>Project Beneficiaries</b>	<b>Project Objective</b>	<b>Key Performance Indicator</b>	<b>Period</b>	<b>Budget Allocation (Annual) R</b>	<b>Source of Funding</b>	<b>Implementing Agency</b>
CSW07	Establishment, management and permitting of Emakhazeni landfill site (New – Phase 2)	1,2, 3 & 8	1,2, 3 & 8	To ensure legal compliance to management of landfill site	Landfill site in possession of compliance documentation and being operated accordingly	2013/2014	R 7 000 000.00	Unfunded	ELM
CSW08	Rehabilitation and closure of Dullstroom landfill site	4	4	To ensure legal compliance to management of landfill site	Landfill site in possession of compliance documentation and being operated accordingly	2013/2014	R 7 000 000.00	Unfunded	ELM
CSW09	Establishment, management and permitting of new Dullstroom landfill site	4	4	To ensure legal compliance to management of landfill site	Landfill site in possession of compliance documentation and being operated accordingly	2013/2014	R 6 000 000.00	Unfunded	ELM
CSW10	Rehabilitation and closure of Entokozweni landfill site	5 &6	5&6	To ensure legal compliance to management of landfill site	Landfill site in possession of compliance documentation and being operated accordingly	2012/2013	R 7 000 000.00	Unfunded	NDM
CSW11	Establishment, management and permitting of new Entokozweni landfill site	5 &6	5 &6	To ensure legal compliance to management of landfill site	Landfill site in possession of compliance documentation and being operated accordingly	2012/2013	R 7 000 000.00	Unfunded	NDM
CSW12	Establishment and management of Emgwenya landfill site	7	7	To ensure legal compliance to management of landfill site	Landfill site in possession of compliance documentation and being operated accordingly	2012/2013	R 7 000 000.00	Unfunded	NDM

CSW13	Purchasing of 1 Bulldozer and Low-bed	All units	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
CSW14	Purchase of 1 (One) TLB	All units	All wards	To provide a safe, effective and economical waste management and disposal system	TLB procured	2012/2013	R 500 000.00	Unfunded	ELM
CSW15	Purchasing of 4 tractors and 4 trailers	All units	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
CSW16	Purchase of 1 (One) Tipper truck	All units	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
CSW17	Leasing of LDV for one supervisor	All units	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
CSW18	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
CSW19	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	2014/2015	R 1 000 000.00	Unfunded	NDM
CSW20	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



CSW21	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
CSW22	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
CSW23	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

### 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 4 Number of beneficiaries accessing social grants in 2010*

<b>Grant Type</b>	<b>Emakhazeni Local Municipality</b>
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
<b>TOTAL</b>	<b>15,718</b>

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 000 000.00	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 000 000.00	Human Settlement	Human Settlement
Responsible	Department:	Office	of	the	Executive	Mayor	(Transversal	Unit)	

**PROBLEM STATEMENT**

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

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 and 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.

### **Impact/Output**

- Educated and well informed community
- Improved learners results and decrease in learners drop out.
- Informed career path
- Highly skilled youth
- More grade 12 graduates supported.
- Increased number of registered learners.

## 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
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

## Unfunded 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
CSD05	Successful transfer of	All wards	All wards	To facilitate,	Approved transfer	2012/2013	Unknown	DoE	DoE

	Emgwenya FET college from Ehlanzeni to Nkangala			participate and support all Circuit, Regional, Provincial and National programmes conducted.	of Emgwenya FET to Nkangala region				
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
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 (Youth Office)

## **5.2. ECONOMIC GROWTH AND DEVELOPMENT**

### **5.2.1. ISSUE 14: LOCAL ECONOMIC DEVELOPMENT**

#### **Background and Problem Statement**

- Local Economic Development is the process of building strong, responsive, inclusive and adaptive economies. The strategy is driven by local assets and realities, a diverse industry base and commitment to equality of opportunities and sustainable practices have emerged as those that will ensure a strong foundation for long-term stability and growth.
- According to the statistics SA done in 2011 the unemployment rate of the municipality in general is at 25.92% as compared to 2001 it was at 25.12%. This indicates that the Municipality should strive to create an enabling environment for employment in the economic sectors.
- Emakhazeni Local municipality has an outdated LED Strategy that was adopted in 2007 as per council resolution number: 22/03/2007 and still needs to be reviewed. The review of the LED strategy will also mean that the Municipality seeks to integrate the priorities of the New Growth Path and the Mpumalanga Economic Growth Path.
- Lack of understanding of the Local Economic profile
- There is no proper programme that is aimed at developing local SMME's
- High poverty rate
- No proper alignment between and Spatial rationale of the municipality
- Lack of skills and support for women who produce Arts and Traditional products

#### **Objective(s)**

- To ensure economic growth in all sectors of the economy in order to curb unemployment and related negative issues by integrating the priorities of the Mpumalanga Growth and Development Path with the LED strategy of the Municipality.

#### **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
- 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
- Establishment of Entokozweni Industrial Hub
- Upgrading of Elandskraans tourism complex
- Establishment of waste to energy convention plant
- Upgrading of the Nkomati and Entokozweni link roads

#### **Outcome/impact**

- Economic growth in all sectors of the economy
- Job creation and improved quality of life for the community.



## 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 (to be removed)	Number of people employed in the brick plant	2013/2014	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	2013/2014	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	2013/2014	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	2013/2014	Unknown	PPP	ELM & SMME's
MMP05	Sustain the current projects by implementing a turnaround 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	2013/2014	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	2013/2014	Unknown	PPP	ELM & SMME's
MMP08	EPWP programme	All wards	All wards	To increase the labour intensity of government funded infrastructure projects, environmental programmes and public social grants	Total number of people employed	2013/2014	R1,500 000.00	Department of Public Works COGTA	ELM & COGTA
MMP09	Establishment of poultry project in Paardeplaats	1	1	To promote and raise funds for SMME's and growth	Number of people employed in the poultry project	2013/2014	Unknown	PPP	ELM & SMME's

**RESPONSIBLE DEPARTMENT**  
Office of the Municipal Manager

## 5.2.2. ISSUE 15: POVERTY ALLEVIATION AND JOB CREATION

### Background and 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 indentifying 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 month 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

The above sectors are important to grow the economy of the municipality but the following challenges have an effect on the municipality:

- Lack of skills
- Limited opportunity of employment
- Limited opportunity for SMME's development
- Lack of sustainability on LED projects

### Objectives

- To ensure economic growth in all sectors of the economy in order to curb unemployment and related negative issues by integrating the priorities of the National, Mpumalanga Growth and Development Path with the LED strategy of the Municipality and the District.
- To ensure economic growth and all capital projects contribute towards the alleviation of poverty and job creation

### Strategy

- Engagement social partners to create beneficiation opportunities for Local cooperatives and SMME's development
- 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
- To provide skills to SMME's through mentorship

### Outcomes/impact

- Local SMME's and cooperatives contributing to job creation
- Job creation and improved quality of life for the community.
- Self sustained SMME's and cooperatives.
- Reduced number of unemployed

## 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
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	2013/2014	R65.000,00	Umcebo Mine	ELM & SMME's

## Unfunded 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 (to be removed)	Number of people employed in the brick plant	2013/2014	Unknown	Department of social services	Sifunumnotho 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	2013/2014	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	2013/2014	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	2013/2014	Unknown	PPP	ELM & SMME's
MMP05	Sustain the current projects by implementing a turnaround 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
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	2013/2014	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

#### **Background and 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 need to be addressed in order to ensure that an enabling environment 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, and 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 ensure that ELM becomes the central area that holds huge tourism opportunities to improve Local Economy

#### **Strategy**

- To explore and revive the tourism products and attractions which are actually important for attracting both international and domestic tourist in our area.
- To partner with tourism associations in reviewing tourism strategy

#### **Outcomes/impact**

- Reviewed Tourism Priorities that ensures growth of the Tourism sector

## 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	2013/2014	R1000.000,00	NDM	ELM
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
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	2013/2014	Unknown	WB NOKA Consortium	WB NOKA Consortium
MMT10	Establishment of Tourism centre in Emakhazeni	All wards	All wards	To explore and revive the tourism products and attractions which are actually important for attracting both international and domestic tourist in our area.	Established tourism centres	2013/2014	Unknown	Unknown	Unknown

## Unfunded Projects

Programme:									
Project ID	Project Name	Project Location/	Project Beneficiaries	Project Objective	Key Performance Indicator	Period	Budget Allocation	Source of Funding	Implementing Agency

		ward	s				(Annual) R		
MMT02	Installation of tourism, historical and cultural signage	All	All	Creation of enabling environment to attract tourist in our area	Signage to cultural ,tourism and historical sites installed	2013/2014	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	2013/2014	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	2013/2014	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	2013/2014	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

**RESPONSIBLE DEPARTMENT**  
Office of the Municipal Manager

## 5.2.4 ISSUE 17: YOUTH, GENDER AND DISABLED

### **Problem Statement**

Emakhazeni Local municipality as per the stats sa results 2011 has 19305 youth 489 disability ratio, with 18553 male and 18451 females. Our challenges are as follows:

- Lack of career guidance and skills shortage
- Youth delinquency (misbehaviour)
- Under-parenting
- Accessibility of public buildings for people living with disability and the elderly
- Lack of proper monitoring of the wellbeing Elderly persons during pay days
- Increase number of child headed families
- Not enough special schools for children living with disabilities
- Moral decay in our communities
- Lack of job opportunities for people living with disabilities
- Lack of quality education at the our ECD centres which compromises the development of the child
- Lack of sports and recreational centres for people living with disabilities and the elderly

### **Objectives**

- To improve the mental and physical wellbeing of the youth through arts, culture and sports.
- To improve the general health and welfare of the youth.
- To ensure that youth benefits from sustainable job opportunities created.
- To ensure quality life through integrated services for people living with disabilities, woman and children
- To create interventions aimed at improving the wellbeing and dignity of elderly person during their pay day and in life generally
- To create interventions aimed at providing access to quality development to both ECD centres and primary schools
- To ensure that people living with disabilities are given fair opportunities when job opportunities are available
- To ensure that Moral Regeneration Movement plays its vital role in restoring values to the community

### **Strategies**

- Establish junior council in order to achieve progressive youth structures in matters local government.
- Facilitate resources from social partners to register grade 12 graduates to institutions of higher learning.
- Develop a programme to address the issue of HIV/AIDS, teenage pregnancy and substance and drug abuse.
- Well coordinated and integrated approach in dealing with Gender and Social matters
- Consciecitise all relevant stakeholders on transversal issues
- Encourage, promote and protect the wellbeing of the elderly, persons living with disabilities and children
- Encourage behaviour change and healthy life style amongst our community members
- Facilitate social grant and birth registration of children by referring cases to relevant departments, and working with ECD centres in this regard

### **Outcome/Impact**

- Informed youth
- Highly skilled youth
- Healthier lifestyle to youth.
- Reduction in teenage pregnancy
- Drug free society
- Reduce AIDS prevalence

## 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	Youth summit	All wards	All wards Youth (ages of 16-35)	To create sustainable development and empowering environment for the targeted groups.	Summit	12 months	R500 000.00	NYDA & Nkangala District and Social Partners	ELM
MMY02	Career expo	All wards	All Youth (ages of 16-35)	To convene the career expo targeting groups to acquire knowledge, skills, positive attribute and values.	No of students accepted at institution of higher learning	12 months	R150 000.00	Nkangala District and Youth Vote	ELM
MMY03	Women's Seminar	All wards	All women and all young girls. (ages of 16 upwards)	To create a platform for the youth, women, disable and aged to shape their own development through debates	01 seminar held	Once a year	R50 000.00	Youth vote and Transversal	ELM
MMY04	People living with disability seminar	All wards	All people living with disabilities.	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 awareness focusing on HIV/AIDS, Drugs and substance abuse	All wards	All Youth (ages of 16-35)	To improve the general health and welfare of the youth.	number of outreach held	Once in a quarter	R100 000.00	sector department and social partners	ELM
MMY06	Grade 12 motivational sessions(breakfast meeting)	All wards	All Youth (ages of 14-35)	To promote the culture of learning in our schools throughout the	Improve grade 12 pass rate	12 months	R100 000.00	Private sector	ELM



				municipality					
MMY08	Sports against crime	All wards	All Youth	Arrange a joint crime prevention awareness campaign with SAPS, security agents and schools.	Participating of youth in sports activities	Annually	R150 000.00	Social Partners	ELM
MMY09	Grade twelve prayer sessions	All wards	All Youth	To afford the targeted groups with opportunities to develop and advance their full potential.	Prayer sessions	Annually	None	ELM	ELM
MMY10	Registering grade 12 learner's higher institute learning	All wards	All Youth	To afford the targeted groups with opportunities to develop and advance their full potential.	Number of grade 12 learner's registered	Annually	R200 000.00	PPP	PPP
MMY11	Youth dialogue	All wards	All Youth	To create a platform for the youth, women, disabled and aged to shape their own development	Youth being in charge of their lives	Annually	R50 000.00	Private Sector	ELM

				through debates					
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### Unfunded 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
MMY07	Support youth advisory centre (YAC)	All Wards	All 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	Ongoing support	Unknown	Social service, Private sector	ELM

#### 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 in terms of collecting revenue due to the low revenue bases and smaller equitable share from National fiscus. Their situation is further exacerbated by the number of poor households residing in the municipal area.

Attracting financial expertise in terms of experienced financial personnel is always a challenge as the municipality's salary offers are normally not market related.

#### The status of the municipality's financial statements.

Emakhazeni local municipality has managed to do well in a number of years despite the challenges that prevailed and this is proven by the following audit opinions received. However, the municipality has backslid in the past financial year which has been seen as an area of concern.

- 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.
- A qualified audit opinion for the 2011/12 financial 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 2013/14.

The basic financial plan is summarized in our 2013/14 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 66 and 67.

## Budgeted Revenue:

The total estimated revenue for 2013/2014 financial year is R 171,431,158.00 and the sources are summarized below in table 21.

Table 21: Total estimated revenue for 2013/2014 financial year

Description	Audited Financial Statement 2011/2012	Original Budget 2012/2013	Adjustment Budget 2012/2013	Budget 2013/2014	% of Budget 2013/14	Forecast 2014/2015	Forecast 2015/2016
<b>GRANTS AND SUBSIDIES</b>	<b>42 865 214</b>	<b>54 877 000</b>	<b>55 257 000</b>	<b>58 297 000</b>	<b>34%</b>	<b>62 232 000</b>	<b>69 448 000</b>
EQUITABLE SHARE	30 505 638	33 750 000	33 750 000	36 151 000	21%	39 489 000	45 446 000
EQUIT SHARE (COUNCIL	1 056 000	1 898 000	1 898 000	2 384 000	1%	2 767 000	2 872 000
GRANT: MIG	8 515 158	15 929 000	15 929 000	16 322 000	9%	17 242 000	18 213 000
GRANT: MSIG	790 000	800 000	800 000	890 000	1%	934 000	967 000
GRANT: FINANCIAL	1 250 000	1 500 000	1 500 000	1 550 000	1%	1 800 000	1 950 000
GRANT: DCSR LIBRARIES	15 418	0	0	0	0%	0	0
GRANT: EPWP	391 000	1 000 000	1 000 000	1 000 000	1%	0	0
GRANT: INEP (MUNICIPAL)	342 000	0	0	0	0%	0	0
GRANT: MIG ROLLOVER	0	0	380 000	0	0%	0	0
VUNA AWARD LED PROJECTS	0	0	0	0	0%	0	0
<b>PROPERTY RATES</b>	<b>20 438 543</b>	<b>25 994 372</b>	<b>30 494 372</b>	<b>33 848 753</b>	<b>19%</b>	<b>35 541 191</b>	<b>37 318 250</b>
<b>ELECTRICITY</b>	<b>30 553 363</b>	<b>37 989 459</b>	<b>38 589 459</b>	<b>41 676 616</b>	<b>24%</b>	<b>43 760 447</b>	<b>45 948 469</b>
PREPAID ELECTRICITY	14 105 845	18 156 203	18 156 203	19 608 699	11%	20 589 134	21 618 591
SALE OF ELECTRICITY	11 877 740	15 000 000	15 600 000	16 848 000	10%	17 690 400	18 574 920
BASIC ELECTRICITY	4 569 779	4 833 256	4 833 256	5 219 916	3%	5 480 912	5 754 958
<b>WATER</b>	<b>11 199 710</b>	<b>11 076 799</b>	<b>11 876 799</b>	<b>13 183 247</b>	<b>8%</b>	<b>13 842 409</b>	<b>14 534 530</b>
SALE OF WATER	6 407 283	5 077 013	5 877 013	6 523 484	4%	6 849 659	7 192 142
BASIC WATER	4 792 426	5 999 786	5 999 786	6 659 762	4%	6 992 751	7 342 388
REFUSE REMOVAL SERVICES	6 783 362	6 013 211	7 213 211	8 006 664	5%	8 406 997	8 827 347
SEWERAGE SERVICES	6 494 537	7 031 435	7 031 435	7 804 893	4%	8 195 137	8 604 894
<b>OPERATING REVENUE</b>	<b>13 518 550</b>	<b>20 127 988</b>	<b>13 551 629</b>	<b>11 055 986</b>	<b>6%</b>	<b>11 608 785</b>	<b>12 189 224</b>
RENT OF FACILITIES AND	769 740	660 917	600 917	608 943	0%	639 390	671 360
INTREST EARNED EXTERNAL	104 459	35 868	362 868	381 011	0%	400 062	420 065
FINES	444 826	601 850	601 850	602 054	0%	632 156	663 764
LICENCE AND PERMITS	352 165	300 080	350 080	404 560	0%	424 788	446 028
INCOME FOR AGENCY SERVICES	1 084 080	1 130 200	1 140 200	1 109 000	1%	1 164 450	1 222 673
OTHER REVENUE	10 763 280	17 399 073	10 495 714	7 950 417	5%	8 347 938	8 765 335
<b>TOTAL OPERATING REVENUE GENERATED</b>	<b>131 853 279</b>	<b>163 110 264</b>	<b>164 013 905</b>	<b>173 873 158</b>	<b>100%</b>	<b>183 586 966</b>	<b>196 870 714</b>
LESS REVENUE FOREGONE	2 149 353	5 389 303	2 600 000	2 442 000		2 564 100	2 692 305
<b>TOTAL DIRECT OPERATING REVENUE</b>	<b>129 703 927</b>	<b>157 720 961</b>	<b>161 413 905</b>	<b>171 431 158</b>		<b>181 022 866</b>	<b>194 178 409</b>

## Grants

The Division of Revenue Act for the 2013/14 has allocated the following GRANTS as follows:

Table 22: Grants allocation as per the DORA 2012/13 and 2013/14

GRANT NAME	Original Budget 2012/2013	Adjustment Budget 2012/2013	Budget 2013/2014	Forecast 2014/2015	Forecast 2015/2016
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EQUITABLE SHARE	R 35,648,000	R 35,648,000	R 38,535,000	R 42,256,000	R 48,318,000
MUNICIPAL INFRASTRUCTURE GRANT	R 15,929,000	R 16,309,000	R 16,322,000	R 17,242,000	R 18,213,000
MUNICIPAL SYSTEMS IMPROVEMENT GRANT	R 800,000	R 800,000	R 890,000	R 934,000	R 967,000
FINANCIAL MANAGEMENT GRANT	R 1,500,000	R 1,500,000	R 1,550,000	R 1,800,000	R 1,950,000
PUBLIC WORKS PROGRAMME INCENTIVE GRANT	R 1,000,000	R 1,000,000	R 1,000,000	R 0	R 0
<b>TOTAL</b>	<b>R 54,877,000</b>	<b>R 55,257,000</b>	<b>R 58,297,000</b>	<b>R 62,232,000</b>	<b>R 69,448,000</b>

### Budgeted expenditure:

The total expenditure projected for 2013/2014 financial is R 230,081,158.00. The summary is as follows:

*Table 23: Total expenditure projected for 2013/2014 financial year.*

Description	Audited Financial Statement 2011/2012	Original Budget 2012/2013	Adjustment Budget 2012/2013	Budget 2013/2014	% of Budget 2013/14	Forecast 2014/2015	Forecast 2015/2016
EMPLOYEE RELATED COSTS SALARIES AND WAGES	50 101 336	62 067 616	61 958 566	68 906 595	30%	75 969 521	0
REMUNERATION OF COUNCILLORS	4 256 473	4 321 681	4 480 033	4 903 696	2%	5 148 881	5 406 325
DEBT IMPAIRMENT	8 110 426	2 355 402	8 500 000	8 670 000	4%	9 103 500	9 558 675
DEPRECIATION / AMORTIZATION	48 036 809	2 915 119	49 000 000	49 980 000	22%	52 479 000	55 102 950
REPAIR AND MAINTENANCE ASSETS	10 664 849	8 950 689	8 574 257	9 083 800	4%	9 537 990	10 014 889
INTEREST EXPENSE EXTERNAL BORROWINGS	41 843	619 244	0	0	0%	0	0
CAPITAL PROJECTS	0	1 652 921	2 432 690	1 067 383	0%	1 120 752	1 176 790
BULK PURCHASES	29 844 270	35 161 937	35 161 937	37 974 892	17%	39 873 637	41 867 318
CONTRACTED SERVICES	8 769 752	8 383 228	9 083 228	8 948 168	4%	9 395 576	9 865 355
GRANTS AND SUBSIDIES (CAPITAL)	2 040 000	2 300 000	2 300 000	2 440 000	1%	2 734 000	2 917 000
GRANTS AND SUBSIDIES (OPERATING)	1 322 657	16 929 000	17 309 000	17 322 000	8%	17 242 000	18 213 000
GENERAL EXPENSES OTHER	18 551 591	22 723 947	20 114 194	20 784 624	9%	21 823 855	22 915 048
<b>TOTAL OPERATING EXPENDITURE</b>	<b>181 740 006</b>	<b>168 380 784</b>	<b>218 913 905</b>	<b>230 081 158</b>	<b>100%</b>	<b>244 428 712</b>	<b>177 037 351</b>
OPERATING SURPLUS/(DEFICIT)	-52 036 079	-10 659 822	-57 500 000	-58 650 000		-59 788 250	-58 828 463

### 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.

- To ensure compliance with legislative, reporting framework and prescribed accounting standards
- To build the capacity of municipality and to implement sound institutional and governance systems required in terms of local government legislations
- To ensure Financial viability
- To maximize revenue

- To ensure accurate Financial Management
- To ensure implementation of debt management and credit control policy
- To manage and maintain all municipal assets to comply with GRAP 17
- To ensure efficient, effective cash flow management

### **Strategy**

- To submit relevant reports timeously to National Treasury
- Monitor timeous allocation from National Treasury by submitting mandative reports on time
- Develop an activity plan with detailed budget and timeframe for the implementation of prioritised measureable outputs
- Development of the FMG support plan: Containing appointment of Interns and training of Finance staff
- Ensure accurate billing of consumer accounts for rates and services.
- Implementation of Debt Management and Credit Control Policy
- Reserve funds for salary payments and pay salaries as per prescribed time frame
- Selling of electricity to eligible consumers
- Implement project Ukuba Phambili on regular basis to identify gaps and areas to focus on.
- Prepare monthly, quarterly reports and implementation of budget timetable
- Acquire knowledge of the useful life state of the immovable assets for the replacement purposes. and conducting asset verifications
- Enforcement of the SCM Policy and yearly review of the SCM Policy
- Monitor daily cash flow and monitor monthly benchmarks

### **Outcome/Impact**

- Compliance with legislative, reporting framework and prescribed accounting standards
- Sound institutional and governance systems in terms of local government legislations were established and capacity within the municipality were build
- Municipality Financial viable
- Municipal revenue maximized
- Compliance and implementation of municipal policies
- Manage and maintain the assets of the municipality
- Efficient and effective cash flow management
- Execution of activity plans as prescribed

### **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 over 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 2013/2014. However we are not there yet, instead we have a budget deficit of R 58,650,000.00 which is as a result of non-cash items that is depreciation and provision for debt impairment.

- 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 first phase of the pre paid roll out was a success however some of the new meters were later tempered with.

**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 below can be allocated towards internal capital funding.
- The MIG grants, which are taken up into the total budget, amounts to a 8 % 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 124,539,675.00 from the MTREF 3 year financial plan that will be spent in the 3 year period up to June 2016. 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 Current	Budget 2013/2014	Budget 2014/2015	Budget 2015/2016
MIG	R 15,929,000.00	R 16,803,000.00	15,966,000.00	16,844,000.00
Nkangala	R 10,930,000.00	R 22,700,000.00	R 23,835,000.00	R 25,026,750.00
Internally funded	R 2,432,690.00	R 1,067,383.00	R 1,120,752.15	R 1,176,789.76
<b>TOTAL</b>	<b>R 29,291,690.00</b>	<b>R 40,570,383.00</b>	<b>R 40,921,752.15</b>	<b>R 43,047,539.76</b>

**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				
<b>RAND SALES ANALYSIS</b>			<b>KW SALES ANALYSIS</b>	
MUNSOFT DEBTORS SALES IN RAND	35 382 390		MUNSOFT DEBTORS SALES IN KWH	49 175 493.48
FREE BASIC RAND VALUE ESTIMATE	11 975 310		FREE BASIC KW ESTIMATE	13 946 496.00
TOTAL SALES IN RAND	85 510 478		TOTAL SALES IN KWH	107 037.98 087
INTERNAL USAGE	5 400 000.00		INTERNAL USAGE	7 500 000.00
RAND PURCHASES	76 899 510.51		KW PURCHASES	161 099.46 148
NETT PROFIT	3 210 968.44		RETICULATION LOSSES	-61 061.48 561

- 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 focuses on electricity sales losses.

## 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
FSB01	1.1 Management of Municipal Infrastructure Grant	All	All	<ul style="list-style-type: none"> <li>Monitor the deposits to be received in terms of the DORA</li> <li>Monitor and Manage Expenditure in terms of MIG projects</li> <li>Develop an expenditure strategy through monthly engagement with officials dealing with infrastructure projects</li> </ul>	<ul style="list-style-type: none"> <li>Improved living standards</li> <li>100% prudent expenditure reports on a monthly basis</li> <li>Monthly financial reconciliation</li> </ul>	2013/2014	Internal salaries	NATIONAL TREASURY	ELM
FSB 01	1.2 Management of Equitable Share	All	All	<ul style="list-style-type: none"> <li>Ensure receipt of unconditional grant on time</li> <li>To ensure compliance with laws, regulations and any other Grant related legislation</li> </ul>	<ul style="list-style-type: none"> <li>Developed strategy of expenditure</li> <li>Prudent expenditure</li> <li>Monthly reports submitted on time</li> </ul>	2013/2014	Internal salaries	NATIONAL TREASURY	ELM
FSB 02	1.3 Management of FMG & MSIG	All	All	<ul style="list-style-type: none"> <li>Ensure receipt of conditional grants on time</li> <li>Ensure requirements are met in terms of legislation</li> <li>Implement a MSIG Expenditure Plan</li> <li>Implement a FMG Expenditure Plan</li> </ul>	<ul style="list-style-type: none"> <li>On time payment of projects as per the ring-fenced expenditure plan</li> </ul>	2013/2014	Internal salaries	NATIONAL TREASURY	ELM
FSB 03	1.4 Full Implementation of MPRA	All	All	<ul style="list-style-type: none"> <li>Ensure the municipality understands and performs its powers, duties and responsibilities in terms of legislation.</li> <li>Develop appropriate mechanisms, processes and procedures to encourage public participation</li> <li>Ensure financial viable levying of property rates by implementing the Rates Policy</li> </ul>	<ul style="list-style-type: none"> <li>MPRA implementation plan</li> <li>Final valuation roll implemented</li> <li>Improved payment levels</li> </ul>	2013/2014	Internal salaries	ELM	ELM
FSB 04	1.5 Management Monthly billing: Service Charges	All	All	<ul style="list-style-type: none"> <li>Ensure that services that are rendered are being billed.</li> <li>Ensure viable financial accounting in terms of service charges</li> </ul>	<ul style="list-style-type: none"> <li>Increase in payment level</li> <li>Compliance with policies and by-laws</li> <li>Effective Debt Collection</li> </ul>	2013/2014	Internal salaries	Revenue generation from consumers	ELM

	and Assessment Rates			<ul style="list-style-type: none"> <li>• Implement and comply with debt collection policy and credit control policy</li> <li>• 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</li> </ul>	Strategy				
FSB05	1.6 Revenue Enhancement: Municipal non-key properties	All	All	<ul style="list-style-type: none"> <li>• Improve service delivery in all eight towns</li> <li>• 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.</li> <li>• Poverty alleviation and job creation</li> <li>• Tourism and investment development</li> <li>• Viable financial accounting in terms of GRAP standards</li> <li>• Legal public participation complying with the Asset Management Policy – invite as many stakeholders as possible through the help of Community Development Workers</li> </ul>	<ul style="list-style-type: none"> <li>• Middle – and upmarket property development</li> <li>• Economic stabilization</li> </ul>	2013/2014	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"> <li>• Increase cash on hand by:</li> <li>• Reporting on all errors in Electrical network;</li> <li>• Regular daily cut-offs;</li> <li>• Report on unbilled services, breached meters, theft of electricity;</li> <li>• Quantify internal usage and report in terms of GRAP;</li> <li>• Pre-paid meter roll out to determine internal usage;</li> <li>• Data cleansing;</li> <li>• Analyse Eskom Bulk accounts;</li> <li>• Tariff analysis;</li> <li>• Meter Audit;</li> <li>• Project Mass demand meter;</li> </ul>	<ul style="list-style-type: none"> <li>• Increased payment levels</li> <li>• Reduction in losses</li> <li>• Limitation and reduction of possible fraudulent activities</li> </ul>	2012/2013	Internal salaries Deployment of advisor external.	ELM	ELM
FSB07	1.8 GRAP 17 Implementation	All	All	<ul style="list-style-type: none"> <li>• Compliance with GRAP 17 Implementation:</li> <li>• To determine the useful life</li> </ul>	<ul style="list-style-type: none"> <li>• Unqualified GRAP compliant Asset Register</li> <li>• Acquire knowledge of the</li> </ul>	2013/2014	Internal salaries Deployment	ELM / NDM	ELM

				<ul style="list-style-type: none"> <li>To determine the value of movable and immovable assets</li> <li>Expansion of ARCGIS using NDM allocation</li> </ul>	<ul style="list-style-type: none"> <li>state of the immovable assets and its useful life for replacement purposes</li> <li>Compliance with Asset Management Policy</li> <li>Unqualified Audit Report</li> </ul>		nt advisor external.		
FSB08	1.9 NDM R2,5 million Project pre paid meter replacement	All	All	<ul style="list-style-type: none"> <li>To maximize the income of the municipality by reducing the electricity tampering within the municipality</li> <li>To improve payment levels within a constant pre-paid income stream of nearly 60% of the electricity client</li> <li>Implementation of the NDM R2,5 million for the roll out of pre-paid meters and monitoring the new connections and operations relating thereto</li> </ul>	<ul style="list-style-type: none"> <li>Amount of meters sold and installed per month</li> <li>Amount of meters installed where back logs existed</li> </ul>	2013/2014	Partial unfunded	NDM	ELM
FSB09	1.10 Management of Payment of Bulk Electricity	All	All	<ul style="list-style-type: none"> <li>Timeous payment of ESKOM</li> <li>To provide affordable and reliable electricity to urban and rural areas</li> <li>To attend to the provision of free basic electricity to more needy households</li> <li>To ensure financial viable accounting in terms of bulk purchases</li> <li>Work with Eskom in the Provision of Energy</li> </ul>	<ul style="list-style-type: none"> <li>Continuous provision of electricity from ESKOM</li> <li>Steady provision of Electricity to all towns (Dullstroom and Sakhelwe excluded)</li> </ul>	2013/2014	Internal salaries Deployment of advisor external.	ELM	ELM
FSB10	1.11 Payment of Salaries	All	All	<ul style="list-style-type: none"> <li>To ensure institutional stability by paying salaries on time</li> <li>Ensure financial viability in terms of on time and correct payment of salaries</li> <li>Capture and pay salaries as per time frame</li> <li>.</li> </ul>	<ul style="list-style-type: none"> <li>On time payment as per expenditure framework</li> </ul>	2013/2014	Internal salaries	ELM	ELM
FSB11	1.12 Payment of Creditors	All	All	<ul style="list-style-type: none"> <li>Ensure payment within 30 days</li> <li>Financial viability: Payment of Auditor General on time after completion of annual interim and annual audit</li> <li>Payments to be done as per expenditure framework</li> <li>.</li> </ul>	<ul style="list-style-type: none"> <li>On time payment as per expenditure framework</li> </ul>	2013/2014	Internal salaries	ELM	ELM
FSB12	1.13 Project Ukuba Phambili	All	All	<ul style="list-style-type: none"> <li>Updating of financial management information</li> <li>Financial viability</li> </ul>	<ul style="list-style-type: none"> <li>Monthly reports</li> <li>Quarterly Reports</li> <li>Mid-year assessment</li> </ul>	2013/2014	Internal salaries	ELM	ELM

				<ul style="list-style-type: none"> <li>• Sustain and improve on current daily / monthly management</li> </ul>	<ul style="list-style-type: none"> <li>• Annual Report</li> <li>• Financial Statements</li> <li>• Audit Report</li> </ul>				
FSB13	1.14 Financial Statements / GRAP	All	All	<ul style="list-style-type: none"> <li>• Updating of financial management information and GRAP standards compliance</li> <li>• Financial Viability</li> <li>• Sustain and improve on current daily / monthly management</li> </ul>	<ul style="list-style-type: none"> <li>• Monthly reports</li> <li>• Quarterly Reports</li> <li>• Mid-year assessment</li> <li>• Annual Report</li> <li>• Financial Statements</li> <li>• Audit Report</li> </ul>	2013/2014	Internal salaries	ELM	ELM
FSB14	1.15 Submission of Section 71 Reports	All	All	<ul style="list-style-type: none"> <li>• Financial viability</li> <li>• Computer system compilation of reports</li> <li>• Sustain and improve on current daily / monthly management</li> </ul>	<ul style="list-style-type: none"> <li>• On time reporting as prescribed by the MFMA(10<sup>th</sup> of each month)</li> </ul>	2013/2014	Internal salaries	ELM	ELM
FSB15	1.16 Submission of Quarterly reports	All	All	<ul style="list-style-type: none"> <li>• Updating of financial management information</li> <li>• Financial viability</li> <li>• Sustain and improve on current daily / monthly management</li> </ul>	<ul style="list-style-type: none"> <li>• On time reporting as prescribed by the MFMA</li> <li>• Council noting Quarterly reports</li> <li>• Submission to Audit Committee</li> </ul>	2013/2014	Internal salaries	ELM	ELM
FSB16	1.17 Review of Cash Flow	All	All	<ul style="list-style-type: none"> <li>• Financial viability</li> <li>• Sustain and improve on current daily / monthly management</li> </ul>	<ul style="list-style-type: none"> <li>• Daily / weekly / monthly / yearly cash flow projections</li> <li>• Payment of creditors and salaries as per expenditure framework</li> </ul>	2013/2014	Internal salaries	ELM	ELM



## 5.4. INSTITUTIONAL ARRANGEMENTS AND TRANSFORMATION

### 5.4.1. ISSUE 19: POWERS, DUTIES AND FUNCTIONS

#### **Problem Statement**

The Constitution of the Republic of South Africa, read together with the MSA<sup>1</sup> 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 regarding their duties, powers and functions to develop communities.

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.

Council Committees were established to exercise their powers and functions and crucially the Municipal Public Accounts Committee was as well established to play an oversight role in powers , duties and functions of other committees .

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.

#### **Objective**

To exercise the executive and legislative authority as provided in section 152 of the Constitution.

#### **Strategy**

To workshop the Political Officers, Honourable Councillors and Officials to understand and implement the Delegation Framework in order to perform their duties , powers and functions .

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

#### **Outcome**

- Successful carrying of duties, powers and functions by the Council and administration.
- Enhanced service delivery





Figure 24: Map of Ward 5

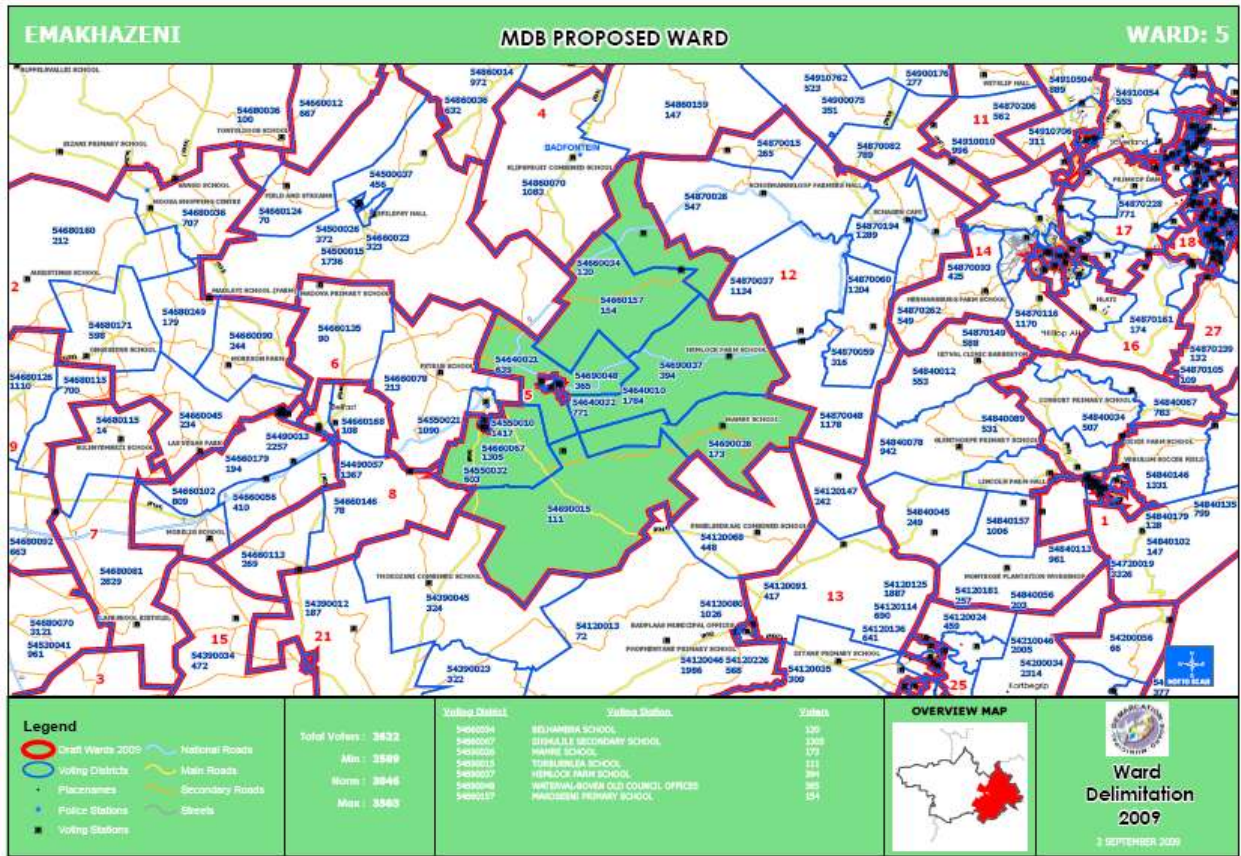


Figure 25: Map of Ward 6

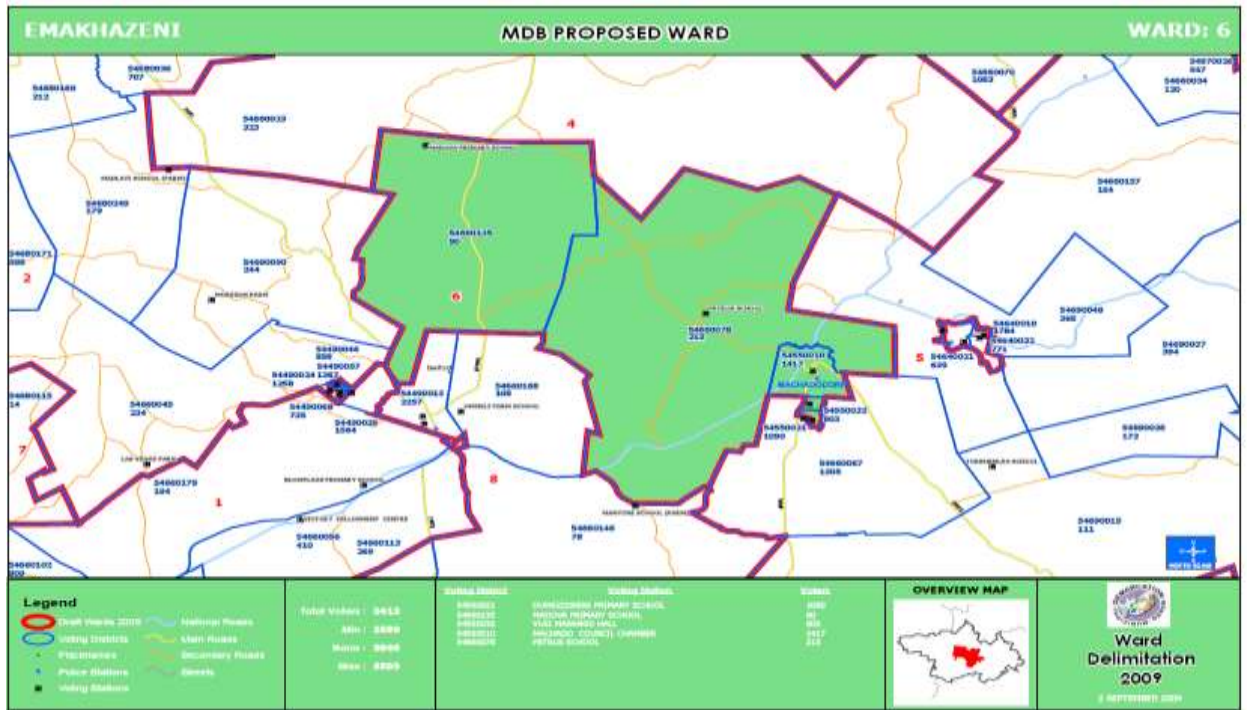


Figure 26: Map of Ward 7

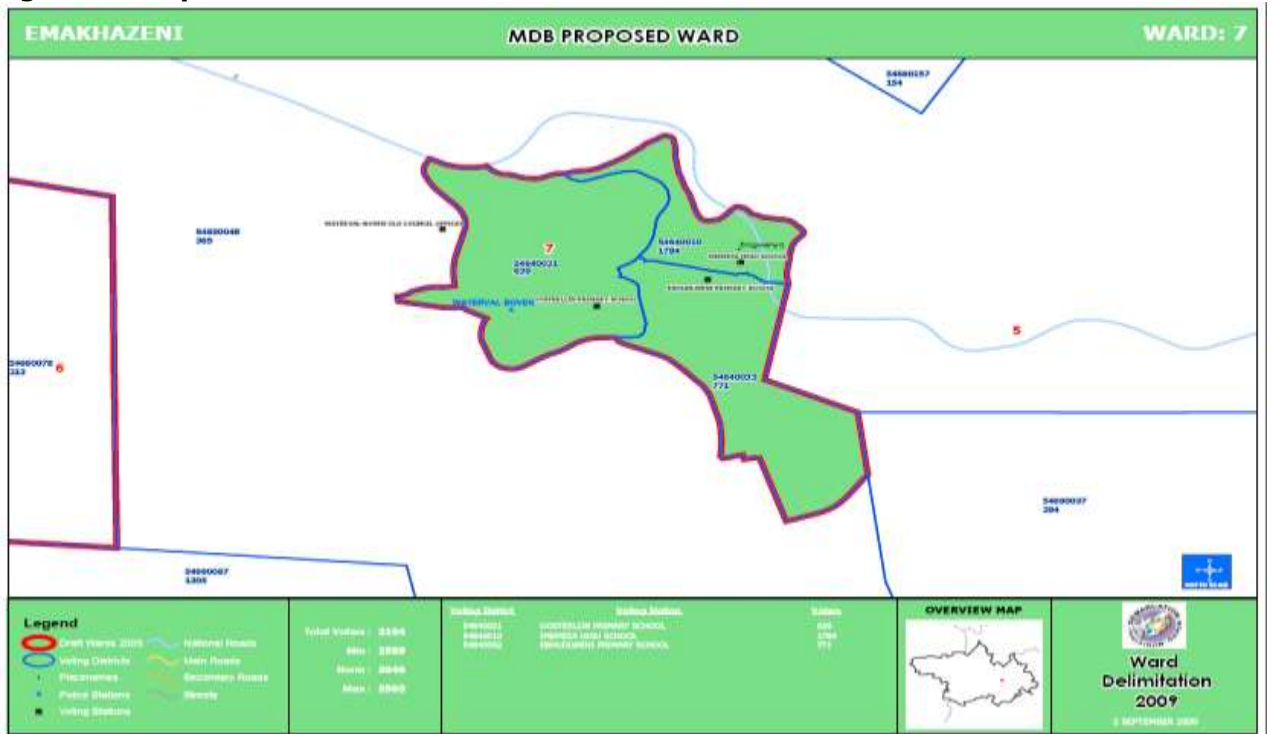
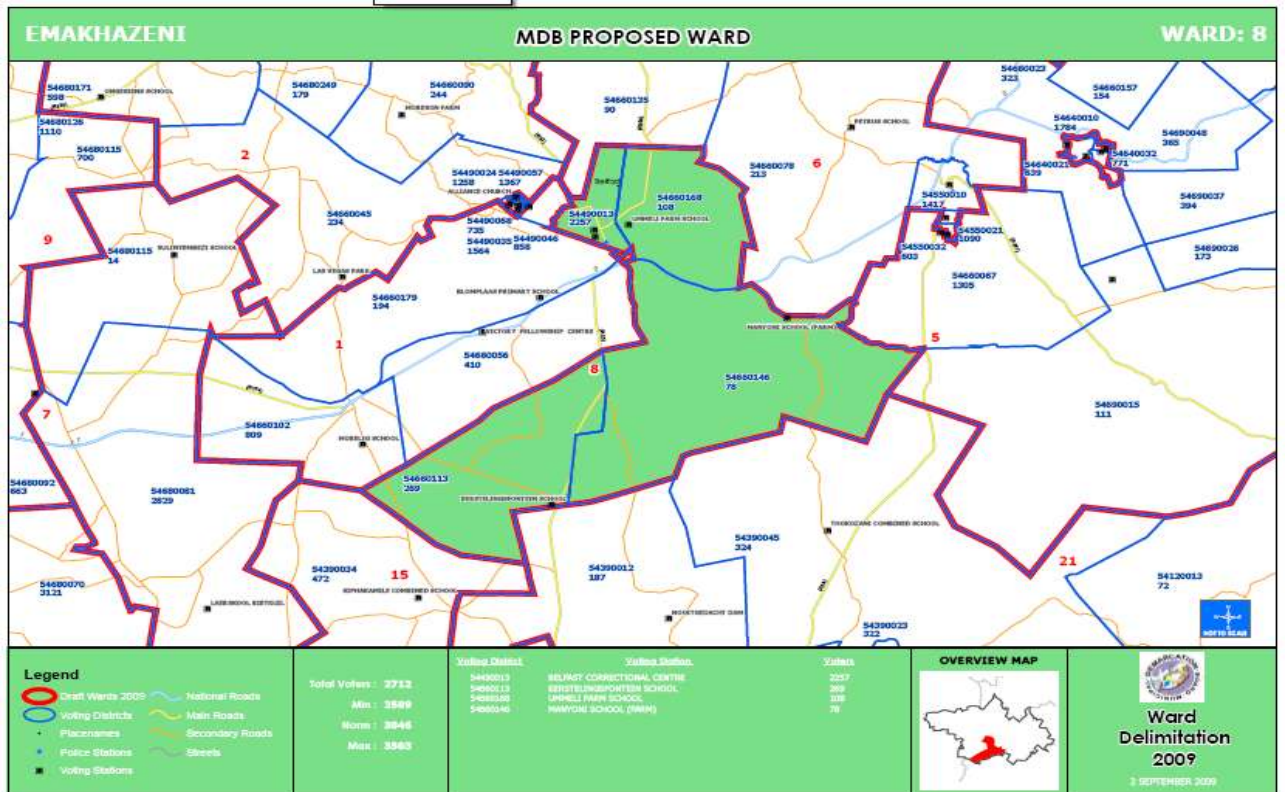


Figure 27: Map of Ward 8



## Projects

Programme : Powers, Duties and Functions									
Project ID	Project Name	Project Location/Ward	Project Beneficiaries	Project Objective	Key Performance Indicator	Period	Budget Allocation(Annual ) R	Source of funding	Implementing Agency
CAPW01	Conduct a workshop(s) on the powers, duties and functions relating to the work of the municipality.	All Wards (Administrators and Councillors )	<b>ELM</b>	To ensure that the Municipality performs all its powers, duties and functions as required by legislation.	A Municipality that is conflict and tension free	SEPTEMBER 2013	R4000.00	INTERNAL	<b>ELM ( Office of the Municipal Manager )</b>

### 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 drafts. The Municipality need to go through the process of promulgating the by-laws.

### **Objectives**

- To ensure compliance with laws and regulations.
- To provide a well regulated environment within which Council, communities, business and other stakeholders can exercise their socio-economic activities.

### **Strategy**

- Corporate Services Department shall summarize all the by-laws to be promulgated 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 eight By- Laws as per the process plan.

### **Outcome**

- Compliance to legislations

**Projects**

<b>Programme : Promulgation of By- Laws</b>									
<b>Project ID</b>	<b>Project Name</b>	<b>Project Location/Ward</b>	<b>Project Beneficiaries</b>	<b>Project Objective</b>	<b>Key Performance Indicator</b>	<b>Period</b>	<b>Budget Allocation(Annual) R</b>	<b>Source of funding</b>	<b>Implementing Agency</b>
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	<b>30 JUNE 2014</b>	<b>R250 000.00</b>	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 filling and storage of documents issued by the Department of Finance, Mpumalanga Provincial Government.

#### **Objectives**

- To maintain proper filing through the Registry Procedure Manual of the municipality .
- To file documents of the municipality for easy referencing and accessibility

#### **Strategy**

- To fully equip and renovate the established records/registry section.
- To equip Records/Registry section with human resources..
- ELM will train the new relevant officials to understand the implementation of the system effectively and in compliance with the National Archives Act.

#### **Outcome**

- Easy access of the documents
- Safety of the documents

## 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
CAA02	Renovation and upgrading of storage	Emakhazeni	<b>ELM</b>	To maintain proper filing through the Records Management Policy/ Manual and File Plan.	Renovated store area	<b>December 2013</b>	<b>R 80 000.00</b>	INTERNAL	<b>ELM</b>
CAA03	Appointment of Registry Clerk and training the officials	Emakhazeni	<b>ELM</b>	To continuously train officials to manipulate/implement the filing programme.	Appointed Registry Clerk Trained officials	<b>December 2013</b>	<b>Salaries' budget</b>	INTERNAL	<b>ELM</b>

### RESPONSIBLE DEPARTMENT

Corporate Service Department

## **OCCUPATIONAL HEALTH AND SAFETY**

### **Background**

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.

### **Objective**

To ensure compliance with the Occupational Health and Safety Act

### **Strategy**

- Doing safety inspections in all the work stations at various Units.
- Arrange OHS meetings as required by the Act and as per the Calendar of Events.
- Provision of personal protective clothing and personal clothing equipments
- Conduct medical check-ups once per financial year

### **Outcome**

- Environmentally safe working conditions.
- Free injuries working hours

## 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
CA001	Medical check-up	Emakhazeni	ELM			December 2013	R 80 000.00	INTERNAL	ELM

## 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 2011. The organogram is reviewed annually and all the employees are placed accordingly. The Organizational Organogram was last reviewed on the 31<sup>st</sup> of January 2013 Council resolution number 28/01/2013.

The organizational Organogram of the municipality comprise of the Political 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**

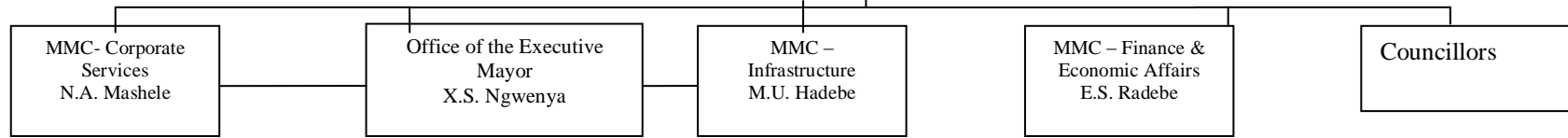
In order for the municipality to reach all the objectives of the Integrated Development Plan per the Key Performance Areas it needs human capital above the physical and capital resources. In order to achieve the goals of delivering quality services employees should be on deck. Employees should be employed 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.

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 529 and there are only 376 filled. 23 posts were budgeted for the year 2012/2013, 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 2013/2014 financial year.

**OFFICE OF THE EXECUTIVE MAYOR  
2012/ 2013**

**Municipal Council**



Deputy Manager: Office of the Executive Mayor  
**Z.S. Ntimane**  
MP314EXEC001

Youth Manager  
P. Shongwe  
MP314EXEC005

Transversal Co-ordinator  
C.B. Nkosi  
MP314EXEC007

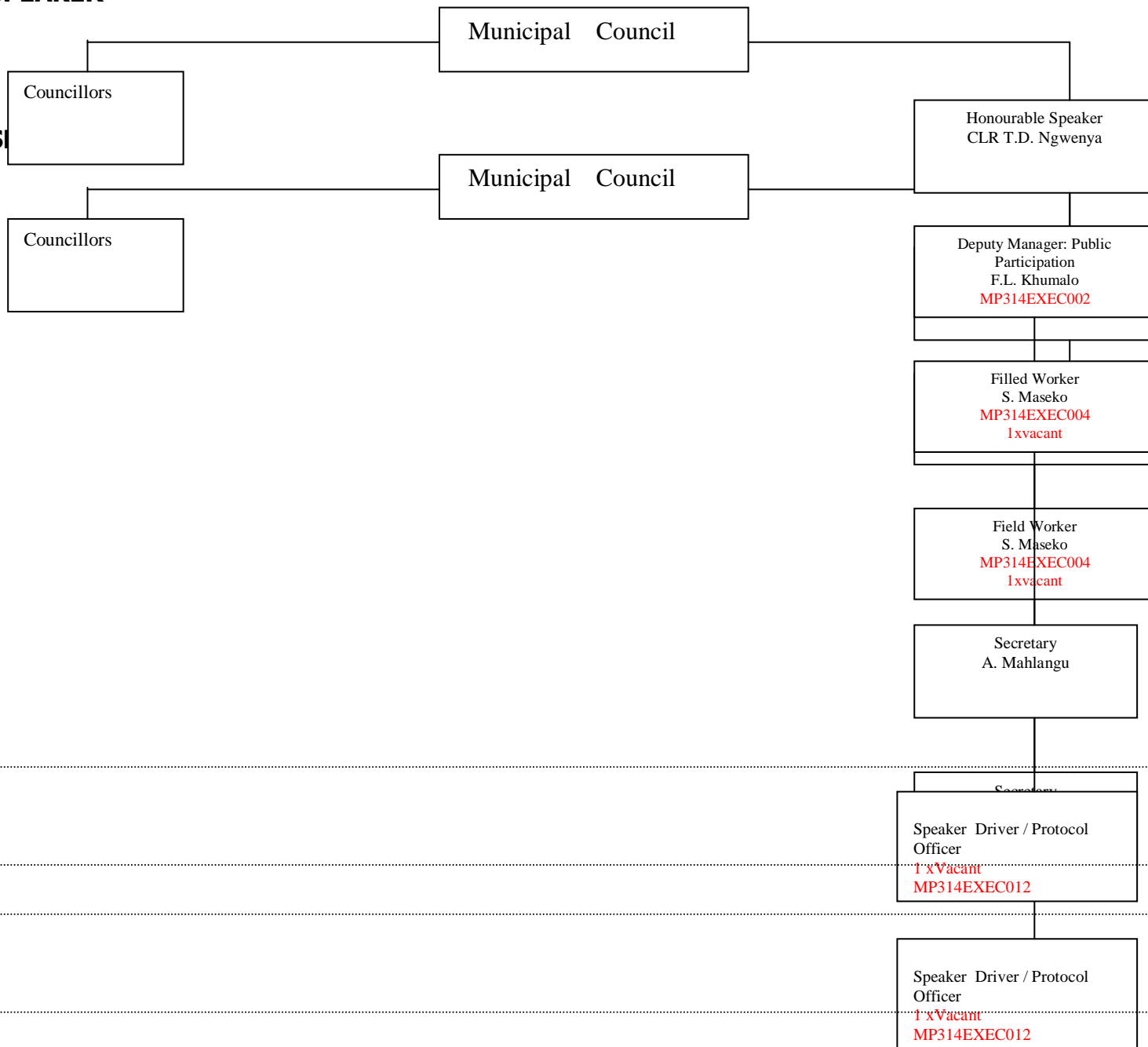
Executive Secretary  
T. Thomo

Protocol Officer  
M.T. Mhlanga  
M.T. Lesenyeho

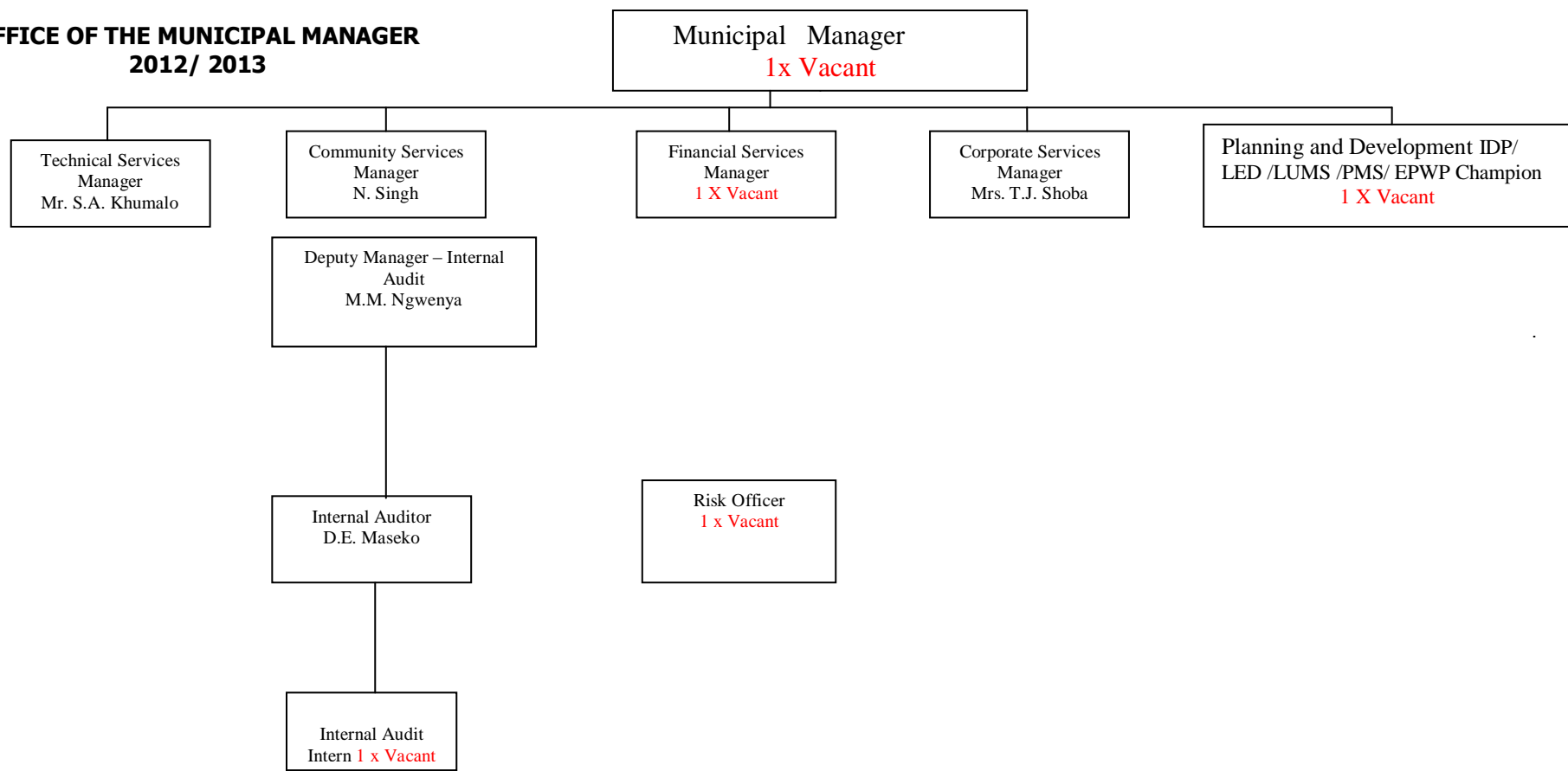
Mayoral Driver  
M.P. Mnisi  
MP314EXEC012

**OFFICE OF THE SPEAKER  
2012/2013**

**OFFICE OF THE SPEAKER  
2012/2013**

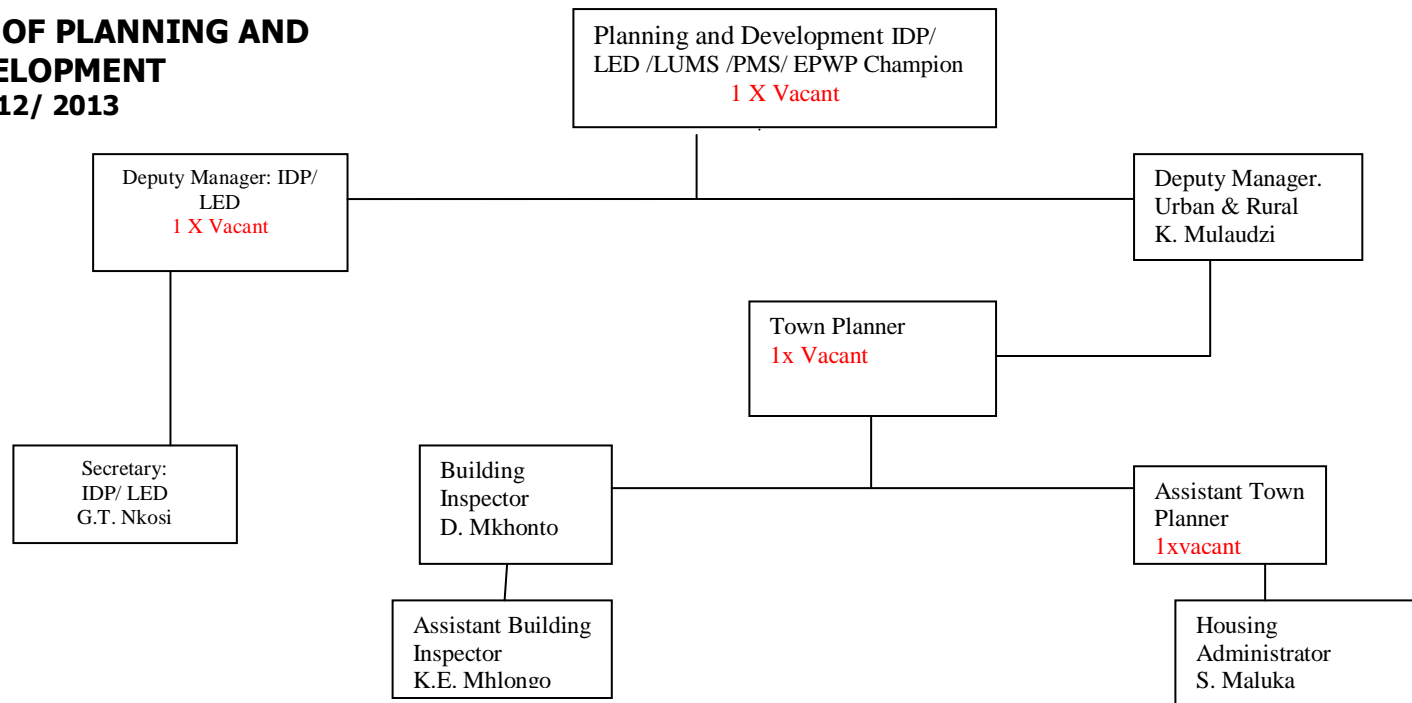


**OFFICE OF THE MUNICIPAL MANAGER  
2012/ 2013**

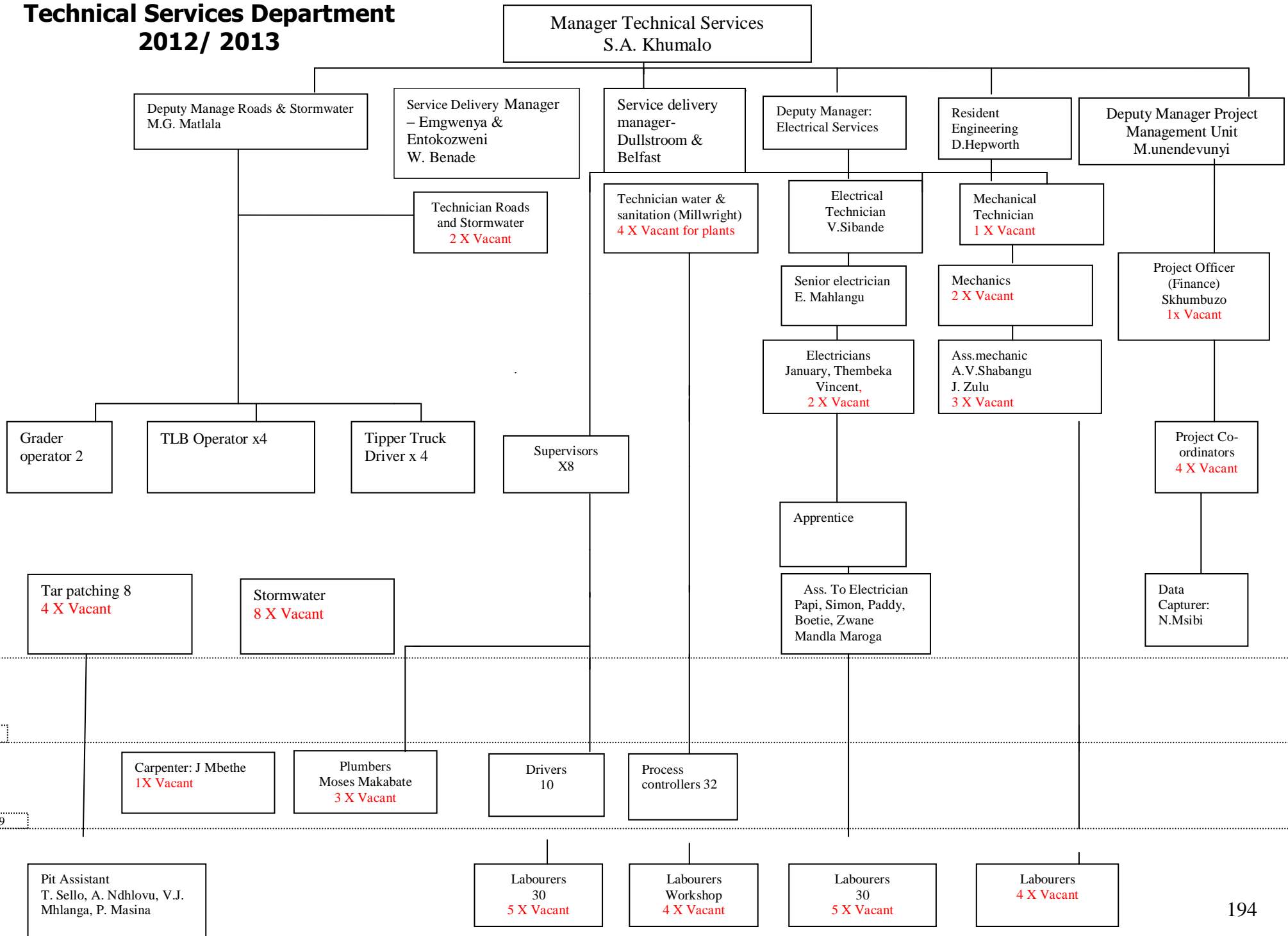




**DEPARTMENT OF PLANNING AND  
DEVELOPMENT**  
2012/ 2013

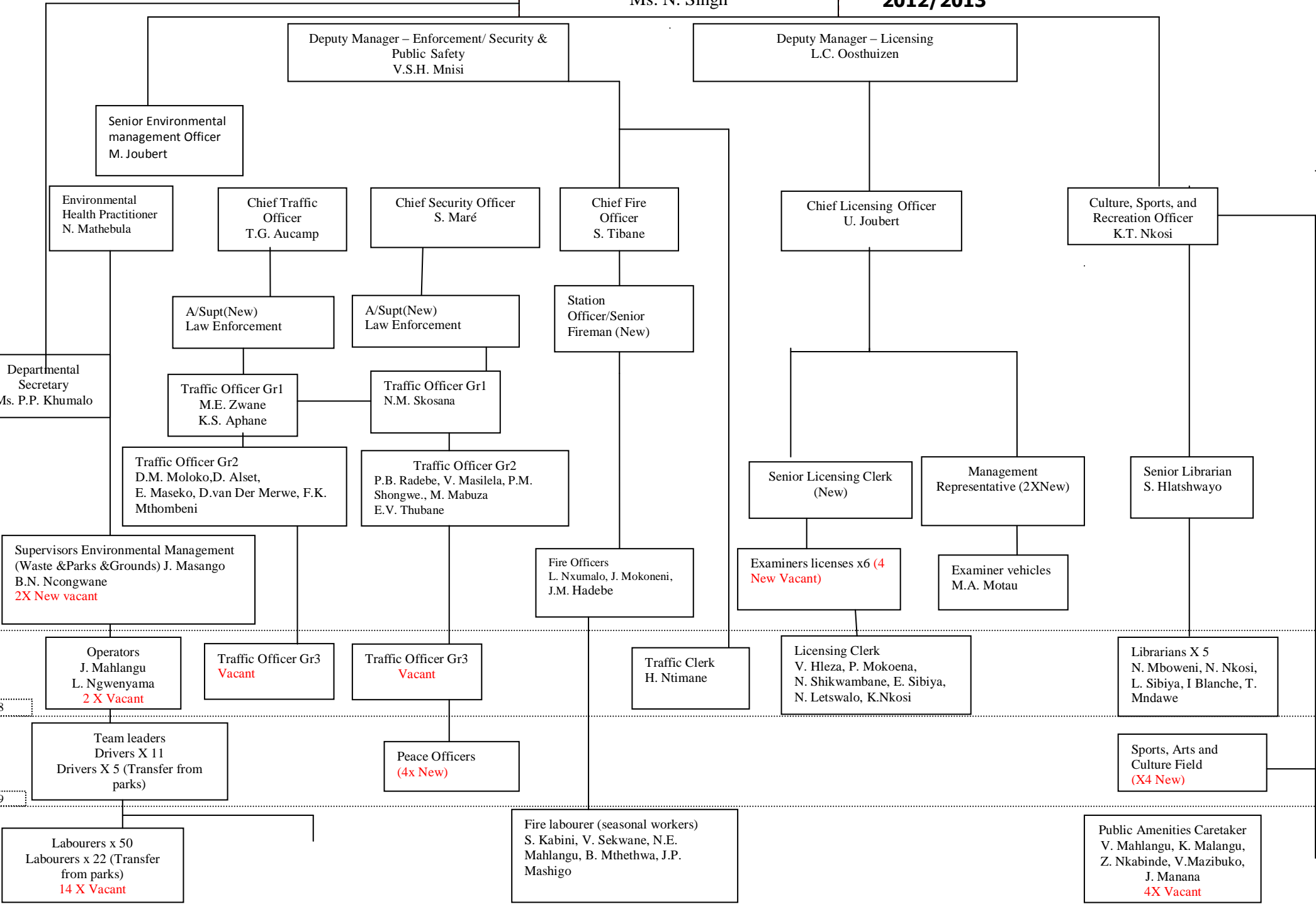


# Technical Services Department 2012/ 2013



Manager Community Services  
Ms. N. Singh

**Proposed Structure for Community Services  
2012/2013**



**BUDGET AND TREASURY OFFICE**

2012/ 2013

landfill site  
caretakers  
8 X New Vacant

Chief Financial Officer / Chartered Accountant  
1x vacant

Deputy Manager:  
Supply Chain Manager  
R. Makhubele

Deputy Manager:  
Financials and Budget  
C. Nell

Deputy Manager:  
Expenditure  
T. Minnaar

Deputy Manager:  
Income  
K. Ramosibi

Senior Accountant:  
SCM  
1 X Vacant

Senior Accountant  
Assets  
1 x Vacant

Senior Accountant  
: Acc Standards:  
Financial Statement  
1 x Vacant

Senior Accountant  
Book-keeping  
D. van Niekerk

Senior Accountant:  
Budget Control  
1X Vacant

Senior Accountant  
Salaries  
D. De Wet

Senior Accountant:  
Creditors  
1 x Vacant

Senior Accountant: Rates  
and Valuation  
V. Mdluli

Senior Accountant:  
Billing &  
Collection  
J. Mzimba

Senior Accountant:  
Income  
1x Vacant

Electricians  
G. Mthimunye  
T. Nyalungu:

Snr Clerk  
Acquisition  
S.M.  
Mahlangu

Snr Clerk Risk  
and Asset  
Management  
H. Nkosi

Snr Clerk Fleet  
Management  
P. Maroga

Senior Clerk  
Book-keeping  
S. Joubert

Senior Clerk  
Budget Control  
C. Mahlangu

Senior Clerk:  
Creditors  
E.L. Masuku

Snr Clerks:  
P.E. Fakude, S.M. Zimu  
Z.E. Malaza, B.J. Mashifane  
M. Grobelaar, N.C. Madonsela

Senior Clerk:  
Credit Control  
B. Ntuli

Financial Interns  
M. Mashilo  
E. Mbele  
A. Shabangu  
A. Mnguni  
M. Thukwana

Stores Clerk  
K. Magakwe  
T. Bhembe

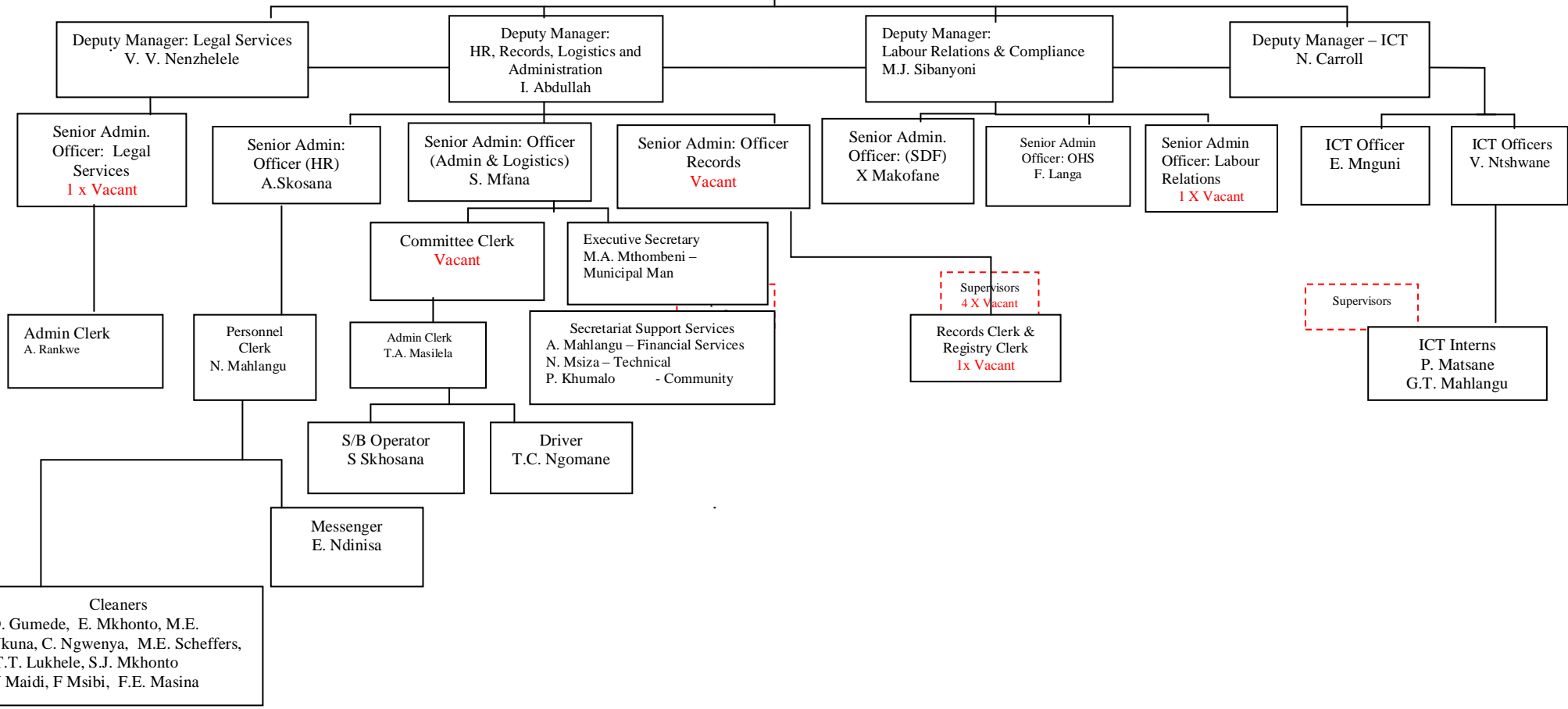
Cashiers  
L. Nkosi, J. Mhlakwana  
O.S. Mahlangu, M. Ntshwane  
M.P. Masina, A. Mnguni  
V.A. Mndawe

Credit Control  
N. Mnyandu  
P. Zwane  
V. Zwane  
M. Mtsweni

Meter Reader  
J. Mantsengwane  
D. Maseko, D. Lushaba  
E. Nkosi, M.F. Mahlangu  
T. Maseko, M.B. Mahlangu

**CORPORATE SERVICES DEPARTMENT  
2012/ 2013**

Manager Corporate Services  
Mrs T.J. Shoba



Supervisors  
8

Supervisors

## **HUMAN RESOURCE STRATEGY**

Human Resource Strategy is currently not in place; assistance from COGTA was solicited in drafting the document to be credible by 30 June 2014. The following policies were adopted by the Council: Human Resource Development Policy; Recruitment and Selection Policy and Skills Retention Policy which are collectively used as a Human Resource Strategy. Among the three there are fifteen more policies which supplement the latter to enhance the HR Strategy which were as well adopted by the Council. Basically the municipality also comply with the Acts 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 towards providing excellent service delivery. Issues of employees' 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 24 Human Resource Policies that were approved by the Council as drafts and as final policy documents, 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. Skills Retention Policy was adopted by the Council on the 24th of January 2011 as per resolution number: 19/11/2011. 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 addresses 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. Low 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 sill the percentage remains fulfilling.

## Projects

<b>Programme : Organizational Design</b>									
<b>Project ID</b>	<b>Project Name</b>	<b>Project Location/ Ward</b>	<b>Project Beneficiaries</b>	<b>Project Objective</b>	<b>Key Performance Indicator</b>	<b>Period</b>	<b>Budget Allocation (Annual) R</b>	<b>Source of funding</b>	<b>Implementing Agency</b>
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 2014	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 04<sup>th</sup> 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 (2009-2013)

		Demo graphs	28/02/2009	30/06/2010	23/02/2011	29/02/2012	/2013
<b>African</b>	<b>Male</b>	43.61%	71.96%	69.09%	66.63%	68.54%	
	<b>Female</b>	45.39%	22.43%	24.78%	30.32%	25.53%	
<b>Coloureds</b>	<b>Male</b>	0.64%	0.62%	0.58%	0.54%	0.53%	
	<b>Female</b>	0.66%	0%	0%	0%	0%	
<b>Asians</b>	<b>Male</b>	0.09%	0%	0%	0%	%	
	<b>Female</b>	0.10%	0.31%	0.29%	0.27%	0.26%	
<b>Whites</b>	<b>Male</b>	4.66%	2.18%	2.6%	2.45%	2,68%	
	<b>Female</b>	4.85%	2.50%	2.6%	2.73%	2.41%	
<b>Total</b>	<b>Male</b>	49%	74.76%	72.27%	69.62%	71.75%	
	<b>Female</b>	51%	25.24%	27.67%	33.32%	28.2%	

The employment target according to gender the municipality seek to achieve is 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. The backlog is with the employment of people who live with disabilities. According to the 2012/2013 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 though the anticipated endeavour shall yield positive results in a long term.

#### Objectives

- To submit the Employment Equity Report for 2013/2014
- To submit the Employment Equity Plan for 2014/2015

#### 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.
- Compile and submit the Employment Equity Plan 2014/2015
- Compile and submit the Employment Equity Report for 2013/2014.



## 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.	Percentage of female employment increasing from 25% to 30 %.  Audit report of people living with disabilities.	30 December 2013	Salaries' budget	INTERNAL	<b>ELM</b>
CAE02	Submit an Employment Equity Plan and Report that is credible to the Department of Labour . Implement the plan as per the EEP .	<b>All Units</b>	ELM	To ensure that the Employment Equity Plan and the implementation report are submitted on time to Department of Labour before 30 October 2012	Compilation, Submission of Employment Equity Plan and Employment Equity Report, and implementation of Employment Equity Plan.	28 September 2012	No budget needed	-	<b>ELM</b>

### 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.

##### **Objective**

- To develop the Workplace Skills Plan (WSP) for 2013/2014 financial year

##### **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.
- Compile the WSP report for 2013/2014 and the Plan for 2014/2015
- 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	<b>ELM</b>	To comply with the standard procedures of the LGSETA	Submitted WSP and implementation report	30 June 2012	None	-	<b>ELM</b>
CAS02	Implementation of the WSP as per the Implementation Plan	All Units	<b>ELM</b>	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

## **5.5.1.2 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)**

- To have a reliable network with minimal interruptions
- Improving the communication with the community
- 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**

- To have a supply of consumable spares in stock, so as to have a clean & efficient turnaround time
- Upgrading of IT equipments at all offices except HQ
- Increase the data flow of the network
- Purchase and install new software when needed
- 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)

### **Impact/Outcome**

- Reduction in lost time by the user in doing their work
- New equipment being able to cope with new technology and software
- Faster data capturing and improved voice quality on VoIP (Voice over Internet Protocol)
- Updated municipal geographical information available
- Ease of access to public information via web, email and sms.

## Projects

Programme:									
Project ID	Project Name	Project Location/ward	Project Beneficiaries	Project Objectives	Key Performance Indicator	Period	Budget Allocation (Annual) R	Source of Funding	Implementing Agency
MMT01	Repairs and maintenance	All	All	To have a reliable network with minimal interruptions	Number of faults minimized. Monthly reports from Technicians	2013/2014	R 250 000.00	ELM	ELM
MMT03	Hardware purchase	All	All	Upgrading of IT equipment  To replace "end of life" equipment with new stock	Number of IT equipment in place	2013/2014	R 200 000.00	ELM	ELM
MMT05	Internet and telecommunication upgrade	All	All	To have a reliable network with minimal interruption	Internet connectivity	2013/2014	R25 000.00	ELM	ELM
MMT06	GIS	All	All	To improve the information available to the municipality	Gathering of information and data capturing	2013/2014	R20 000.00	ELM	ELM
MMT07	SMS and website	All	All	To improve the communication to the public	Access of information	2013/2014	R0.00	ELM	ELM

### RESPONSIBLE DEPARTMENT

Office of the Municipal Manager

#### 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 to improve the overall performance of the institution. Therefore the Performance Management System Framework was adopted by the Council in 2004 to give guidance as to how the personnel and the organisation can be appraised on performance. The Performance Management System Framework was reviewed in 2006 but still is not separated into Personal / Individual Performance Management System Framework and Organisational Management System Performance.

The Municipal Manager and Managers directly accountable to the Municipal Manager entered into performance agreements with the Municipality as required in terms of the Local Government: Municipal Systems Act, Act No. 32 of 2000. Though the section 56 managers do sign performance contract that is aligned to their Service Delivery Budget Implementation Plan formal appraisals had not been done in the past two financial years but performance is being assessed through monthly, quarterly and annual performance reports.

The workshop of Councillors and Senior Managers on Performance Management System is still to be organised because of the deployment of the new Council in this local municipality. 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 of the organ grams . This initiative will call for the establishment of the Performance Audit Unit and the employment of the qualified personnel to perform the duties accordingly.

Currently the Internal Audit Unit is assisting with auditing of the quarterly performance of the departments and the risks incurred on each department. The intervention of the risk in a form of implementation of risk treatment plans assist in the enhancement of performance as well.

##### **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.
- Conduct an audit monthly performance reviews
- Continuous feedback to be given to individual Managers on their performance.
- Submission of monthly, quarterly, and half yearly reports of the SDBIP.
- Recommend remedial actions for sub standard performance
- Evaluate the impact of performance of individual managers visa versa the municipal performance and compensate good performance

## 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	<b>ELM</b>	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	<b>ELM</b>	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"> <li>• ELM</li> <li>• Council Committees</li> <li>• Risk Committee</li> <li>• Internal Audit Unit</li> </ul>
CAP03	Conduct an intensive training for Councillors and Officials on the adopted Performance Management System and Improve the System and its Implementation	All Wards All Departments	<b>ELM</b>	To ensure that Officials and Councillors understands the requirements of the Performance Management System in accordance with the provisions of the Act.	Performance management system implemented for the entire organization.  A performance driven organisation	July 2012	R1000.00	Internal		ELM Office of the Municipal Manager
CAP04	Monthly assessment meetings			To promote an effective and efficient implementation	Monthly, quarterly, half yearly and annual	Monthly	R1000.00	Internal		<b>ELM</b>
CAP05	Receiving of					Quarterly	R1000.00	Internal		<b>ELM</b>

	quarterly reports			of the Performance Management System.	performance assessments performed  Personal Development plans that are linked to strategic objectives of the municipality				
CAP06	Review of the performance management system to consider new legislation				Submit reports in accordance with the requirements of the Act.	January 2014	R1000.00	Internal	<b>ELM</b>

**RESPONSIBLE DEPARTMENT**

Office of the Municipal Manager



## **5.5. GOOD GOVERNANCE**

### **5.5.1. ISSUE 24: CORPORATE GOVERNANCE**

#### **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. Governance is the combination of structures and processes that are implemented by Council to inform, direct, manage and monitor the activities of the organisation to accomplish its objectives. The municipality must develop governance processes which among others will assist in promoting ethical values within the organisation, coordinating activities and communicating information among the Council, External, Internal Auditors and management and communicating risk and control information to relevant areas. Good governance has the following major characteristics participatory, consensus, oriented, accountable, responsive, effective and efficient, equitable and inclusive and follows the rule of law. The municipality has identified some of the challenges in terms of good governance as per the following characteristics:

#### **RULE OF LAWS**

- Lack of compliance with policies, laws and regulations.

#### **PARTICIPATORY**

- No proper and clear communication lines to report fraud and corruption.

#### **EFFECTIVENESS AND EFFICIENCY**

- Lack of monitoring of the implementation of fraud prevention plan, policy and response plan.
- Lack of monitoring system on the implementation of anti – corruption strategy which assist in improving the application of systems ,policies, procedures and rules

#### **ACCOUNTABILITY**

- Lack of co-operation from relevant stakeholders in risk assessment exercises which results in important risk being omitted.
- Narrow of identification of risk.

The municipality has managed to maintain an unqualified audit outcome for the past five year since 2005/06 financial year until 2010/11 financial year. In the 2011/12 financial year the municipality has regress to a qualified audit opinion. 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.

#### **Council**

The Council of Emakhazeni Local Municipality was sworn in on the first meeting of Council held on the 01 June 2011. The Council comprises of 15 Councillors, five (5) of which are full time Councillors. Council meetings are chaired by the Speaker of Council. The Council sits once in two months.

#### **Mayoral Committee**

The Mayoral Committee is comprised of four Councillors (The Executive Mayor and the three Members of the Mayoral Committee) and all Senior Managers. The Mayoral Committee is chaired by the Executive Mayor and sits at least once a month.

## **Section 80 Committees**

Council established three Section 80 Committees, namely, the Corporate Services Section 80 Committee, Finance and Economic Affairs Section 80 and Technical and Community Services Section 80 Committee. The three Committees are chaired by the Members of the Mayoral Committee and sit on a monthly basis to deal with the reports and consider items submitted by Administration and Councillors for further recommendations to the Mayoral Committee.

## **Section 79 Committee Meetings**

Section 79 Committees are Committees of Council established to monitor and play oversight role on the implementation of Council's resolutions. The Section 79 Committee meet once in two months to play such oversight. These Committees are chaired by non executive Committee members. The Technical and Community Section 79 Committee is comprised of 6 Councillors and two Senior Managers (Manager Technical Services and Manager Community Services).

The Corporate Services Section 79 Committee comprises of Councillors and one Senior Manager, (Manager Corporate Services) and the Finance and Economic Affairs Section 79 comprises of Councillors and two Senior Managers (Municipal Manager and the Chief Financial Officer)

## **Municipal Public Accounts Committee**

Furthermore, Council has established a MPAC on the 28 July 2011. This Committee sits at least once a quarter to play oversight on quarterly reporting, annual reporting and budget performance. The MPAC has three members of Council.

## **Management Committee**

The Management committee is comprised of five Senior Managers and three Unit Managers. Manco sits twice a month. The Management Committee is chaired by the Municipal Manager.

## **Fraud and Corruption Policy**

Public Sector Anti-Corruption strategy dated January 2002 has been established to promote Good Governance and Accountability. The Department of Provincial and Local Government also established the Local Government Anti-Corruption strategy to assist the Local Government. The Local Government Anti-Corruption strategy is modelled around the Public Service Anti- Corruption Strategy. The development of the fraud and corruption policy, prevention plan and response plan is the result of the above strategies.

The Fraud and Corruption Plan will assist the municipality in identifying the risk of fraud and corruption that the municipality is facing. Although it does not attempt to provide a complete approach to risk management but it forms part of the integrated approach to risk management framework of Emakhazeni Local Municipality. The plan is designed to protect public money and property and also to protect the integrity, security and reputation of our municipality and maintain a high level of service to the community.

ELM has Supply Chain Management Committees, functional Internal audit unit, audit committees in place and work transparently with all stakeholders in the in all municipal processes.

## **Internal Auditing and Risk Management**

The internal audit function plays an important role in supporting the Municipal's operations. It provides reasonable assurance on all the important aspects of internal controls, risk management and governance processes.

The Standard for the Professional Practice of Internal Auditing number 2100 stipulates that the role of the internal audit function is to add value, evaluate and improve the organization's risk management, control

and governance processes. The internal audit function must also provide reasonable assurance that the systems of internal controls are adequate and effective to manage the risk at a level that is acceptable to management.

Internal control is defined broadly and encompasses those elements of an organization (including its resources, systems, processes, culture, structure and tasks) that taken together support the achievement of the organizational objectives.

The scope of the internal audit function is broad and includes those systems of internal controls that are in place to achieve the following objectives:

- Compliance with legislation, regulations ,policies and procedures
- Economy and efficiency of operations
- Safeguarding of assets
- Reliability and integrity of financial and operational information

The role of the Internal Audit Activity in relation to risk management is to determine whether risk management processes are effective or ineffective. In order for the internal audit activity to add value as per the performance Standard 2120 issued by the Institute of Internal Auditors, Internal Auditors must assess that:

- Organizational objectives support and align with the organization's mission
- Significant risk are identified and assessed
- Appropriate risk response are selected that align risks with the organization's risk appetite and;
- Relevant risk information is captured and communicated in a timely manner across the organization, enabling staff, management , and the Board to carry out their responsibilities

### **Audit Committee**

The audit committee is an independent advisory body which must advise the municipal council, the political office- bearers, the accounting officer and the management staff of the municipality, on matters relating to

- Internal financial control and internal audits
- Risk Management
- Accounting policies
- The adequacy, reliability, and accuracy of financial reporting and information
- Performance management
- Effective governments
- Compliance with the MFMA,DORA and other applicable legislation
- Performance and evaluation
- Any other issues referred to it by the municipality or municipal entity

It must be noted that Emakhazeni Local Municipality is utilising the shared audit committee which has been established in terms of Section 166() of the Municipal Finance Management Act and is administered at the district level. The municipality submit to the committee on quarterly basis.

### **Supply Chain Management**

According to MFMA Section 111, each municipality and each municipal entity must have a Supply Chain Management Policy which gives effect to the provisions of this Act, It further says under section 112, the policy of a municipality or municipal entity must be fair, equitable and transparent, competitive, cost effective and comply with the prescribed regulatory framework for Municipal Supply Chain Management.

Emakhazeni Local Municipality adopted a policy on Supply Chain Management in 2005 and further established the following committees that are currently in place and functional:

- Bid Evaluations Committee
- Bid Adjudication Committee

It must be noted the specification committee is not a standing committee but sits as an when there are specific projects to be done and it comprises of different people who are drawn from the affected departments from time to time

### **Objectives**

- To add value to the operations of the municipality in relation to internal control, risk management and governance processes
- To promote good governance

### **Strategy**

- To assist in arranging risk assessment exercises
- To continuously perform audits as per the approved audit plan
- To submit reports for consideration once per quarter to Audit Committee
- To ensure that the Audit Committee report that advises the Accounting Officer and the Political Office bearers as per Sec 166 of the Municipal Finance Management Act are submitted to Council

## Projects

Programme: Corporate Governance									
Project ID	Project Name	Project Location/ ward	Project Beneficiaries	Project Objective	Key Performance Indicator	Period	Budget Allocation (Annual) R	Source of Funding	Implementing Agency
MMA03	Development of the three year strategic rolling plan and internal audit risk based annual plan	All wards	All wards	To add value to the operations of the municipality in relation to internal control, risk management and governance processes	Approved internal audit plan	2013/2014	Internal audit unit's salaries budget	Internal	ELM Internal audit unit
MM04	Implementation of the internal audit plan	All wards	All wards	To add value to the operations of the municipality in relation to internal control, risk management and governance processes	Internal audit report	2013/2014	Internal audit unit's salaries budget	Internal	ELM Internal audit unit
MMA05	Audit committee	ELM	ELM	To promotes good governance	Audit committee report	2013/2014	Nkangala District Municipality and ELM	Nkangala District Municipality and ELM	ELM Internal audit unit

### RESPONSIBLE DEPARTMENT

Office of the Municipal Manager

### Problem Statement

The cornerstone of community participation in governance is effective well-resourced and efficiently managed Ward Committees and Community Development Workers. The ruling party continues to ensure that Ward Councillors hold at least six ward committee and mandatory public meetings per annum.

The municipality engages in these processes;

- To promote values of good governance and human rights
  - Acknowledge a fundamental right of all people to participate in the governance system
  - To narrow the social distance between the community and the municipality
  - Recognize the intrinsic value of all of our people, investing in their ability to contribute to governance processes,
  - Strengthen ward committees and the community involvement in the municipal affairs
  - Reinforce elected officials linkage with communities through izimbizo, road shows and lekgotlas. 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 decision making processes, i.e. ward committees, organisational arrangement of the IDP; performance review, Budget 2) Special attention will be given to the involvement of youth, women and people with disabilities in the development process; and 3) Organisation of 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

- Involve community and community structures in matters of local government
- Develop appropriate mechanisms, processes and procedures to encourage the involvement of community in matters of Local Government;
- Ensure that the ID/stakeholders Forum is function properly and that community members are informed
- 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.

- Invite members of the public to council sitting , 7 days before the sitting
- Hold IDP and Budget consultative meetings
- Hold ward committee meetings monthly
- Develop Public participation policy
- Convene ward committee summit
- To hold ID/stakeholders forum on a monthly basis

## **Outcome/impact**

- Improved communication systems
- Community participation in matters of local government
- Improved public participation and communication in matters of local government
- Capacitated and knowledgeable ward committees
- Informed and capacitated stakeholders and community members

## Projects

Programme: Public Participation									
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	Invite members of the community to sectoral council sittings	All ward	Sector organisations	Develop appropriate mechanism , processes and procedure to encourage the involvement of community in matters of local government	Number of sectoral meetings held	2013/2014	R 250 000	E.L.M	E.L.M
MMC02	Invite members of ward committees to council sittings	Municipality	Community members	Develop appropriate mechanism , processes and procedure to encourage the involvement of community in matters of local government	Members of ward committees attend council sittings	2013/2014	R300,000	ELM	ELM
MMC03	Invite members of the ward committee to 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 members attending the ward committee meetings	2013/2014	R 250 000	E.L.M AND MIG	E.L.M
MMC04	Invite members of the public to the Outreach	All wards	Community and	Develop appropriate	Number of members	2013/2014		E.L.M AND	E.L.M AND N.D.M



	and izimbizo		stakeholders	mechanism and procedure to involve communities in matters of local government	of the public attending the outreach and izimbizo			N.D.M	
MMC05	Invite members of the public to road shows	All wards	Community and stake holders	Develop appropriate mechanism and procedure in matters of local government	Number of road shows held annually	2013/2014	R 250, 000	E.L.M AND Sector departments	E.L.M AND Sector
MMC06	Training of public participation team	Public participation unit	Protocol, Fieldworker, Driver and loud hailer	Develop appropriate ,processes and procedure to involve community in matters of local government	Improvem ent of mobilization strategy of the unit	2013/2014	R 80 000	E.L.M	E.L.M
MMC07	Training and inductions of ward committees	All wards	All ward committees	Develop appropriate processes and procedure to involve community in matters of local government	Number of trainings and inductions held	2013/2014	R45 000	E.L.M and COTA	E.L.M
MMC08	Delivering of notices and loud hailing	All ward	community	Develop appropriate processes and procedure in to involve community in matters of	Delivery register and trip authorization for loud hailing	2013/2014	R150 000	E.L.M	E.L.M

				local government					
MMC9	Convene Public Participation summit	Municipality	All ward committees	Develop appropriate mechanism and procedure to involve community In matters of local government	Capacitate d and knowledgeable ward committees	2013/2014	R250,000	E.L.M	E.L.M
MMC10	Attend the ID/stakeholders forum on a monthly basis	Municipality	Sector departments and the community	Develop appropriate mechanism and procedure to involve community In matters of local government	Informed and capacitate d stakeholders and community members	2013/2014	None	E.L.M	E.L.M
MMC11	Invite media houses to media breakfast sessions	Municipality	Media and community	Develop appropriate mechanism and procedure to involve community In matters of local government	Improved communication with the public and the media	2013/2014	R30,000	E.L.M	E.L.M
MMC12	Facilitate community workshops on key issues of local importance	All wards	Community	Develop appropriate mechanism and procedure to involve community In matters of local government	Members of the community are able to make informed decisions	2013/2014	None	E.L.M	E.L.M
MMC13	Facilitate the	Municipality	Community	Develop	Members	2013/2014	R600, 000	E.L.M	E.L.M

	establishment of a community radio station in the municipality		Social partners Sector partners	appropriate mechanism and procedure to involve community In matters of local government	of the community are daily informed of local issues and developments				
MMC 14	Attend weekly Service Delivery Meetings	All Units	Community	Develop appropriate mechanism and procedure to involve community In matters of local government	Efficient service delivery	2013/2014	None	E.L.M	E.L.M
MMC 15	To develop ward and household profiles	Municipality	Community	Develop appropriate mechanism and procedure to involve community In matters of local government	Informed service delivery	2013/2014	None Project to be done through CRDP	E.L.M	E.L.M
MMC16	Community Based Ward Plans – establish and manage a community based ward planning linking up with the IDP process, focus to poverty, empowerment, and community action, participatory planning working with Community Development Workers.	Municipality	Ward Committees	Develop appropriate mechanism and procedure to involve community In matters of local government	Improved service delivery and community self-sustainability	2013/2014	None	E.L.M	E.L.M

MMC17	Market, Brand and Promote the Municipality	Municipality	Electronic and print media	Develop appropriate mechanism and procedure to involve community In matters of local government	Public support of the Municipality increases	2013/2014	R	E.L.M	E.L.M
MMC 18	Community Based Services – promote the services provided by community, e.g. home based care, farmers’ advice, crèches, burial clubs etc.	All wards	Community sectors	Develop appropriate mechanism and procedure to involve community In matters of local government		2013/2014	R	E.L.M	E.L.M
MMC 19	Invite members of the community to council sittings	All wards	Ward Committees and members of the public	Develop appropriate mechanism and procedure to involve community In matters of local government	Members of ward committees attend council sittings	2013/2014	R	E.L.M	E.L.M
MMC 20	Promote community participation in Local Governance through the invitation and promotion of Sector Councils	All wards	Community sectors	Develop appropriate mechanism and procedure to involve community In matters of local government	Increased participation in council matters by the community sectors	2013/2014	R	E.L.M	E.L.M
MMC21	Provide for Bulk printer, sound and recording system, cameras for	Municipality	Public	Develop appropriate mechanism	Increased communication	2013/2014	R500,000	E.L.M	E.L.M

	recording and multimedia purposes			and procedure to involve community In matters of local government	systems				
MMC22	Provide for public participation truck fitted with sound and loud hailing system	Municipality	Public	Develop appropriate mechanism and procedure to involve community In matters of local government	Increase the number of people attending council affairs	2013/2014	R1200,000	ELM	E.L.M

**RESPONSIBLE DEPARTMENT**  
**Office of the Speaker**

## **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).

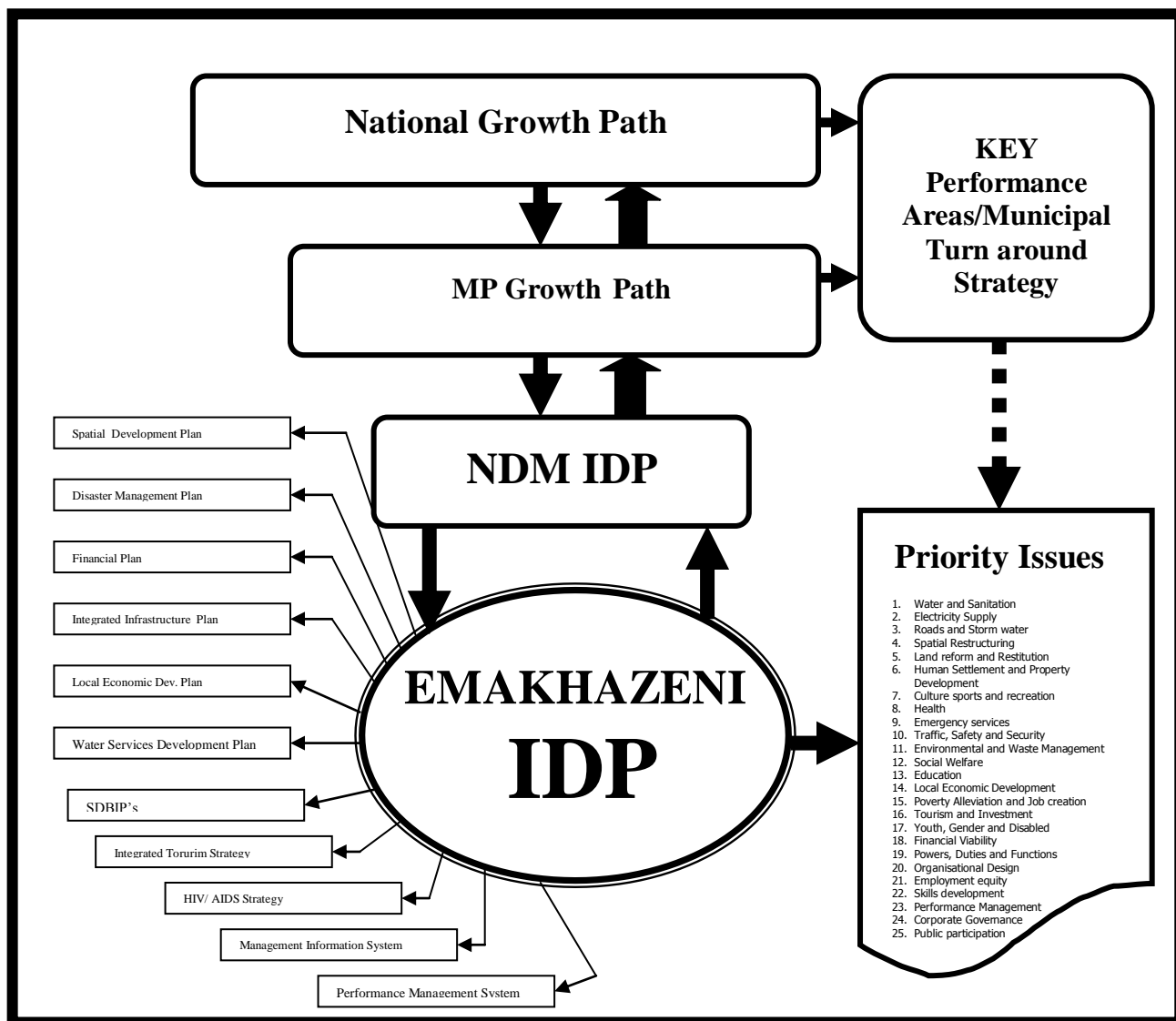
This chapter will accordingly tabulate and discuss the sector plans that have been compiled and adopted by the ELM. The discussion of the following sector plans will be aimed towards illustrating the understanding of the impact these plans will have on the strategic vision of the Municipality.

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
- Water Safety Plans
- Housing Chapter
- Electricity Master Plan
- Roads and Storm Water 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 28: 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 vice-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 Emakhaseni (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 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-Econ 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*

<b>Thrust 1: Tourism Development, Support and Integration</b>	
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
<b>Thrust 2: SMME Development and Support</b>	
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
<b>Thrust 3: Agriculture Beneficiation, Expansion and Integration</b>	
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
<b>Thrust 4: Education and Specialized Training Hub</b>	
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
<b>Thrust 5: Big Business</b>	
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 SEMF 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
<b>SUMMARY</b>	<b>24,939,000.00</b>	<b>328,400,000.00</b>	<b>441,471,184.76</b>	<b>-88,132,184.76</b>

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:

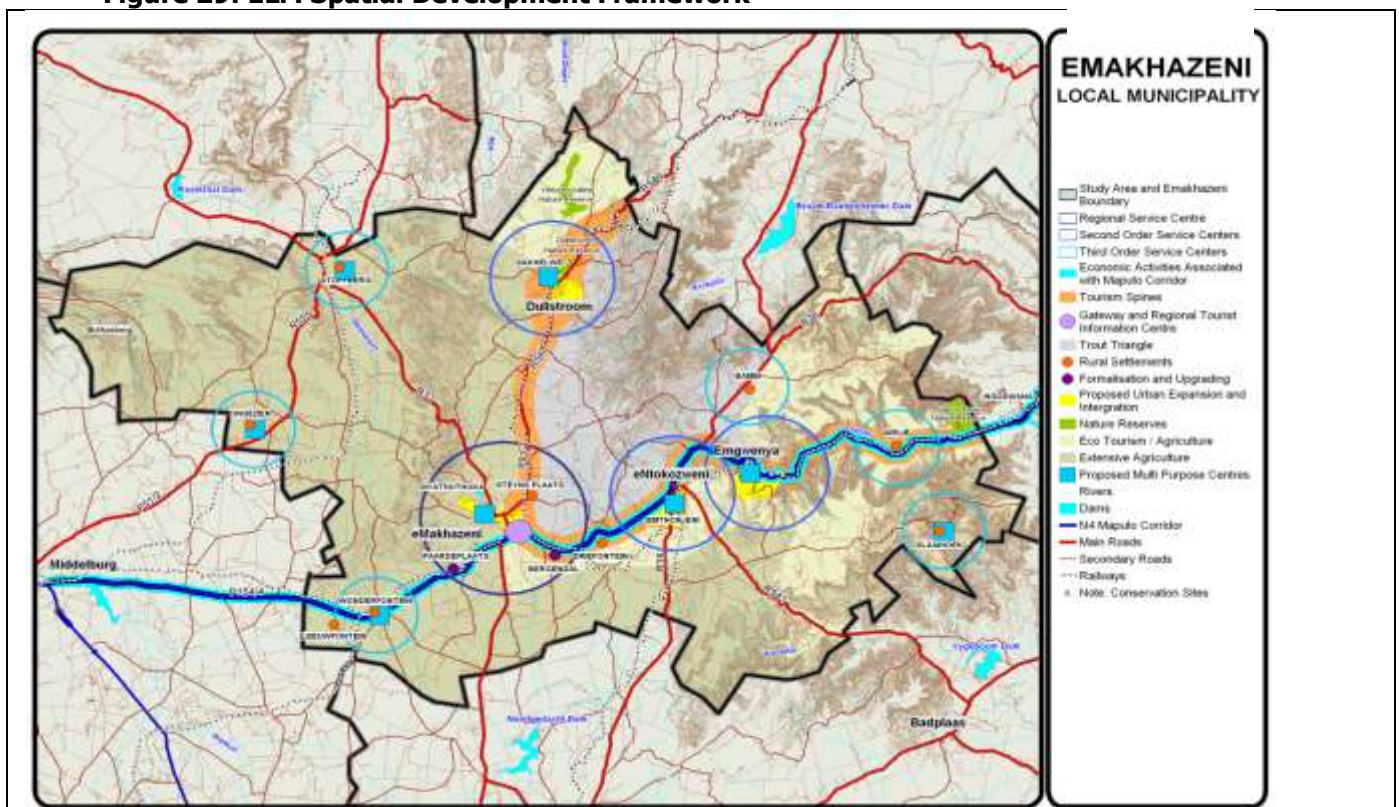
- Capitalise on the strategic location and linkages at regional and provincial context;
- Establish a hierarchy of service centres to ensure access to economic activities and community facilities throughout the area;
- Promote a strong transport network and internal linkages;
- Protect open spaces and 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 29** 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.

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 29: 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.
- **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 80 Committee Reviews**

- Section 80 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.

### **Section 79 Committee Reviews**

- Section 79 Committees are Committees of Council established to monitor and play oversight role on the implementation of Council's resolutions. The Section 79 Committee meet once in two months to play such oversight. These Committees are chaired by non executive Committee members. The Technical and Community Section 79 Committee is comprised of 6 Councillors and two Senior Managers (Manager Technical Services and Manager Community Services).
- The Corporate Services Section 79 Committee comprises of Councillors and one Senior Manager, (Manager Corporate Services) and the Finance and Economic Affairs Section 79 comprises of Councillors and two Senior Managers (Municipal Manager and the Chief Financial Officer)

### **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**

In summary, although the municipality is regarded as a low capacity, it is still trying its utmost best to comply with section 152 (1) of the constitution of the republic, given its limited resources. So this first IDP review of the period 2011-2016 gives an in-depth account of the massive work done and that which lies ahead for the Emakhazeni Local Municipality. This IDP review furthermore provides a framework within which all current and future development of the municipality must be done.