

EMALAHLENI LOCAL MUNICIPALITY



2014/15 INTEGRATED DEVELOPMENT PLAN

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PERSPECTIVE FROM THE EXECUTIVE MAYOR

The IDP is the only strategic document that has been widely consulted with our communities and social partners, as a result it constitutes the primary social contract with our communities for the next term of council. It is through this strategic planning process that together with our communities we will be able to focus our spending on key critical areas that need intervention. During this term the municipality will focus on developing a long term Growth and Development Strategy that spans over a period of ten to twenty years, to allow the municipality to have a long-term development vision of growing its economy and addressing the spatial disparities that continue to haunt our people and of eradicating poverty.

Key to the Long-term Growth and Development Strategy will be to focus our resources on addressing the infrastructure challenges that continue to befall us, so as to enable us to accommodate the ever-growing demands of our city. Difficult choices need to be made, our municipal infrastructures are in dire need of maintenance and upgrades and thus have to focus our efforts in maintaining the infrastructure that we have and make sure that we extend the level of services to the previously disadvantaged areas. Our Integrated Development Plan (IDP) will in the next two years focus on strengthening its institutional capacity to deliver on basic service, developing and implementing a maintenance plan for our current infrastructure and extend new infrastructure in all priority areas.

Finally, I am pleading for all our social partners support in this journey, as we seek to turn around the municipality to be a world-class institution of excellence. I strongly believe that working together; we can grow the economy of this city and create the much-needed jobs for our people. I would therefore like to request your comments on how best we can build a better society. The difference between where we are (current status) and where we want to be (vision and goals) is what we do all of us working together (target objectives and action plans).

Cllr S.F. Sithole
EXECUTIVE MAYOR

PERSPECTIVE OF THE SPEAKER

In understanding our constitutional and legal framework, the Council of Emalahleni Local Municipality commits to the processes of public engagements during the compilation of the IDP Document. The Executive Mayor has been delegated the functions of developing and implementing the IDP. Council will in these processes exercise its oversight role, ensuring that all the programmes that have been developed and agreed upon with our communities in the IDP will be implemented accordingly.

Council will not shy away from its responsibilities as all of us have been entrusted with changing the lives our people to be better. We have restructured the committee system of council with an aim of strengthening our ability to perform our monitoring of the executive. The committee system will also allow our communities to participate in the monitoring of the performance of our municipality through the petition and public participation committee. I would like to plead with all the parties represented and those that are not represented in council to work together so that we can make our city the place that we would like our grandchildren to live in. Let us strive together in service delivery and development.

Council promises to conduct its business in a more open and transparent manner that will ensure confidence from the citizens and would like to request every member of our community to make suggestions on how best they can contribute in building our municipality.

Cllr A.D. Mkhwanazi
SPEAKER

PERSPECTIVE FROM THE MUNICIPAL MANAGER

The Municipality has undertaken extensive consultative sessions soliciting the views of the communities and stakeholder's needs that the Integrated Development Plan is a true reflection of Emalahleni Community's brought challenges and priorities. This is a strategic development plan which will inform and guide developmental priorities and needs for the next five year term of Council. The Municipal Council will be guided by the Integrated Development Plan in its endeavors to meet strategic objectives identified by the strategic plan. A comprehensive 5 year plan, will be develop from the strategic development plan to ensure that we move in unison towards realizing the Council's Vision and ensuring that the wishes of the people of Emalahleni are not forgotten in the process.

The national challenge has been to ensure that the IDP become a reality and is compatible with National Development Plan. It is important that it does not become a wish list that is separate from the budget. Much attention has been given to ensuring that this IDP is streamlined and focuses on tangibles activities, that a proper implementation plan exists and that there is a proper monitoring and evaluation plan in place. In this plan we set a performance standard which will enable the communities to keep abreast of whether the municipality does indeed perform in accordance to the expected standards. The introduction of the amended IDP Evaluation Framework will also ensure that the IDP focuses on the Five Key Performance of Local Government. The Municipality reviewed Spatial Development Framework; priorities will manifest spatial according to needs and development requirements

We aim to have a progressive monitoring and reporting system whereby we would be able to see perpetual achievement of Municipal targets and where we are unable to meet certain targets be in a position to detect this early and undertake corrective measures. This Municipality has streamlined its focus areas to just five compared to the previous eighteen because of the realization that while the community's needs are numerous we cannot focus on everything at once due to the limited resources. We hope that by the end of the five year term we would have moved strides towards attaining that which has set out to do, not matter how little, we hope to excel in the few areas that we have targeted and then move on to others.

We are hopeful that all units and directorates within this organization, as well as our different communities will embrace this five-year plan as a guide to any activity undertaken in the municipality although resource availability will dictate the pace of implementation, all communities must be assured that their priority needs will be attended to

T. Van Vuuren
ADMINISTRATOR

LIST OF ABBREVIATIONS

AG	Auditor General
AIDS	Acquired Immune Deficiency Syndrome
ANC	African National Congress
AR&M	Administration and Resource Management
CBD	Central Business Development
CBO	Community Based Organisation
CDW	Community Development Workers
CHC	Community Health Centres
CIP	Comprehensive Integrated Infrastructure Plan
CRDP	Comprehensive Rural Development Programme
CoGTA	Department of Cooperative Governance and Traditional Affairs
DCF	District Communicators Forum
DCSR	Department of Culture Sport and Recreation
DDP	Department of Development Planning
DPS	Department of Public Safety
Dept.	Department
DoE	Department of Energy
EAP-	Employees Assistance Programme
EFT	Electronic Funds Transfer
EIA	Environmental Impact Assessment
ELM	Emalahleni Local Municipality
EXCO	Executive Committee
Ext.	Extension
FNB	First National Bank
GCIS	Government Communication Information System
GDP	Gross Domestic Product
GVA	Gross Value Add
HDI	Human Development Index
HIV	Human Immunodeficiency Virus
HMV	Heavy Motor Vehicles
HOD	Head of Department
IBS	Infrastructure & Basic Service Delivery
ICT	Information and Communication Technology
IDP	Integrated Development Plan
IGR	Intergovernmental Relations

ISO	International Organization for Standardization
ITC	Information Trust Centre
ITP	Integrated Transport Plan
KFA	Key Focus Area
KM	Kilometer
KPA	Key Performance Area
KPI	Key Performance Indicator
LAR	Land Audit Report
LED	Local Economic Development
LEDF	Local Economic Development Forum
LLF	Local Labour Forum
LG-SETA	Local Government Sector Education Training Authority
LUMS	Land Use Management System
MEC	Member of Executive Committee
MFMA	Municipal Finance Management Act
MIG	Municipal Infrastructure Grant
MM	Municipal Manager
MMC	Member of Mayoral Committee
MP	Mpumalanga
MPAC	Municipal Public Accounts Committee
MPRA	Municipal Poverty Rates Act
MSA	Municipal Systems Act
MTEF	Medium Term Expenditure Framework
NDP	National Development Plan vision 2030
NDM	Nkangala District Municipality
NDS	National Skills Development Strategy
NGO	Non-governmental Organisation
NMD	Normal Maximum Demand
NSDA	Negotiated Service Delivery Agreements
OHS	Occupational Health Safety
OHSA	Occupational Health and Safety Act
O&M	Operation and Maintenance
PCF	Provincial Communicators Forum
PMS	Performance Management System
PMU	Project Management Unit
RD	Road
RDP	Reconstruction and Development Plan
RMC	Risk Management Committee
SA	South Africa

SALGA	South African Local Government Association
SDBIP	Service Delivery and Budget Implementation Plan
SANCO	South Africa National Civic Organization
SAPS	South African Police Service
SCM	Supply Chain Management
SDF	Spatial Development Framework
SLA	Service Level Agreement
SMART	Specific - Measurable - Accurate - Realistic - Time-Based
SMME	Small Medium and Micro Enterprises
Str.	Street
SSP	Sector Skills Plan
SWOT	Strength, Weaknesses, Opportunities and Threats Analysis
TB	Tuberculosis
UNISA	University of South Africa
VIP	Ventilated Improved Pit Latrine
WSP	Work Place Skills
WWTW	Waste Water Treatment Works

1 INTRODUCTION

1.1 BACKGROUND

Since 1996, Integrated Development Planning (IDP) has become a tool for municipal planning and budgeting to enable municipalities to deliberate on developmental issues identified by communities. The introduction of IDP has not only affected municipal management, but also improved services in communities without access to basic infrastructure. The implementation of IDP as a subsequent phase of planning serves to unite the total efforts of the municipality behind a strategy to link the operational activities to successful execution of strategy. This would necessitate senior officials to assume responsibility; cohesion among councillors, officials and communities; integrating planning efforts; communicating with all stakeholders; aligning operational activities of the departments with the IDP as an overarching municipal plan; linking the IDP to budgetary processes; and prioritising projects and programmes. The IDP has a lifespan of 5 years that is linked directly to the term of office for local councillors. After every local government elections, the new council has to decide on the future of the IDP. The council can adopt the existing IDP or develop a new IDP that takes into consideration existing plans. And every year the IDP has to be reviewed to accommodate new priorities or to maintain existing ones.

Emalahleni Local Municipality as with all other municipalities in the country continues to be with the deep spatial challenges of the past where communities continue to live separately from each other, although strides have been made to bring the poor communities closer to the centres of economic activities, land availability continues to hamstrung the programme,

1.2 LEGAL FRAMEWORK

1.2.1 The Constitution

The Constitution of the Republic of South Africa of 1996 outlines the objectives and developmental duties of municipalities (S152 and S153). Section 155 further outlines categories of municipalities. As far as the developmental duties of municipalities are concerned, a municipality must structure and manage its administration, and budgeting and planning processes to give priority to the basic needs of the community, and to

promote the social and economic development of the community; and participate in national and provincial development programmes. The objects of local government are:

- To provide democratic and accountable government for local communities;
- to ensure the provision of services to communities in a sustainable manner;
- to promote social and economic development;
- to promote a safe and healthy environment; and
- to encourage the involvement of communities and community organizations in the matters of local government.

Emalahleni Local Municipalities derives its powers and function from schedule five and six of the constitution

- A municipality has Executive Authority in respect of, and has the right to Administer:
 - the local government matters listed in Part B of Schedule 4 and Part B of Schedule 5; and
 - Any other matter assigned to it by National or Provincial Legislation.
- A municipality may make and administer by-laws for the effective administration of the matters which it has the right to administer.
- Subject to section 151(4), a by-law that conflicts with National or Provincial legislation is invalid. If there is a conflict between a by-law and national or provincial legislation that is inoperative because of a conflict referred to in section 149, the by-law must be regarded as valid for as long as that legislation is inoperative.
- The National Government and Provincial Governments must assign to a Municipality, by agreement and subject to any conditions, the administration of a matter listed in Part A of Schedule 4 or Part A of Schedule 5 which necessarily relates to Local Government, if:
 - that matter would most effectively be administered locally; and
 - The municipality has the capacity to administer it.
- A Municipality has the right to exercise any power concerning a matter reasonably necessary for, or incidental to, the effective performance of its functions.

1.2.2 The Municipal Systems Act

The Emalahleni IDP was compiled in terms of the requirements of chapter 5 of the Municipal Systems Act (Act 32 of 2000).

Section 25 of the Municipal Systems Act (Act 32 of 2000) stipulates that-

“Each municipal council must, within a prescribed period after the start of its elected term, adopt a single, inclusive and strategic plan for the development of the municipality which,

- Links, integrates and co-ordinates plans and takes into account proposals for the development of the municipality;
- aligns the resources and capacity of the municipality with the implementation of the plan;
- forms the policy framework and general basis on which annual budgets must be based;
- complies with the provisions of this Chapter; and
- is compatible with national and provincial development plans and planning requirements binding on the municipality in terms of legislation.”

As far as the status of an integrated development plan is concerned Section 35 states that an integrated development plan adopted by the council of a municipality,

“(a) is the principal strategic planning instrument which guides and informs all planning and development, and all decisions with regard to planning, management and development, in the municipality;

(b) binds the municipality in the exercise of its executive authority, except to the extent of any inconsistency between a municipality’s integrated development plan and national or provincial legislation, in which case such legislation prevails; and

(c) Binds all other persons to the extent that those parts of the integrated development plan that impose duties or affect the rights of those persons have been passed as a by-law.”

Section 36 furthermore stipulates that-

“A municipality must give effect to its integrated development plan and conduct its affairs in a manner which is consistent with its integrated development plan.”

Furthermore, Chapter 6 of the Municipal Systems Act (2000) provides briefly that a municipality must

- Develop a performance management system (PMS);
- Promote a performance culture;
- Administer its affairs in an economical, effective, efficient and accountable manner;
- Set Key Performance Indicators (KPI's) as a yardstick for measuring performance;
- Set targets to monitor and review the performance of the municipality based on indicators linked to their IDP;
- Monitor and review performance at least once per year;
- Take steps to improve performance;
- Report on performance to relevant stakeholders;
- Publish an annual performance report on performance of the municipality forming part of its annual report as per the provisions of the Municipal Finance Management Act of 2003;
- Incorporate and report on a set of general (sometimes also referred to as national) indicators prescribed by the national Minister of Provincial and Local Government;
- Conduct an internal audit of all performance measures on a continuous basis;
- Have their annual performance report audited by the Auditor-General; and
- Involve the community in setting indicators and targets and in reviewing municipal performance.

Sections 55 to 58 of the Municipal Systems Act further outline the provisions on the employment and functions of the Municipal Manager and Managers directly accountable to the Municipal Manager.

1.2.3 The Municipal Planning and Performance Management Regulations of 2001

In summary the Regulations provide that a municipality's Performance Management System must:

- Entail a framework that describes and represents how the municipality's cycle and process of performance management, including measurement, review, reporting and improvement, will be conducted;
- Comply with the requirements of the Municipal Systems Act;
- Relate to the municipality's employee performance management processes and be linked to the municipality's IDP; and that:
- A municipality must:

Set key performance indicators (KPI's) including input, output and outcome indicators in consultation with communities;

- Annually review its Key Performance Indicators;
- Set performance targets for each financial year;
- Measure and report on the nine nationally prescribed KPI's;
- Report on performance to Council at least twice a year;
- As part of its internal audit process audit the results of performance measurement;
- Appoint a performance audit committee; and
- Provide secretarial support to the said audit committee.

1.2.4 The Municipal Finance Management Act, 56 of 2003 (MFMA)

The Municipal Finance Management Act also contains various important provisions relating to performance management. In terms of the Act all municipalities must:

- Annually adopt a service delivery and budget implementation plan with service delivery targets and performance indicators;
- When considering and approving the annual budget, set measurable performance targets for revenue from each source and for each vote in the budget;

- Empower the Executive Mayor or Executive Committee to approve the Service Delivery and Budget Implementation Plan and the Performance Agreements of the Municipal Managers and the Managers directly accountable to the Municipal Manager; and
- Compile an annual report, which must, amongst others things, include the municipality's performance report compiled in terms of the Municipal Systems Act.

A number of policies and strategies have been developed in eMalahleni Municipality in line with the prescriptions of legislation to ensure that all government activities are aimed at meeting the developmental needs expressed at local government level.

1.2.5 MUNICIPAL POWERS AND FUNCTIONS

Emalahleni Local Municipalities derives its powers and function from schedule five and six of the constitution

1. A municipality has executive authority in respect of, and has the right to administer:
 - a) the local government matters listed in Part B of Schedule 4 and Part B of Schedule 5; and
 - b) any other matter assigned to it by national or provincial legislation.
2. A municipality may make and administer by-laws for the effective administration of the matters which it has the right to administer.
3. Subject to section 151(4), a by-law that conflicts with national or provincial legislation is invalid. If there is a conflict between a by-law and national or provincial legislation that is inoperative because of a conflict referred to in section 149, the by-law must be regarded as valid for as long as that legislation is inoperative.
4. The national government and provincial governments must assign to a municipality, by agreement and subject to any conditions, the administration of a matter listed in Part A of Schedule 4 or Part A of Schedule 5 which necessarily relates to local government,

- If: a) that matter would most effectively be administered locally; and
- b) The municipality has the capacity to administer it.

1.3 MANDATE

Planning and development in the eMalahleni Local Municipality (ELM) occurs within the national and provincial policy framework, and provides for the implementation of the priorities as outlined in these documents. This section presents a long term development strategy for the Municipality and gives effect to the development strategies and priorities of both the National and Provincial Government while also responding directly to the development challenges and opportunities that characterises the eMalahleni Local Municipality.

1.4 NATIONAL DEVELOPMENT PLAN

The national development vision is outlined in various national policy documents, and consolidated in the National Development Plan (NDP). The national plan is presented in 15 chapters, addresses the major thematic areas in detail, and provides clear recommendations and clear implementation frameworks.

The plan focuses on the critical capabilities needed to transform the economy and society. Achieving these capabilities is not automatic, nor will they emerge if the country continues on its present trajectory. Rising levels of frustration and impatience suggest that time is of the essence: failure to act will threaten democratic gains. In particular, South Africa must find ways to urgently reduce alarming levels of youth unemployment and to provide young people with broader opportunities.

The National Development Plan requires the local government to play a meaningful and active role in ensuring the implementation of the vision 2030. The plan compels the local government to be service delivery oriented in ensuring that the following is achieved:

- A comprehensive management strategy including an investment programme for water resource development, bulk water supply and wastewater management for major centres by 2012, with reviews every five years.
- Create regional water and wastewater utilities, and expand mandates of the existing water boards (between 2012 and 2017).
- An additional 643 000 direct jobs and 326 000 indirect jobs in the agriculture, agro-processing and related sectors by 2030.
- Increased investment in new agricultural technologies, research and the development of adaptation strategies for the protection of rural livelihoods and expansion of commercial agriculture.
- Rural economies will be activated through improved infrastructure and service delivery, a review of land tenure, service to small and micro farmers, a review of mining industry commitments to social investment, and tourism investments
- Strong and efficient spatial planning system, well integrated across the spheres of government.
- Upgrade all informal settlements on suitable, well located land by 2030.
- More people living closer to their places of work and Better quality public transport.
- More jobs in or close to dense, urban townships
- Develop a strategy for densification of cities and resource allocation to promote better located housing and settlements.

In 2030 people living in South Africa feel safe and have no fear of crime. They feel safe at home, at school and at work, and they enjoy an active community life free of fear. Women can walk freely in the street and the children can play safely outside.

1.5 NATIONAL OUTCOMES

The IDP adopts an outcome based approach in line with the national government priorities and the associated 12 outcomes (refer to Box 2). Early in the National Cabinet adopted twelve outcome areas that collectively address the main strategic

Box 2: 12 National Outcomes

- an improved quality of basic education
- a long and healthy life for all South Africans
- all South Africans should be safe and feel safe
- decent employment through inclusive growth
- a skilled and capable workforce to support an inclusive growth path
- an efficient, competitive and responsive economic infrastructure network
- vibrant, equitable, sustainable rural communities with food security for all
- sustainable human settlements and an improved quality of household life
- a responsive, accountable, effective and efficient local government system
- environmental assets and natural resources that are well protected and enhanced
- a better Africa and a better world as a result of South Africa's contributions to global relations
- an efficient and development-oriented public service and an empowered, fair and inclusive citizenship.

priorities of government. The strategic objective of the outcome based approach is to improve service delivery across all spheres of government and to introduce a systematic planning, monitoring and evaluation process.

High level Negotiated Service Delivery Agreements (NSDA) based on these outcomes has been concluded between the President and national ministers. The Government outcome nine commits the Minister of Cooperative Governance and Traditional Affairs to develop a local government system which is efficient, effective, responsive and accountable. In line with Outcome 9 (refer to Box 3), EMalahleni Municipality IDP responds directly to issues facing the area and its communities, render local government services efficiently and effectively.

However, the municipality will also contribute directly and indirectly to the attainment of other outcomes, particularly those dealing with economic development, infrastructure development, rural development and environmental management. Therefore alignment with the relevant sector frameworks and programmes across the spheres of government is critical.

1.6 LOCAL GOVERNMENT OUTCOME 9

The national government has adopted an Outcomes Based Approach to development as a means to focus government initiatives and manage public expectations. Based on the Medium Term Expenditure Framework (MTEF), 12 outcomes have been identified (refer to Box 3). Outcome 9 deals with local government and affects eMalahleni Municipality directly. It moves from a premise that local government is a key part of the reconstruction and development effort in South Africa, and that aims of democratizing society and growing the economy inclusively can only be realized through a responsive, accountable, effective and efficient local government system that is part of a developmental state.

Box 3: Outputs for Outcome 9

1. Output 1: Implement a differentiated approach to municipal financing, planning and support
2. Output 2: Improving access to basic services
3. Output 3: Implementation of the Community Work Programme
4. Output 4: Actions supportive of the human settlement outcome
5. Output 5: Deepen democracy through a refined Ward Committee Model
6. Output 6: Administrative and financial capability
7. Output 7: Single window of coordination.

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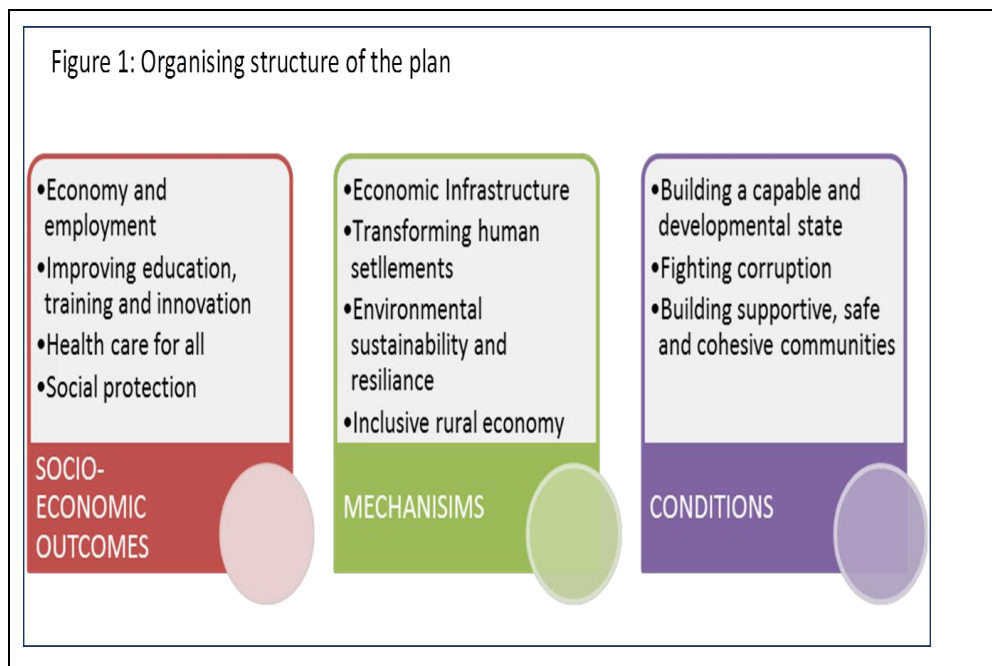
1.7 MPUMALANGA VISION 2030

1.7.1 Background

The Mpumalanga Vision 2030 is the direct implementation response to the National Development Plan (Vision 2030). It is the Province's approach to realising the objectives of the NDP in the provincial context. It builds on and informs past & existing sectorial and related planning interventions in Mpumalanga (MP). It further set high level provincial targets, facilitate decision making and prioritisation and Inform choices and trade-offs. Process for developing Mpumalanga V2030 drew on:

- 2009 Green Paper: National Strategic Planning (foundations for longer term planning in SA)
- Draft National Development Plan (November 2011)
- Mpumalanga District Consultations (Feb – March 2012)
- Vision 2030 (Our Future, Make it Work)
 - The objectives of the vision are:
 - Structured as an implementation plan
 - Framework for decision making and action at the macro policy level
 - Guide for all governance levels in the Province
 - Balance between detail and clear and constant strategies to shape action within and outside of government
 - Incorporates focused spatial representation of content and intention

- Approach to change that links capabilities to opportunities and employment
- Incorporates the establishment of focused & interlinked priorities
- Three inter – related impact areas corresponding to NDP call for focus on “a few strategic priorities”
- For socio economic outcomes to be achieved, key mechanisms must be in place to facilitate the achievement of objectives.
- Mechanisms must build on the strong foundations of a safe and cohesive society and an honest and capable public service.



The MP V2030 summarises the priority areas of the NDP to provide a framework for the localisation of V2030 and its translation into province specific actions as shown in the above figure

1.7.2 Change Drivers

Climate Change:

- Changing energy consumption patterns to manage environmental impact.
- Mpumalanga provides for energy needs of the country – consider the costs of rehabilitation and managing the consequences of pollution in the Province

Globalization and the Rise of the East:

- Province needs strategies relevant for new markets and changing global relationships

Global Poverty & Inequality:

- Stakeholder partnerships to reduce inequity and establish commitment to fairness in the distribution of resources
- Deepening access to economic opportunity and the wealth generated from the Province's use of its natural resources
- Ensuring local communities benefit from large scale economic projects such as mining

Technology & Interconnectivity:

- Develop technical capacities within terrain of competitive advantage i.e. Areas that are relevant to the economy of the Province e.g. Tourism, agriculture and mining.

Responding to Global & Regional Change Drivers:

- Develop linkages with Mozambique and work with Mozambique and Swaziland to expand north into the east coast of Africa, thereby developing province and towns as primary trade points for some parts of the continent.

Another layer to the implementation frame work includes the following:

- Population and Development Context
- Infrastructure and Services
- The Economy of the Province
- Employment, Labour and Skills
- Health, Education and Community Safety
- Environment and Natural Resources

1.8 STATE OF THE NATIONAL AND PROVINCE ADDRESS

Several issues were listed as key commitments for 2014/15 in the State of the Nation and Province Address and Emalahleni Municipality considered the commitments in the process of the review of the IDP.

1.9 GOVERNMENT 5 KPAS

Department of Cooperative Governance and Traditional Affairs (CoGTA) assess the progress made by municipalities against five Key Performance Areas (KPAs). The five KPAs that form the basis of the assessments are:

- Municipal Transformation and Organisational Development;
- Basic Service Delivery;
- Local Economic Development (LED);
- Municipal Financial Viability and Management; and
- Good Governance and Public Participation.

Based on the 5 National KPAs, eMalahleni developed their sub-KPAs and KFAs that are aligned to the Cogta KPAs.

1.10 EMALAHLENI LOCAL MUNICIPALITY KEY PERFORMANCE AREAS (KPAs), KEY FOCUS AREAS (KFAs) AND THE STRATEGIC OBJECTIVES

Taking cognisance of the political, National, Provincial and District policies and plans, the following sub KPAs were identifies for Emalahleni Local Municipality and adopted by Council:

SUB-KPA	KFA	STRATEGIC OBJECTIVE
SUB-KPA 1: Governance and Public Participation	KFA 1: Governance Structures	To promote proper governance and public participation.
	KFA 2: Stakeholder participation	
	KFA 3: Inter-governmental Relations (IGR)	
	KFA 4: Communications (internal and external)	
SUB-KPA 2: Physical Infrastructure and Energy Efficient	KFA 5: Electricity infrastructure and energy efficiency	To ensure efficient infrastructure and energy supply that will contribute to the improvement of quality of life for all citizens within eMalahleni
	KFA 6: Transport, roads and storm water infrastructure	
	KFA 7: Water and sanitation	

	infrastructure KFA8: Waste infrastructure KFA 9: Municipal and Public facilities KFA 10: Parks and open spaces KFA 11: Equipment and fleet	
SUB-KPA 3: Services and Customer Care	KFA 12: Water and sanitation KFA13: Electricity KFA 14: Waste management KFA 15: Customer relations management	To improve our public relations thereby pledging that our customers are serviced with dignity and care
SUB-KPA 4: Economic Growth and Development	KFA 16: LED KFA 17: Urban renewal KFA 18: Spatial and Development planning KFA 19: Building Control	To create an attractive and conducive environment for sustainable economic growth and empowerment for the business and broader communities within ELM
SUB-KPA 5: Safety and Environment	KFA 20: Safety and security KFA 21: Environmental Management KFA 22: Disaster management KFA 23: Emergency Services KFA 24: Law Enforcement	To contribute to the health and safety of communities in eMalahleni through the proactive identification, mitigation and management of health including environmental health, fire and disaster risks.
SUB-KPA 6: Social and Community Development	KFA 25: Sustainable Human Settlements (housing) KFA 26: Sport and recreation KFA 27: Arts and Culture KFA 28: Libraries KFA 29: Cemeteries KFA 30: Transversal services KFA 31: Youth Development KFA 32: Primary health care and welfare	To ensure proper facilitation of sustainable human settlement and social facilities for the betterment of our communities.
SUB-KPA 7: Institutional Transformation	KFA 33: Human capital and skills development KFA 34: Performance Management KFA 35: Systems and Technology KFA 36: Policies, Processes and Procedure	To provide effective and efficient workforce by aligning our institutional arrangements to our overall policies, processes, procedures and strategies in order to deliver quality services.
SUB-KPA 8: Financial Sustainability	KFA 37: Revenue Management KFA 38: Cost Management KFA 39: Asset Management KFA 40: Supply Chain Management	To ensure the financial sustainability of the municipality in order to fulfil the statutory requirement.

	KFA41: Indigent issues	
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1.11 PROCESS PLAN

Council adopted the process plan in order for eMalahleni to prepare a credible IDP. The following engagements were followed during the review of the 2014/15 IDP as in the table below.

Legal Ref.	STAGES IN THE IDP/BUDGET/PMS PROCESS	PROCESS	TIME FRAME
1	ANALYSIS/PLANNING	IDP PROCESS	
		▪ Advertisement of the approved process plan	July 2013
		▪ Establish organisational structures (IDP/Budget Steering Committee, Technical Committee & IDP Rep Forum)	August 2013
		▪ Tabling of the process plan before Council	August 2013
		▪ Assessment of the previous IDP performance, level of development, backlogs & disaster etc.	August 2014
		▪ Assessment of the previous IDP performance, level of development, backlogs & disaster etc.	September 2013
		▪ Public participation meetings meeting with municipalities, provincial and national departments	September 2013
2.	STRATEGY/STRATEGISING	IDP PROCESS	
		▪ Departmental strategic Sessions for consideration of the public participation process	October 2013

		<ul style="list-style-type: none"> Preparatory meeting for the strategic session. 	October 2013
		<ul style="list-style-type: none"> Municipal Strategic Planning 	November 2013
3	PROJECTS & INTEGRATION/ PREPARATION	IDP PROCESS	
		<ul style="list-style-type: none"> Presenting the strategic focus areas 	January 2014
		<ul style="list-style-type: none"> Designs of project proposals, setting of project objectives, targets and indicators. 	November 2013 – February 2014
		<ul style="list-style-type: none"> Integration of sector plans into the IDP to address community basic service needs e.g. water, roads, electricity etc. 	November 2013 – February 2014
		<ul style="list-style-type: none"> Presentation of integrated programmes and projects by departments to the IDP and Budget Steering Committee 	February 2014
		<ul style="list-style-type: none"> Alignment of IDP with National and Provincial Plans 	March 2014
		<ul style="list-style-type: none"> IDP Indaba 	March 2014
5	APPROVAL/TABLING	IDP PROCESS	
		<ul style="list-style-type: none"> Advertise the schedule for community participation meetings per zone, venues, time and allocate resources. 	February 2014
		<ul style="list-style-type: none"> 2nd community participation meetings with municipalities, provincial and national departments 	February 2014
		<ul style="list-style-type: none"> Tabling of the draft IDP to IDP and Budget Steering Committee 	February 2014
		<ul style="list-style-type: none"> Tabling of the draft IDP to Mayoral committee 	February 2014
		<ul style="list-style-type: none"> Advertise the draft IDP for Comments 	February 2014

		▪ Table the Final IDP before Council	March 2014
		▪ Submit the approved IDP to the MEC of Local Government within 10 days, after approval	April 2014
		▪ Submit the final IDP to National Treasury and MEC	April 2014
		▪ Advertise the approved IDP	June 2014
6	APPROVAL/PREPARATORY PHASE	IDP PROCESS	
		▪ Presentation of final IDP and development of 2014/15 SDBIP	May 2013
		▪ Presentation of final IDP to stakeholders and 2014/15 SDBIP	May 2013
		▪ Signing off of the SDBIP by Executive mayor	June 2014
		▪ Tabling of 2015/16 draft IDP process Plan to Mayoral Committee	July 2014
		▪ Advertise the approved 2015/16 draft IDP process Plan for public comments	July 2014
		▪ Table the final IDP 2015/16 draft process Plan before Council for approval	July 2014

An IDP drives the strategic development of eMalahleni Municipality. The municipality's budget is influenced by the strategic objectives identifies in the IDP. The Service Delivery and Budget Implementation Plan (SDBIP) ensure that the municipality implements programme and projects based on the IDP targets and associated budget. The performance of the municipality is reported in the Annual report.

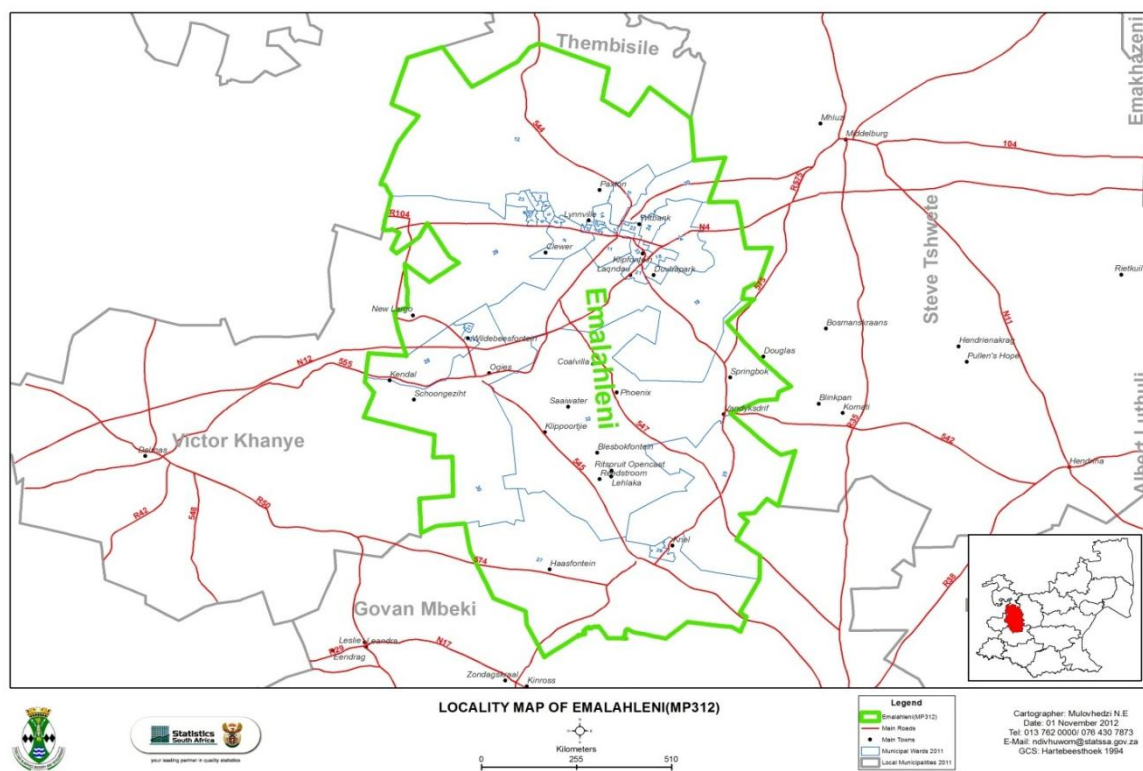
2 SITUATIONAL ANALYSIS

2.1 INTRODUCTION

This chapter provides a status quo of the existing trends and conditions in the eMalahleni Municipality.

2.2 DESCRIPTION OF THE MUNICIPALITY

Map of eMalahleni



2.2.1 Geographical Location

The Emalahleni Municipal area, which means the “place of coal”, consists inter alia of the towns of eMalahleni, Kwa-Guqa, Ga-Nala and Ogies. The town of eMalahleni was established in 1903. It was named after a ridge of white rock located near the present railway station. In the early years, this ridge was a halting place for transport wagons and a trading post. eMalahleni has a large collection of heritage assets, which is currently under threat from rapid development. Emalahleni is probably the most industrialised municipal area in Nkangala and its landscape features mainly underground and opencast coalmines. This area has the largest concentration of power stations in the country. Its mining and industrial history is reflected in the area’s heritage places. This includes elements of industrial history, military history, architectural/engineering and graves which should be protected and conserved.

Emalahleni Local Municipality is located within the Mpumalanga Province and is situated in the jurisdictional area of the Nkangala District Municipality. The district is located to the North-West of the province and is the smallest district in land mass (21%) and has the second largest population concentration (35%) in the province. It covers an area of about 2677.67 km² in extent. The Nkangala District Municipality is made up of six local municipalities, namely:

- Emakhazeni Local Municipality,
- Steve Tshwete Local Municipality,
- Thembisile Hani Local Municipality,
- Dr JS Moroka Local Municipality,
- Emalahleni Local Municipality, and
- Victor Khanye Local Municipality.

Emalahleni Local Municipality is strategically located within the Mpumalanga provincial context as it serves the function of a gateway municipality and town into the province for eight of the nine provinces of South Africa. Its proximity to the Johannesburg, Ekurhuleni

and the Tshwane Metropolitan Municipalities, which jointly constituted the largest economy in the country serve the municipality favourably.

The road infrastructure connecting Emalahleni to the rest of the country is also very well maintained and serviced by logistics freight activities to such that the significance of the municipality in the Industrial Development and Transportation strategies of the country are recognised. Connecting the municipality to the rest of the country as mentioned above is the significant road infrastructure consisting of the N4 and N12 freeways. The N4 and the N12 converge at Emalahleni town and then the N4 proceeds from there to Nelspruit and Maputo.

Running parallel to the N4 is a rail line that connects Gauteng through Emalahleni to Maputo. This significant rail and road infrastructure has been identified as part a Southern African initiative to connect Walvis Bay (on the west coast of Africa) and Maputo (on the east coast of Africa) called the Maputo Corridor.

These significant transportation and freight linkages are critical to ensure improved trade between Namibia, Botswana, South Africa and Mozambique. The roads to the south of the municipality and rail connections connect Emalahleni to Richards bay and Maputo Harbour; this provides significant logistic opportunities for the coal that need to be exported through the harbours.

The southern areas of the Emalahleni Municipality form part of the region referred to as the Energy Mecca of South Africa, due to its rich deposits of coal reserves and power stations such as Kendal, Matla, Duvha and Ga-Nala, while the new Kusile power station is located a few kilometres to the east of Phola in the Victor Khanye municipal area. The Southward road and rail network connect the Emalahleni area to the Richards Bay and Maputo harbours, offering export opportunities for the coal reserves.

The Emalahleni Municipality area of jurisdiction consists of the main following towns/ settlements, ranked according to population:

- eMalahleni complex;
- Ogies and Phola;

- Ga-Nala and Thubelihle;
- Rietspruit;
- Van Dyksdrift; and
- Wilge.

2.2.2 Municipal wards

Emalahleni has 34 wards which has a mixture of all races. It constitute 81.3% Africans, 15.7% Whites, 1.7% Coloured, 0.9% Asians and other 0.3%. The following table shows the population distribution per race per ward.

	Black African	Coloured	Indian Asian	or	White	Other
Emalahleni	321668	6717		3562	61893	1626
Ward 1	15386	87		44	10	76
Ward 2	9234	49		23	2	41
Ward 3	4120	16		18	2	16
Ward 4	10023	49		10	7	25
Ward 5	10182	66		21	79	16
Ward 6	14292	87		20	3	54
Ward 7	8169	69		20	7	23
Ward 8	12817	48		30	5	56
Ward 9	9962	146		34	381	21
Ward 10	7402	13		11	3	3
Ward 11	4497	2734		30	28	29
Ward 12	12977	235		963	1041	38
Ward 13	6211	49		7	2	26
Ward 14	12757	43		39	10	71
Ward 15	16522	146		20	15	41
Ward 16	8277	34		5	2	46
Ward 17	9852	68		121	154	59
Ward 18	3438	225		212	8682	26
Ward 19	9335	155		66	2556	40
Ward 20	2905	161		220	6894	61
Ward 21	14716	416		152	3828	92
Ward 22	3052	137		167	2069	97
Ward 23	12294	92		34	33	31
Ward 24	2569	160		355	7645	36
Ward 25	14682	49		23	118	66

	Black African	Coloured	Indian or Asian	White	Other
Ward 26	5634	177	94	3263	18
Ward 27	5155	140	81	3543	6
Ward 28	14952	73	64	510	58
Ward 29	19098	92	37	463	88
Ward 30	10317	118	41	327	46
Ward 31	10354	102	18	2	20
Ward 32	10896	37	30	544	62
Ward 33	3986	370	130	9691	64
Ward 34	5604	272	424	9977	172

Source: Statistics South Africa, Census 2011

2.3 DEMOGRAPHIC TRENDS

2.3.1 Population size

DEMOGRAPHIC INDICATORS	Stats SA Census 1996	Stats SA Census 2001	Stats SA Census 2011	Share of Nkangala's figure 2011	Share of Mpumalanga's figure 2011	Ranking: highest (1) - lowest (18)
Population number	236 040	276 413	395 466	30.2%	9.8%	3
Annual Growth rate		1.58	3.58			
Area size (km ²)			2 677.67	16.0%	3.5%	13
Population per km ²			148			

Source: Statistics South Africa, Census 2011

According to Stats SA (2011 Census) 395 466 people were recorded in 2011 which is 30.2% of Nkangala's population and 9.8% of Mpumalanga Province. Emalahleni is ranked number 3 in the whole province in terms of population

Population grew by 43.1% between 2001 & 2011 while annualised population growth rate was measured at 3.6%.

2.4 COMPOSITION

2.4.1 Gender Distribution

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.

Gender	1996	2001	2011
Males	51.73%	50.91%	52.79%
Females	48.27%	49.09%	47.21%

Source: Statistics South Africa, Census 2011

The above table indicates an increase of males and decrease of females between 2001 and 2011. This is largely due to the nature of industries around the municipality area which tend to be more male oriented. The table also shows that there are more males than female, where the sex ratio is 111 males per 100 females in the municipality i.e. 52.8% males and 47.2% females. The number of females has gone down slightly which means the area attracts males compared to females.

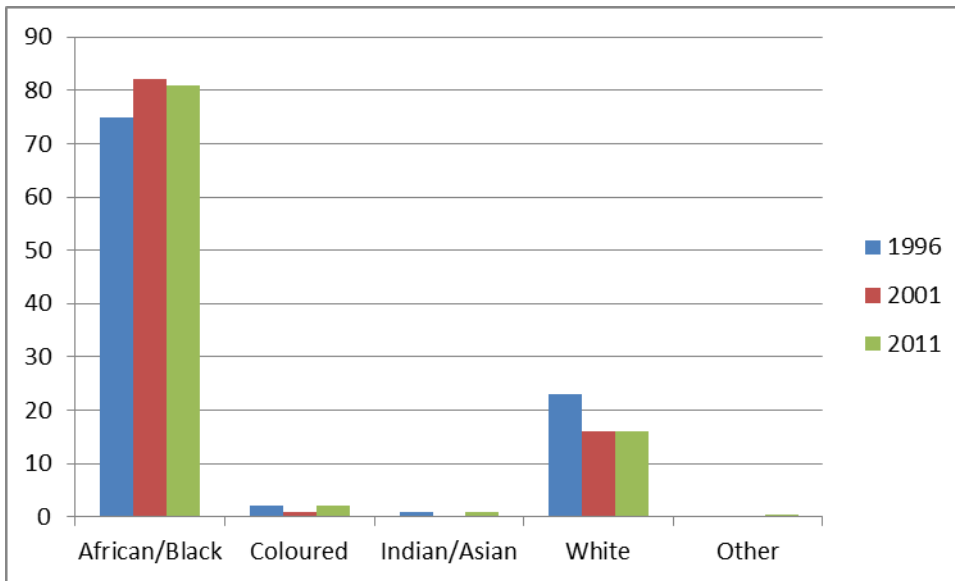
Population group

Pop group	1996	2001	2011
% population(0-14 years)	29	28	25
% population(15-64 years)	67	69	71
% population(65+ years)	4	3	4
% population(14-35 years) Youth	43	42	43
% persons with disability	5		5

Source: Statistics South Africa, Census 2011

The above table reveal the economical active populations (15-64 years) as represent the highest percentage of 71%; from the 71%, 43% is youth and 5% is people living with disability.

Population group



Source: Statistics South Africa, Census 2011

Emalahleni is composed of all racial groups with 321,668 Black African, Coloured 6 717, Indian or Asian 3562, White and Other 1, 626. The table above shows that in 2001 and 2011 there was slight decrease of Africans and a slight increase of Coloureds, with the white population group remaining the same.

2.5 SOCIO ECONOMIC TRENDS

Development & Income Indicators: HDI of 0.63 is best in the province but deteriorating. Per capita personal income higher than district and province – improving and second highest in the province.

INDICATORS	Census		Census	Better (+) or worse (-) than Nkangala	Better (+) or worse (-) than province	Ranking: best (1) – worst (18)
	2001	2007	2011			
Human Development Index (HDI)(includes literacy rate, life expectancy & HH income)(0 worst to 1 best)	0.61	0.61	0.63	(+) (0.57)	(+) (0.53)	1
Per capita personal income per year (current prices)	R23 794	R38 276	R48 436	(+) (R36 897)	(+) (R29 259)	2
% of households below R42 000 per year (R3 500 p/m)	56.8%	39.0%	26.9%	(+) (34.4%)	(+) (42.2%)	1

Source: Statistics South Africa, Census 2011

Poverty & Inequality: Gini-coefficient of 0.62 in 2011 – slight improvement between 2001 and 2011 & slightly lower (better) than the district but equal to provincial level. Relatively low poverty rate of 26.2% - lowest (best) in province and decreasing trend. 97 228 poor people (25.1% of Nkangala's poor). The poverty gap was R168 million in 2011 – increasing trend. Ranked 7th in the Multiple Deprivation Index of Oxford University.

INDICATORS	Census		Census	Better (+) or worse (-) than Nkangala	Better (+) or worse (-) than province	Ranking: best (1) – worst (18)
	2001	2007	2011			
Gini-coefficient (0 best to 1 worst)	0.63	0.63	0.62	(+) (0.63)	(=) (0.62)	11
Poverty rate	29.5%	28.0%	26.2%	(+) (33.5%)	(+) (41.6%)	1
Number of people in poverty	86 201	96 621	97 228			12
Poverty gap (R million)	R94	R139	R168			10
Multiple Deprivation Index (100 most deprived to 1 least deprived)		11.9				7

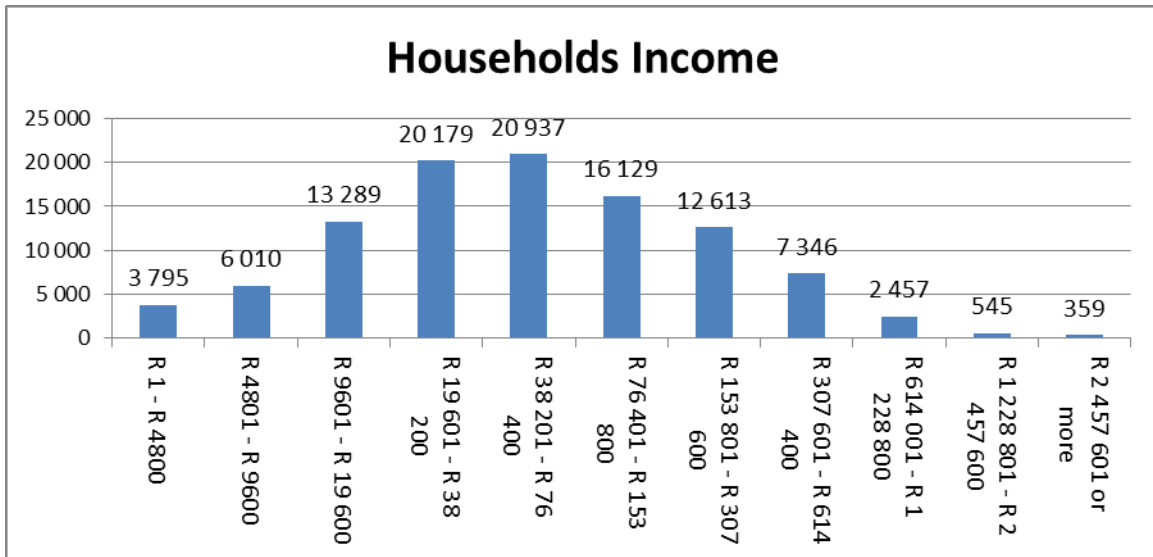
Source: Statistics South Africa, Census 2011

Disability: is one measure in a group of measures used to evaluate the health of a population. It is defined as a health condition that limits functioning. Emalahleni has people with difficulties of walking or climbing stairs as shown in the below table. This is an important disaggregation to note for knowledge of what types of resources are needed by disabled persons within the Municipality.

Level of disability	Walking and climbing	Communication	Hearing	Seeing
No difficulty	351,054	352,845	349,286	322,244
Some difficulty	7,706	4,131	9,608	34,736
A lot of difficulty	1,874	1,097	1,640	4,298
Cannot do at all	1,690	1,702	570	551

Source: Statistics South Africa, Census 2011

Household income: Most household's annual income is between R9 601 to R153 800 per annum and with the majority earning between R38 201 – R76 400.



Source: bureau of Market Research

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.

The Emalahleni Municipality has 34,849 people who depend on grants. The grant with the largest recipients is the child support grant followed by old age grant and the lowest recipients are war veterans.

Social grant beneficiaries in absolute numbers (Sept 2012)

Grant type	Number receiving grant
Old Age	7 887
War Veteran	2
Disability	3 686
Foster Care	1 226
Care Dependency	418
Child Support	21 547
Grant-in-Aid	83

Source: Statistics South Africa, Census 2011

Economic Indicators:

The municipality is expected to record a GDP growth of 3.3% per annum over the period 2011-2016. The historic growth rate is 2.8% per annum for the period 1996-2011. Emalahleni contributed 17.9% to the provincial economy in 2011. GVA in 2011 was R40.5 billion at current prices and R19.9 billion at constant 2005 prices, which is third largest economy in the province.

ECONOMIC INDICATORS	Census 1996-2011	Census 2011-2016	Better (+) or worse (-) than Nkangala	Better (+) or worse (-) than province	Ranking: best (1) - worst (18)
GDP growth (%)	2.8%	3.3%	(-) (3.4%)	(-) (3.5%)	10
	Trend		Latest figure		Ranking: best (1) - worst (18)
	2001	2007	2011		
Contribution to Mpumalanga GVA (%)	18.0%	18.0%	17.9%		3

Source: Statistics South Africa, Census 2011

Labour Indicators: Unemployment rate in Emalahleni decreases since 2001¹. The below table show the unemployment rate of 27.3% (strict definition) in 2011 – 52 114 unemployed as a percentage of the EAP of 190 662 – decreasing trend. (IHS Global Insights' unemployment rate estimated at 22.7% in 2011).

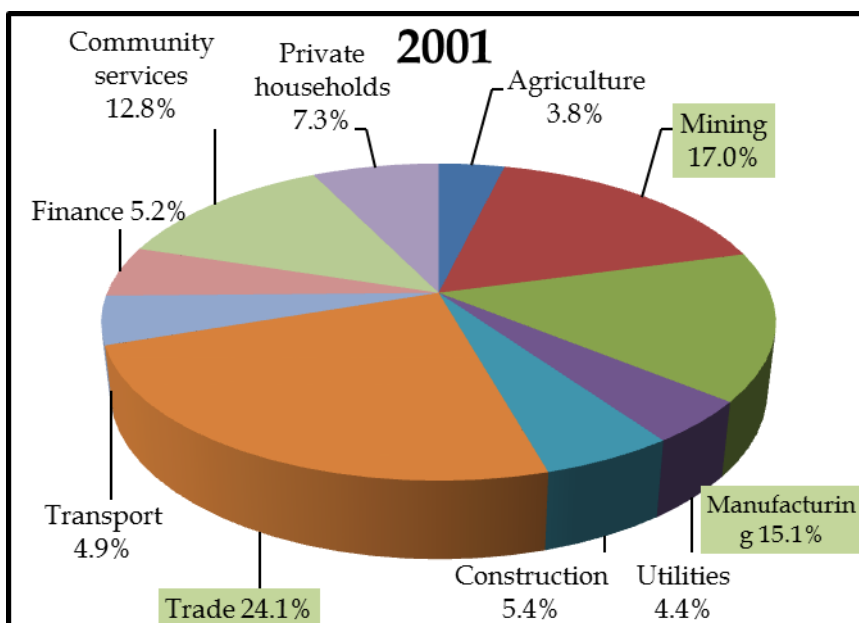
LABOUR INDICATORS	Census 2001	Census 2011	Share of Nkangala's figure 2011	Ranking: best (1) – worst (18)
Working group	190 882	238 768		
Economically Active Population (EAP)/Labour Force	124 371	190 662		

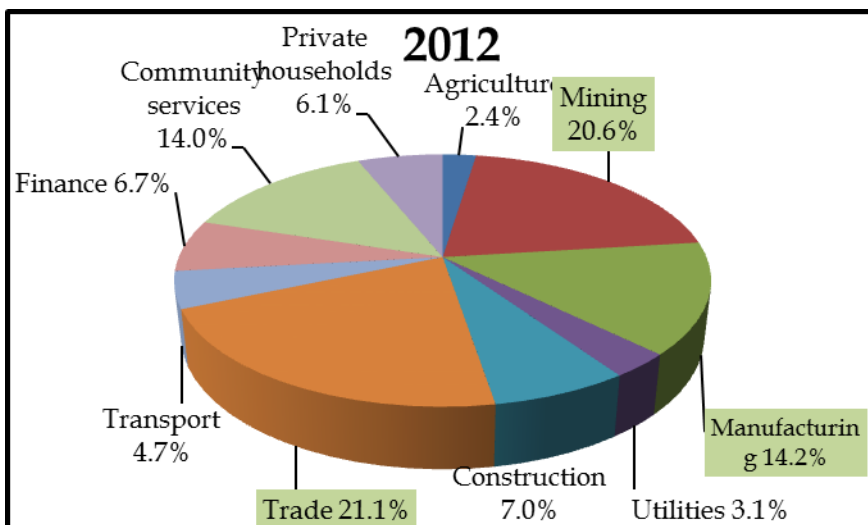
¹ Unemployment means a person who in the last 4 weeks took active steps to look for employment and is available

Number of employed	76 668	138 548	39.0%	
Number of unemployed	47 703	52 114	34.2%	
Unemployment rate (%)	38.4%	27.3%		8

Source: Statistics South Africa, Census 2011

- Unemployment rate for females 37.1% and males 20.8% - youth unemployment rate of 36.0% in 2011.
- Highest unemployment in Ward 28 (43.3%) & lowest unemployment in Ward 24 (7.6%).
- Employment number 39.0% of Nkangala's employed.
- Employment increased by 61 879 between 2001 & 2011 according to the Census.
- Formal employment 77.0% & informal employment 10.6%.





The leading industry in terms of employment is trade with 21.1%, followed by mining 20.6% and manufacturing 14.2%. Since 2001 there has been an increasing role/share of mining, construction, community services & finance as employer and a decrease in the role/share of trade, manufacturing, transport, agriculture, private households and utility.

2.5.1 Education Indicators

Educational attainment is a key indicator of development in a population. 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.

The table below indicates:

- Best ranking of 20+ with no schooling, 5.8% - 14 993 people (16.3% of Nkangala's number).
- Population 20+ with matric & higher 45.3% - third best of the 18 municipal areas.
- Functional literacy rate (15+ with grade 7+) - improving and highest in province.

- Matric pass rate in 2012 at 72.0% - 7th highest in province – declined the last year and university/degree admission rate low at only 19.0% in 2012.
- In general good education indicators

EDUCATION INDICATORS	Census 2001	Census 2011	Better (+) or worse (-) than Nkangala	Better (+) or worse (-) than province	Ranking: best (1) – worst (18)
Number of people 20+ with no schooling	24 908	14 993			11
Population 20+ with no schooling (%)	14.5%	5.8%	(+) (11.5%)	(+) (14.1%)	1
Population 20+ with matric & higher (%)	31.9%	45.3%	(+) (39.7%)	(+) (38.7%)	3
Functional literacy rate (%)	73.9%	86.0%	(+) (79.0%)	(+) (76.9%)	1

Source: Statistics South Africa, Census 2011

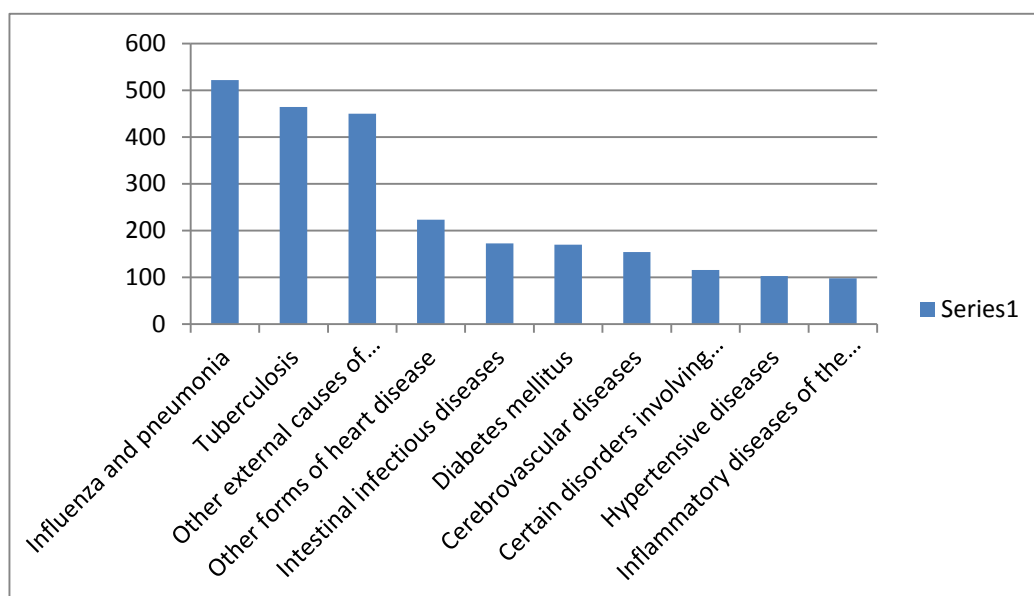
2.5.2 Health Profile

HIV prevalence rate of pregnant women was 36.1% in 2011, which is increasing trend. The HIV prevalence rate excluding pregnant women was 22.5% in 2011, which has decreased between 2009 and 2011. TB cases have decreased between 2009 and 2011 but one of the highest.

HEALTH INDICATORS	2009	2010	2011	Ranking: best (1) – worst (18)
HIV prevalence rate - survey (pregnant women attending antenatal clinic 15-49 years old)	30.0%	34.4%	36.1%	6
HIV prevalence rate – DHIS (excluding pregnant women)	35.6%	17.4%	22.5%	9
TB cases	2 079	2 169	1 671	14
PUBLIC HEALTH FACILITIES			2011	
Number of clinics			20	
Number of community health centres (CHC)			4	
Number of hospitals			3	

Source: Finance Department

The table below indicates the top ten leading causes of death at Emalahleni. The influenza and pneumonia top leading causes of death and the Inflammatory Diseases of the Central Nervous System is the lowest.



Source: Statistics South Africa, Census 2011

2.6 HOUSEHOLD PROFILE AND SERVICES

2.6.1 Household trends

	1996	2001	2011
No. of households	56 349	82 298	119 874
Annual Growth Rate of HHs(%)		3.79	3.76
Average HH size	4.01	3.22	3.25
% ownership (Houses)	75	55	45

Table above indicates an increase in the number of households in Emalahleni since 1996 and 2011. The ownership on houses is decreasing since 1996

BASIC SERVICE INFRASTRUCTURE INDICATORS	Census 2001	Census 2011	Better (+) or worse (-) than Nkangala	Better (+) or worse (-) than province	Ranking: best (1) – worst (18)
% of households in informal dwellings	26.0%	19.3%	(-) (13.8%)	(-) (10.9%)	14
% of households with no toilets	8.0%	3.1%	(+) (3.8%)	(+) (7.2%)	3
% of households with connection to piped (tap) water: on site & off site	93.8%	94.8%	(+) (92.7%)	(+) (87.4%)	8
% of households with electricity for lighting	70.3%	73.4%	(-) (85.7%)	(-) (86.4%)	17
% of households with weekly municipal refuse removal	64.2%	67.2%	(+) (48.3%)	(+) (42.4%)	7

Source: Statistics South Africa, Census 2011

Households in informal dwellings decreasing but one of the highest in the Province. Emalahleni is the Second lowest (worst) percentage of households with electricity connections for lighting in the province, which is worse than district and provincial averages. Better indicators than district and province in households with no toilets, connections to piped water on site or off site & weekly municipal refuse removal. Emalahleni is ranked 11th in Blue Drop Report, which requires attention. Waste water services ranked 13th in Green Drop Report, which is high risk. Number of households without piped water in Emalahleni in 2011 was 6 273

3 GOVERNANCE AND STAKEHOLDER PARTICIPATION

3.1 GOVERNANCE STRUCTURES

The Governance structure of eMalahleni Municipality is informed by the Municipal Structures Act (Act 117 of 1998). This Act stipulates different roles and responsibilities that each structure within the municipality should perform.

All Municipalities are made up of two structures namely the Political Structure and Administration Structure. The Political Structure is responsible for Governance, Public Participation & Ensuring that the Communities' needs and priorities are realized.

Emalahleni is governed by a Council that is constituted by elected Councilors. There are 34 Ward Councilors and 34 Proportional Representative Councillors. The ruling party is the African National Congress (ANC) with a majority of 49 Councillors, the official opposition is the Democratic Alliance with 18 Councillors and then there is also the Freedom Front plus with only single representative.

The governance structure of the municipality on the political side is headed by Council which elects the Executive Mayor. The Executive Mayor in turn appoints six full-time councillors who are the Members of the Mayoral Committee (MMC). The MMCs assist the Executive Mayor and the Executive Mayor may delegate certain of her function to the MMCs.

Council also elects the Speaker of Council who presides at meetings of Council. Council also elects the Whip of Council who plays the role of ensuring good behaviour amongst councillors.

There are Section 79 Committees for each of the directorates of the municipality and the Local Economic Development Unit and these committees are chaired by non-fulltime councillors elected by council.

However the municipality was placed under administration in April 2013. The Administrator assumed the executive powers of the Municipal Manager and that of the Executive Mayor. Subsequently, Advisory Committee to the Administrator was established which the functions entails to advise the administrator.

3.1.1 Section 79 Committees

Section 79(2)(a) and (b) of the Municipal Structures Act provide that the Municipal Council must determine the functions of a section 79 committee and that it may delegate powers to such committee. The Business Plan envisages political oversight committees, to be established in terms of section 79 of the Municipal Structures Act, viz. Municipal Public Accounts Committee, Rules Committee, etc.

Members of the Mayoral Committee will have to report back to the Municipal Council. Importantly, the Business Plan makes it clear that the Municipal Public Accounts Committee do not have any decision making powers. This means that their task is to exercise oversight over the Mayoral and Portfolio Committees. They may thus interrogate the submissions made by these committees and demand explanations. This does not mean that the oversight committees possess any authority over the Municipal Council or the Mayoral Committee (or its members) other than the authority to demand information. The Municipal Public Accounts Committee does not, for example, have the power to instruct the Mayoral Committee (or a member of the Mayoral Committee) to do something or refrain from doing something. It also does not have the power to dismiss a member of the Mayoral Committee or dissolve any committee. The only sanction, at the disposal of the oversight committee, is a recommendation to the Municipal Council to use its authority to do any of the above.

The extent to which they may demand ad hoc information and submissions from Mayoral Committee will be detailed in more dedicated governance instruments (such as the Terms of Reference in terms of section 53 of the Municipal Systems Act, Rules and Orders in terms of s 160(8) of the Constitution etc.). Similarly, the extent to which they have to rely on ordinary municipal reporting cycles (i.e. budget updates, the Service Delivery and Budget Implementation Plan, annual reports etc.) will also be detailed in those dedicated governance instruments. The same applies to how, and the extent to which, oversight committees may demand members of the Mayoral Committee to appear before them.

3.1.2 Accounting to the Oversight Committee (MPAC)

The first layer of committees is that of political oversight committees (Section 79), consisting of Political Councillors, whereby the Mayor and Portfolio Chairpersons account back to MPAC on issues related to their portfolios. The MPAC do not have any decision making powers.

The second layer of committees is the Mayoral Committee who will report back to the Municipal Council on decisions made in terms of its delegated powers as well as

recommendations made on those issues the municipal council did not delegate to the Mayor.

This committee consists of the Mayor and Portfolio Committee Chairpersons (MMC's). The Municipal Manager and the Strategic Directors forms the official representatives of the administration. The Mayor is the Chairperson of the meeting.

The third layer of committees is the Portfolio Committees (Section 80), which makes recommendations to the Mayoral Committee and report back on resolutions taken in terms of its delegated powers. They further account to their respective oversight committees. Composition

The section 79 committee will consist of Mayoral Committee members and ordinary council members.

3.1.3 Audit Committee

The municipality has appointed an independent external Audit Committee that provides opinions and recommendations on financial processes and performance.

The Audit Committee, which is an external committee, recommends to the EXCO on issues pertaining to, amongst others, the external audit, internal audit, compliance, etc. Its members are appointed by the Municipal Council and consists at least of 5 (five) external members. No Councillor may serve on the Audit Committee, Financial Issues, Performance Management and Risk Management.

The Local Government: Municipal Planning and Performance Management Regulations, 2001, GN 796, Government Gazette 22605, 24 August 2001, contain rules with regard to a municipality's compulsory performance audit committee. The MFMA contains rules with regard to the compulsory financial audit committee. The Audit Committee is also responsible for risk and performance management.

3.1.4 Municipal Administration

Emalahleni Local Municipality has been operating with the organisational Structure which was approved in 2007. The structure consisted of five (5) Directorates which are

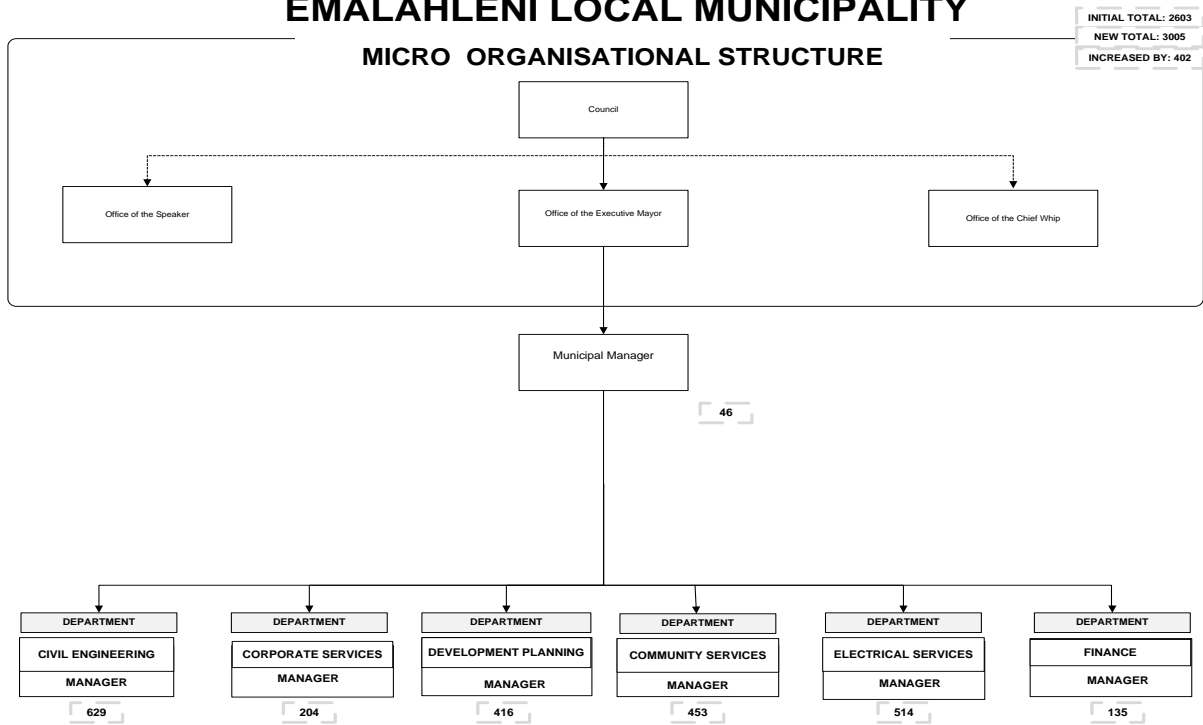
Administration & Resource Management, Finance, Infrastructure and Basic Services, Development Planning and Public Safety and was having a staff compliment of 1 844 employees.

Municipality develops rapidly, the demand for municipal services also grows, which poses a challenges with the available Human Resources. This has necessitated the review of the Municipal Organogram to ensure that it is aligned to the Municipal Key priorities.

The reviewed organisational structure was approved in March 2014, which consists of six Directorates (see below). The structure has a staff complement of 2 707. The current approved structure has been referred back to stakeholders to review the grey areas identified after which the structure must be referred back to Council for adoption.

EMALAHLENI LOCAL MUNICIPALITY

MICRO ORGANISATIONAL STRUCTURE



3.1.5 Public Participation & Governance

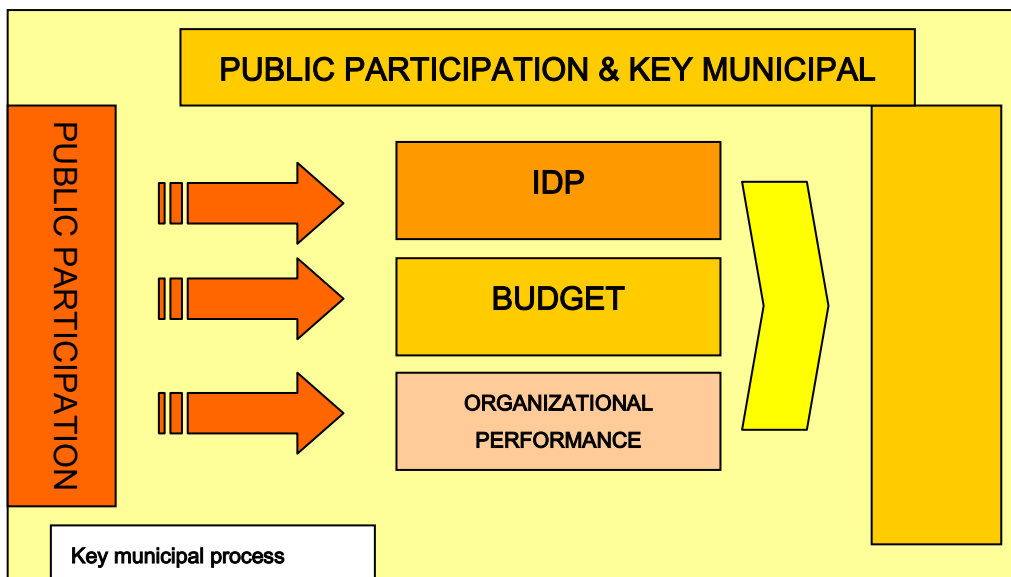
Legal requirements

The cornerstone of the democratic government is to encourage maximum effective public participation as a process of community engagement between government and citizens. The need for meaningful participation allows for a process where systems and processes are to be made known by the municipalities and serve as a transparent link between participatory process and actual decision-making. Ward committees are the main agents for facilitating community participation as a structure that serves to enhance participatory democracy in local government.

Section 17 of the Municipal Systems Act requires municipalities to put in place systems for communities to participate in the decision making process. These include

- The process of receiving, processing and considering petitions
- Procedures for notifying the public of issues being considered by the council and a process that allows for public comment
- Procedures for public meetings and hearings by councillors and officials
- Regular sharing of information on the state of affairs of the Municipality through consultation with Community Organisations and Traditional Leaders

Municipalities must ensure the participation of people who cannot read or write; people with disabilities, women, and other disadvantaged groups. Section 16 of the Act considers the following as key areas requiring community participation:



Council has a draft strategy for public participation. This outlines, amongst other things, public participation mechanisms in the different stages of the IDP. During the different stages of planning participation is encouraged in these ways:

Planning phase	Methods for Participation in Emalaheni
Analysis	Community Meetings organized by the ward councilor Stakeholder Meetings
Strategies	IDP Representative Forum Public Debates on what can work best in solving a problem Meetings with affected communities and stakeholders
Projects	Representation of stakeholders on project subcommittees
Integration	IDP Representative Forum
Approval	Public Discussion and consultation with communities and stakeholders
Monitoring and Implementation	IDP Representative Forum

3.1.6 IDP

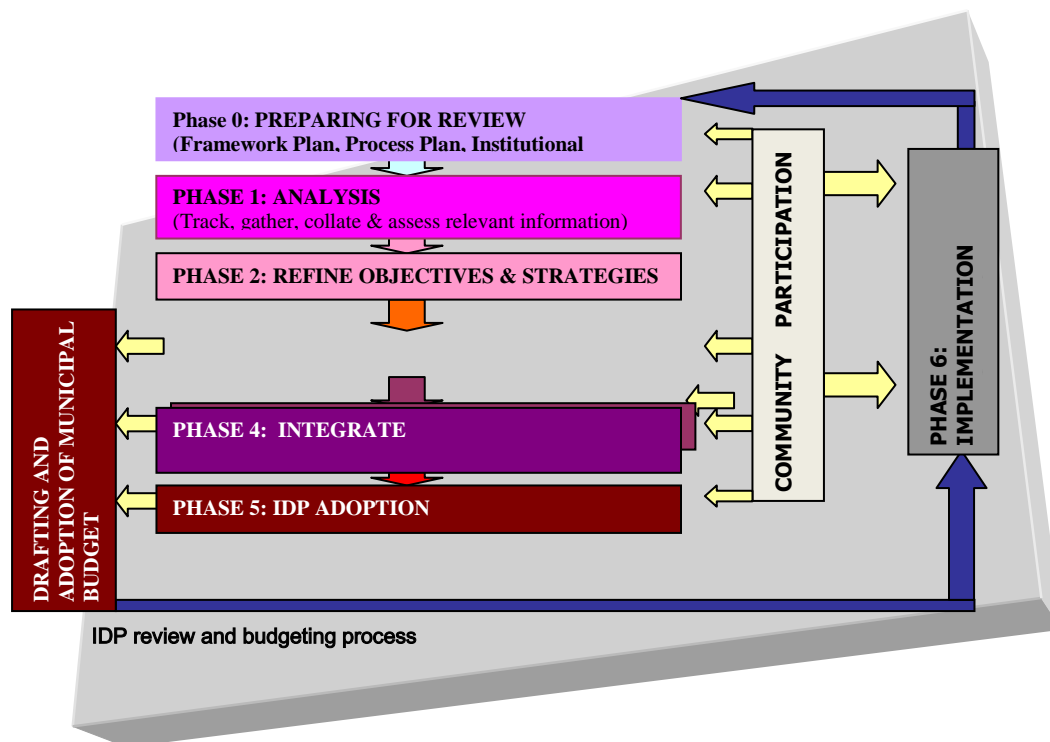
The IDP Representative Forum was established to encourage the participation of communities and other stakeholders. The Emalahleni IDP forum includes:

- Members of the Mayoral committee of the council
- Councillors
- Mining Houses & Large Industries
- Ward committee representatives
- Senior officials from Municipal and Government Department
- Representatives from Organised Stakeholder Groups
- People who fight for the rights of Unorganised Groups – e.g. A gender activist
- Resource people or advisors
- Community Representatives e.g. Chairpersons of Enviro. Groups.

The purpose of this forum is to:

- Provide an opportunity for stakeholders to represent the interests of their constituencies.
- Provide a structure for discussion, negotiations and joint decision making
- Ensure proper communication between all stakeholders and the municipality
- Monitor the planning and implementation process

The structure below details the IDP processes.



Emalahleni Local Municipality planned community meetings to ensure that the Priorities for Development are informed by Ward Priorities and that the community is consulted on all the key processes that have been aligned above.

3.1.7 COMMUNITY PARTICIPATION MEETINGS

The Municipal Public Participation Meetings are organized for the following purposes:

- Introduce the Municipal Councillors and Office Bearers to the community;
- Report on progress in the implementation of the Capital Projects;
- Obtain the Community's needs;
- Report on focus areas for the term of Council;
- Confirm that Communities' Priorities are captured correctly for the IDP;
- Report on the prioritized projects for the coming years.

In terms of accountability, the municipality conducts community meetings whereby the municipal activities are communicated to the community and the community ask questions. IDP Izimbizo was held in September 2013 for reporting on the 2012/13 SDBIP, confirming 2013/14 projects and obtaining Community Needs for 2014/15 IDP.

The below table show the Izimbizo schedules. The second round was held in January 2014 for reporting on the municipal status quo, community needs and performance on 2013/14 SDBIP.

First round

WARDS	DATE	VENUE	TIME
1,2 & 4,5,6,7,8,9 & 3,23 & 29	28 September 2013	Hlalanikahle Hall	09h00
10,11,12,13 ,14,15,16,17	28 September 2013	Lynnville Hall	14h00
28,30,31	29 September 2013	Phola Community Hall	09h00
19,25,26,27 & 32	29 September 2013	Thubelihle Hall	14h00
17,18,20,21,22,24,33 & 34/12 & 15	30 September 2013	eMalahleni City Hall	17h00

Second round

WARDS	DATE	VENUE	TIME
1,2 & 4,5,6,7,8,9 & 3,23 & 29	25 January 2014	EXT 11 community hall (Ward 3)	09h00
10,11,12,13 ,14,15,16,17	25 January 2014	Kopanang Secondary school	14h00
28,30,31	26 January 2014	Phola Community Hall	09h00
19,25,26,27 & 32	26 January 2014	Masakhane ground	14h00
17,18,20,21,22,24,33 & 34/12 & 15	28 January 2014	eMalahleni City Hall	18h00

The analysis of priority needs of the community in participation meetings are as follows:

- Road infrastructure (Pothole),
- Housing needs,
- Formalisation of informal settlements,
- Regular supply of water and quality,
- Regular supply of electricity and
- General complaints

The community priorities as per their level of importance are as follows

WARD	PRIORITY
WARD 1	<ul style="list-style-type: none"> Paving of roads and stormwater drainage next to Masilela Street) ema 'wagg', and the road next to Madadeni Street. Phase 1 and Phase 2, all roads need paving and stormwater drainage. Grade all roads of Phase 1 and Phase 2 incl "wagg". Reconstruct all tar roads (main). Paving at J.Kananda Road School. 150 Toilets (outline) at Ext 2 next to taxi rank and 1 176 toilets at phase 1 and 2 Ext 2.Phase 1 & Phase 2. 1 786 stands with Electrical box not working. Blasting of transformers. Ext 2, Phase 4, ema "Wagg", high illegal connection in the ward. Streetlights need to be repaired 1 786 RDP at phase 1 and 2 Sports ground, clinic, post office, crèche and a library in the ward.
WARD 2	<ul style="list-style-type: none"> Sundton road Highmast lights in ward 2 Phase 4 roads Title deeds processes Formalization of C section and F section
WARD 3	<ul style="list-style-type: none"> Maintenance of electrical infrastructure Tarring/ paving of road and stormwater Youth Centre and library Job opportunities (EPWP) Land for residential
WARD 4	<ul style="list-style-type: none"> Patching of potholes on all main streets and gravelling of gravel roads Upgrading of electricity supply RDP housing allocation Street lights in all ward Recreation facilities and extension of the clinic operation time to 24 hours
WARD 5	<ul style="list-style-type: none"> Rehabilitation of roads Water quality Street lights and high mast lights for security and police visibility Community multi - purpose Centre Housing allocation or land for building houses for evicted and back yard dwellers
WARD 7	<ul style="list-style-type: none"> Construction of sidewalks and streets by tar/paving at ext 18

	<ul style="list-style-type: none"> • Packing of Getfunky • Patching of potholes at ext 2 • Provision of units ext 18 • Speed humps for controlling speed in ext 18
WARD 9	<ul style="list-style-type: none"> • Install meter boxes. Highmast lights at the plots • Tar roads and patching of potholes, stormwater drainage system at Kwa Mthunzville and Sinqobile • Clinic for ward 9 • RDP houses • Toilets at Sinqobile
WARD 10	<ul style="list-style-type: none"> • Paving of Owen Mlisa, Sonny Ndala and Kunene streets • Patching of potholes at Godfrey Motla street • Streetlights and highmast lights at Willie Ackerman, Godfrey Motla, van Dallen and ackerville flats • RDP houses allocation • Ublocking of stormwater drainage system for the whole ward and new stormwater drainage system for Willie Ackerman, Ackerville flats block 1,2 and 3
WARD 11	<ul style="list-style-type: none"> • Patching of potholes in the area of Schoongezicht • paving of Short Street A,218 near Demas Stree • High mast lights at Mpondazankomo park no 5972/29 Ackerville Ext 11 • RDP Provision for the whole ward • Street lights in Ackerville and Schoongezicht
WARD 12	<ul style="list-style-type: none"> • Repair of Sewer line at hostel Ferrrometal Hostel, Bootsing hostel and Highveld hostel • Installation and monitoring of jojo tanks at Santa Village, Farm area and MNS area • Repairs of electricity on residents in Ferrrometal Hostel, Bootsing hostel and Highveld hostel • Grading of roads at Ferrrometal Hostel, Bootsing hostel, Highveld hostel, Farm area and Ext 5 and Speed humps at Pine RidgeExt 5 and ext 6 • Patching of potholes and road tarring at Barb Ackerville, Santa Village, Ferrrometal Hostel, Bootsing hostel, Highveld hostel and Pine Ridge (Sweetpea str)
WARD 13	<ul style="list-style-type: none"> • Construction of streets Mgibe, Mahlalela and Mashia streets • Remove house 3628 and 3710 Riba street • Repairing and upgrading of Owen Mlisa, Phasa, Sonny Ndala, Narvis, Moela, Scoth Khoza, Skosana, Nyembezi, Radebe, Zimu, Johason Drive and Godfrey Motla Streets and paving and lights at passages Phosa, Owen Mlisa, Sonny Ndala to Ndlovu street, Nhlapho to Ngobeni street, Skosana to Vilakazi street, Riba to P Ngobe street • Stormwater drains (all streets with stormwater drains) and construction of stormwater drains in Nyabela, Ngobeni, Johnson drive and Godfrey Motla streets • Proclamation of Mpondozankomo.

WARD 14	<ul style="list-style-type: none"> • Sewer at Thala • Land for Likazi and Sizanani settlement relocation • Paving and tarring of hostel roads • Maintenance of highmast light and street light • Potholes at Herchelle and Mokoena Street
WARD 15	<ul style="list-style-type: none"> • Tar and paving main roads at extension 3 and 4 and patching of potholes • Installing storm drainages at ext 3 and 4 • Building pedestrians bridges between ext 4 and 3, ext 8 and Coronation school • Speed hump at R544 road next to township • Fixing of electrical meter boxes at ext 3 and 4
WARD 16	<ul style="list-style-type: none"> • Roads and potholes • Waste removal • Stormwater drain • Housing • Sewer problem
WARD 19	<ul style="list-style-type: none"> • Regravelling at masakhane and Mgewana • Drainage of toilets at Benella and Masakhane • Potholes at Duvha Park • Fixing of street lights at Duvha Park • Land for Masakhane
WARD 21	<ul style="list-style-type: none"> • Speed humps at Keipersol street at Tasbet -1 and Tempo & drama street at Tasbet-2 • RDP houses for backyard dwellers • Fixing of highmast at Klipfontein Dam • Potholes around Tasbet • Street and parks Grass cutting at Tasbet
WARD 24	<ul style="list-style-type: none"> • Closing of Diana Str in Del Judor Proper • Fixing of potholes in whole ward 24. Model Park, Die Heuvel, Del Judor Proper and Del Judor 1 • Street lights in Model Park in Del Judor 1 • Cutting of grass in all the parks in wards 24 • Street lights between Del Judor proper and Del Judor 4
WARD 25	<ul style="list-style-type: none"> • Land for residential and business • Upgrading of Bonginhlanhla Primary School • Library • Roads and stormwater ext. 5 • Upgrading of electrical substation
WARD 27	<ul style="list-style-type: none"> • Water: supply of water • Sanitation • Land for human settlement • Grading of roads • Recreation and sports facilities
WARD 28	<ul style="list-style-type: none"> • Nkanini and Extended Oyco, electrical connections and highmast lights • Paving of the streets for the whole ward • Patching of potholes

	<ul style="list-style-type: none"> • Taxi Rank for the ward • Speed humps at Dlomo, Vulindlela, Masango and Oyco streets
WARD 29	<ul style="list-style-type: none"> • Electricity supply in ward 29 ext 1,3,4,5,and 6
WARD 30	<ul style="list-style-type: none"> • Electrical supply for areas at Extended Bufferzones and Siyabonga • Sewer supply and water meters at bufferzone and sewer supply at Siyabonga • Paving of streets and stormwater at Mondonsela, Mohlomuza, Mabethhe, Mandela and Lukhele • Speed humps in Phola and Ogies town • Potholes at Tycoon and Ogies
WARD 31	<ul style="list-style-type: none"> • Provision of water standpipes in the area of Iraq informal settlement • Regravelling of Bhodli Street • Paving of all streets in the ward • Healthcare facilities • Stormwater drainage
WARD 32	<ul style="list-style-type: none"> • Highmast lights in Rietspruit • Stormwater drainage and patching of streets on Vilakazi, Relly Drive, Willowm Mzamo and Madiba streets • Grass cutting and illegal dumping throughout the ward • Land for church • Cemetery

The list of all community needs is attached as an annexure to the document.

3.1.8 Risk management

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, amongst other things that the municipality has and maintains effective, efficient and transparent systems of financial and risk management and internal control.

The Risk Management Unit was established in Emalahleni Local Municipality. The department service is to provide specialist expertise in providing a comprehensive support service to ensure systematic, uniform and effective enterprise risk management. The risk management unit plays a vital communication link between operational level management, senior management, risk management committee and other relevant committees. The risk management unit is thus the custodian of the ERM framework, the

co-ordinator of the risk management throughout the municipality and the institutional advisor on all risk management matters.

The Municipality has adopted Risk Management Policy and strategy for the operation of Risk Management functions. The Risk Management Committee (RMC) was established in terms of the Local Government: Municipal Finance Management Act 56 of 2003. The RMC is guided by the Committee Charter in conjunction with the Public Sector

Risk Management Framework from the National Treasury Department. The RMC has developed the Charter which was approved for 2013/2014 which talks about the composition, meetings, roles and responsibilities of the committee. The RMC reports to Audit Committee and to the Accounting Officer.

During 2013/14 Emalahleni Local Municipality identified the following TOP five risks:

- Inadequate Financial Management and Governance
- Unsustainable services Delivery
- Non -compliance with legislative
- Ineffective communication (Internally and external)
- Poor performance

3.2 STAKEHOLDER PARTICIPATION

Public Participation at Emalahleni Municipality is based in the office of the Speaker. The Speaker oversees the Public Participation function of the Council. It includes working with Ward Committees. Municipalities are required to have routes that promote Public Participation. Ward Committees are the most common way in which municipalities get communities to participate in decision-making. Legislation makes participation in municipal activity an important part of municipal processes i.e. IDP & Budget processes.

The functions of the division include:

- Management and monitoring of Ward Committees functionality

- To organize , promote and encourage community participation in the municipal processes
- To co-ordinate community outreach programmes
- To co-ordinate with sector departments all community participation programmes

The municipality has a public participation policy which guides on how the issues of public participation will be addressed in Emalahleni for the purpose of good governance.

3.3 INTER - GOVERNMENTAL RELATIONS (IGR)

3.3.1 NATIONAL INTERGOVERNMENTAL STRUCTURES

The municipality is a member of South African Local Government Association (SALGA) which is organized government structure in terms of the Republic's Constitution. Therefore the municipality participation in National Inter Governmental Structures is through SALGA.

The benefit to the municipality is that issues affecting municipalities are submitted to SALGA which then discusses them with relevant structure at national level. Expert advice is provided to the municipality because of its membership of SALGA.

3.3.2 PROVINCIAL INTERGOVERNMENTAL STRUCTURE

The municipality attends meetings organized by Nkangala District Municipality (NDM), which meetings include the other five municipalities in the district. The District Municipality is the mandated convener of these meetings.

The meetings in NDM discuss issues from the Integrated Development Plan (IDP), Performance Management, Finance, Service Delivery, Spatial Planning, Organisational Development and Local Economic Development.

At the Provincial level the municipality participates at the various structures and includes the Premier's Coordinating Forum and meetings of Members of the Executive Council (MECs) with MMCs and officials.

3.4 COMMUNICATIONS (INTERNAL AND EXTERNAL)

The communication is a strategic function. The municipality has a unit that deals with Internal & External Communication, Conducting Imbizo Programmes, Media and stakeholder liaison, media production, marketing and branding. The unit:

- Oversee the implementation of the overall communication strategy.
- Develop communication policies of the municipality.
- Promote integrated communications with spheres of all government. (IGR).
- Convene and Chairs all communication/ coordinating forums.
- Attend and participate in Provincial Communicators Forum (PCF)
- Attend and participate in Cooperative Governance and Traditional Affairs (COGTA)'s forum.
- Manages the overall communications unit.
- Assist the municipality with protocol and related issues.
- Attend and participate in Government Communication and Information Systems (GCIS) Provincial and National.
- Leadership management to District communicators' forum. (DCF).
- Advise management on Municipality Policies and Public perception

The municipal has adopted the communication strategy.

3.4.1 WARD COMMITTEES

The key purposes of Ward Committees are as follows:

- To encourage the community to pay for services rendered to them by the municipality;
- To create formal unbiased communication channels and co-operative partnerships between the municipality and community within a ward;
- To facilitate public participation in the process of review and development;
- To serve in officially recognised participatory structures in the municipality;
- To monitor the implementation of approved municipal projects;

- To make recommendations on matters affecting the Ward to the Ward Councillor, Member of the Mayoral Committee or the Executive Mayor.

Emalahleni Ward Committees discusses the issue of revenue collection, the financial viability of the municipality and the payment of stipends to the Ward Committee members.

3.5 GOVERNANCE AND PUBLIC PARTICIPATION STRATEGIES AND SECTOR PLAN STATUS

Sector Plan	Existing Yes/No	Draft / Adopted	Date of adoption	Last, Reviewed when?	Comments on the current status
Fraud Prevention Plan	Yes	Adopted	27 June 2013	To be reviewed again for 2015	Due to lack of funds for implementation of fraud prevention plan, ineffectively implementing this plan due to lack of funds for implementation.
Risk Management Strategy	Yes	Adopted	27 June 2013	To be reviewed again for 2014/ 2015	Implemented
Public Participation Strategy	Yes	Draft	Review in progress for adoption March 2013	Review in progress	The strategy is envisaged to serve in Council in Feb 2014
Communication Strategy	Yes	Draft	Review in progress for adoption March 2013	Review in progress	The strategy is envisaged to serve in Council in Feb 2014

3.6 GOVERNANCE AND PUBLIC PARTICIPATION 5 YEAR PLAN

SUB KPA 1: Governance and Public Participation												
Strategic Objective	To promote proper governance and public participation.			Policies:	Risk Management Policy, Community Participation Strategy, Communication Strategy							
				Bylaws:								
IDP/Ref no	Key Focus Area (KFA)	Activity/project/programme	Wards	KPI	Budget	Targets					Delivery Int./Ext	Funding Source
						2014/15	2015/16	2016/17	2017/18	2018/19		
KFA1.1	KFA 1: Governance Structures	Conduct meetings as per approved schedule	All	Schedule of meetings	N/A	100%	100%	100%	100%	100%	Int	N/A
KFA1.2	KFA 1: Governance Structures	Ensure compliance with the OH&S Act	All	Regular inspections to ensure compliance with OH&S Act	N/A	100%	100%	100%	100%	100%	Int	N/A
KFA1.3	KFA 1: Governance Structures	Review Risk Management Policy and Strategy	All	Reviewed Risk Management Policy and Strategy	0	Adopted Risk Management Policy and Strategy	Adopted Risk Management Policy and Strategy	Adopted Risk Management Policy and Strategy	Adopted Risk Management Policy and Strategy	Adopted Risk Management Policy and Strategy	Internal	N/A

KFA1.4	KFA 1: Governance Structures	Risk Assessment	All	Strategic and Operational risk assessment conducted	R400,000.00	100% strategic & operational risk assessment conducted	100% strategic & operational risk assessment conducted	100% strategic & operational risk assessment conducted	100% strategic & operational risk assessment conducted	100% strategic & operational risk assessment conducted	Internal	ELM
KFA1.5	KFA 1: Governance Structures	Coordinate Risk Management Committee Meetings	All	Meetings coordinated	R150,000.00	4x Risk Management Committee meetings Coordinated	4x Risk Management Committee meetings Coordinated	4x Risk Management Committee meetings Coordinated	4x Risk Management Committee meetings Coordinated	4x Risk Management Committee meetings Coordinated	Internal	ELM
KFA1.6	KFA 1: Governance Structures	Review and implement Anti-fraud and Corruption strategy	All	Reviewed Anti-fraud and Corruption strategy	R500,000.00	Adopted Anti-fraud and corruption strategy Implementation of the strategy	Adopted Anti-fraud and corruption strategy Implementation of the strategy	Adopted Anti-fraud and corruption strategy Implementation of the strategy	Adopted Anti-fraud and corruption strategy Implementation of the strategy	Adopted Anti-fraud and corruption strategy Implementation of the strategy	Internal	ELM

KFA1.7	KFA 1: Governance Structures	Develop and implement fraud hotline	All	Developed Whistle blowing Policy and established fraud hotline	R100,000.00	Adopted Whistle blowing Policy and established Fraud hotline	Adopted Whistle blowing Policy and Operate Fraud hotline	Adopted Whistle blowing Policy and Operate Fraud hotline	Adopted Whistle blowing Policy and Operate Fraud hotline	Adopted Whistle blowing Policy and Operate Fraud hotline	Internal	ELM
KFA1.8	KFA 1: Governance Structures	IDP process plan	All	Adopted IDP process plan	Operational cost	1 x process plan per annum	1 x process plan per annum	1 x process plan per annum	1 x process plan per annum	1 x process plan per annum	Internal	ELM
KFA1.9	KFA 1: Governance Structures	Develop IDP	All	Developed IDP	Operational cost	1x Adopted IDP per annum	1x Adopted IDP per annum	1x Adopted IDP per annum	1x Adopted IDP per annum	1x Adopted IDP per annum	Internal	ELM
KFA1.10	KFA 1: Governance Structures	Alignment of the budget to the IDP	All	Aligned of the budget to the IDP	Operational cost	Budget aligned to IDP	Budget aligned to IDP	Budget aligned to IDP	Budget aligned to IDP	Budget aligned to IDP	Internal	ELM
KFA 2.1	KFA 2: Stakeholder participation	IDP community outreach meetings	All	Conducted IDP community outreach	Operational cost	2 x IDP community outreach meetings	2 x IDP community outreach meetings	2 x IDP community outreach meetings	2 x IDP community outreach meetings	2 x IDP community outreach meetings	Internal	ELM

				ch meetings						s		
KFA 2.2	KFA 2: Stakeholder participation	IDP representative forums	All	Conducted IDP representative forums	Operational cost	2 x IDP representative forum	2 x IDP representative forum	2 x IDP representative forum	2 x IDP representative forum	2 x IDP representative forum	Internal	ELM
KFA 2.3	KFA 2 Stakeholder Participation	Development of Ward Operational Plans	All	Developed Ward Operational Plan in all 34 Wards	Operational cost	100% functionality in all wards	100% functionality in all wards	100% functionality in all wards	100% functionality in all wards	100% functionality in all wards	Int	ELM
KFA 2.4	KFA 2 Stakeholder Participation	Ward Committee & Community Meetings	All	6 Community Meetings per Ward held and 12 Ward Committee Meetings		Standard held as expected	Standard held as expected	Standard held as expected	Standard held as expected	Standard held as expected	Ext	ELM

				held per year per ward								
KFA 2.5	KFA 2 Stakeholder Participation	Speakers Forum	All	4 Quarterly meetings held	Operational cost	100% meetings held	100% meetings held	100% meetings held	100% meetings held	100% meetings held	Int.	ELM
KFA 2.6	KFA 2 Stakeholder Participation	Community Izimbizo Meetings	All	All outreach meetings held as per the IDP /Budget process plan	Operational cost	100% meetings held	100% meetings held	100% meetings held	100% meetings held	100% meetings held	Ext	ELM
KFA 2.7	KFA 2 Stakeholder Participation	Annual CDW Ward Committee Summit	All	Resolutions from the Summit Available		Annual CDW Ward Committee Summit held	Annual CDW Ward Committee Summit held	Annual CDW Ward Committee Summit held	Annual CDW Ward Committee Summit held	Annual CDW Ward Committee Summit held	Ext	ELM
KFA 3.1	KFA 3: Inter-governmental Relations	Local Geographical Name	All Wards	Conducted Local	R500,000.00	Local Geographical	Local Geographical	Local Geographical	Local Geographical	Local Geographical	Internal	ELM

	(IGR)	Committee		Geographical Name Committee		Name Committee	Name Committee	Name Committee	Name Committee	Name Committee		
KFA 3.2	KFA 3: Inter-governmental Relations (IGR)	Moral Regeneration Movement	All Wards		Operational cost	Moral Regeneration	Moral Regeneration	Moral Regeneration	Moral Regeneration	Moral Regeneration	Internal	ELM
KFA 4.1	KFA 4: Communications (internal and external)	Implementation of Communication Strategy	Emalaheni Local Municipality	Constant implementation of the strategy	R 12,500 000.00	Procurement of Communication tools	Implementation and review Communication Strategy	Implementation and review Communication Strategy	Implementation and review Communication Strategy	Implementation and review Communication Strategy	Int.	ELM
KFA 4.2	KFA 4: Communications (internal and external)	Quarterly Newsletter	Emalaheni Local Municipality	Release of quarterly news	R1,600 000.00	Production and distribution of 4 quarterly newsletters	Production and distribution of 4 quarterly newsletters	Production and distribution of 4 quarterly newsletters	Production and distribution of 4 quarterly newsletters	Production and distribution of 4 quarterly newsletters	Int.	ELM
KFA 4.3	KFA 4: Communications (internal and external)	Media and Press Release	Emalaheni Local Municipality	Constant media briefing on issues	R 600,000 .00	Media briefing on issues	Media briefing on issues	Media briefing on issues	Media briefing on issues	Media briefing on issues	Int.	ELM

4 PHYSICAL INFRASTRUCTURE AND ENERGY EFFICIENCY

4.1 INTRODUCTION

Municipalities must ensure that basic services are provided to their communities as stated in the Constitution of the country. Emalahleni is no exception to this constitutional obligation. There is a pressing need for the municipality to provide quality services to the community so as to avoid public unrests.

The basic services that have to be provided are potable water, sanitation, refuse removal, electricity, roads and storm-water, street lighting and environmental health.

These services directly affect the quality of the lives of the people in the community. The non-provision of water and non-collection of refuse can easily lead to unhealthy and unsafe living environments. Poor services can also make it difficult to attract investments to an area thus limiting economic growth and job creation.

In terms of key service achievements the municipality was able to deliver services to its community and the status quo in respect of access to services is as follows:

- 70% of households have access to electricity;
- 98% have access to piped water;
- 88% of households have access to toilets or pit latrines of which 69% have waterborne sewer; and
- 93% have access to refuse removal.

4.2 ELECTRICITY INFRASTRUCTURE AND ENERGY EFFICIENCY

The function of the Electrical division within the municipality includes the provision and distribution of electricity to consumer and the upgrading and maintenance of the existing

infrastructure. The Department is responsible for the purchase of bulk electricity from Eskom and distribution thereof to the community.

Access to energy

The below table indicates the use of different sources of energy for lighting in Emalahleni households. The figures reveal electricity as the leading source of energy for all users followed by candles and gas as the lowest source of energy. Also, the table shows the access per wards.

WARDS	ELECTRICITY	GAS	PARAFFIN	CANDLES	SOLAR	NONE
Emalahleni	88,032	207	2,981	27,940	273	441
Ward 1	4336	1	4	85	5	12
Ward 2	2190	7	18	373	13	5
Ward 3	1161	-	15	164	4	2
Ward 4	2436	1	13	416	5	6
Ward 5	2719	-	4	14	4	3
Ward 6	3333	1	19	169	5	3
Ward 7	1943	7	21	278	-	-
8Ward 8	3322	2	64	594	5	5
Ward 9	2951	16	40	304	6	5
Ward 10	1157	2	22	906	11	7
Ward 11	1482	1	10	104	2	-
Ward 12	2988	11	191	1760	13	24
Ward 13	1398	2	16	226	2	3
Ward 14	1069	23	559	4149	8	53
Ward 15	2736	10	367	3129	8	81
Ward 16	2059	4	1	8	3	4
Ward 17	2721	1	4	41	4	4
Ward 18	3348	2	14	32	6	2
Ward 19	2579	13	267	1620	9	21
Ward 20	2686	9	8	56	3	1
Ward 21	4989	5	59	892	11	15
Ward 22	2061	13	2	6	3	1
Ward 23	1949	7	172	1724	7	11

Ward 24	2734	2	-	5	6	1
Ward 25	4246	3	43	541	10	15
Ward 26	2749	2	4	6	16	1
Ward 27	2475	4	12	138	2	7
Ward 28	3376	6	108	1266	5	23
Ward 29	1042	20	476	4621	23	47
Ward 30	1362	1	123	1442	9	17
Ward 31	2398	13	12	141	8	2
Ward 32	2787	8	253	1381	20	31
Ward 33	3615	1	4	11	9	4
Ward 34	3633	10	53	1342	28	23

Source: Statistics South Africa 2011

The municipality is able to provide electricity to at least 96% of its formal households. However the challenges are the old infrastructure, increased demand as results of expansions and illegal connections which causes the electricity infrastructure to be overloaded and explode. Illegal connections also contribute to the high electricity losses suffered by the municipality

4.3 TRANSPORT, ROADS AND STORM WATER INFRASTRUCTURE

4.3.1 Transport

The roads network of Emalahleni Local Municipality is found in the following areas: eMalahleni the city and its urban areas and extensions, KwaGuqa Extensions, Ga-Nala and Thubelihle, Ogies and Phola, Rietspruit, Van Dyksdrift, and Wilge. The network comprises of surfaced roads, gravel roads, paved and concrete with a total of 1400.08km.

The municipality is surrounded by both mining and industrial activities resulting in a contingent of heavy duty motor vehicles using the towns as passages to their destination. There is also a continuous urban development that leads to increased traffic volumes that put more pressure on the aged and dilapidated roads infrastructure which needs upgrading, rehabilitation and maintenance. There is no Roads Master Plan which

would have served as a guide and a strategy in both new constructions and maintenance of existing roads infrastructure network. Work that is done in an annual basis in maintenance is directed by the internal need, and no quantifiable maintenance work was done in roads (surfaced) and 3.89km of gravel roads were maintained (regravelled & gravelled). There are no quantified maintenance plans to guide the maintenance of the roads management system

The municipality has 15km railway line siding which serves the Ferrobank industrial area. The railway line needs to be rehabilitated and ensure continuous maintenance thereof.

The council also has Airfield (Aerodrome) which is mostly in use by the mining company executives and few local businessmen to fly in and out of the Witbank area. To keep up with compliance with the aviation authority the municipality must ensure proper routine maintenance is carried out and the facility promote safety operations.

4.3.2 Roads and stormwater

The Road and Storm Water function of the municipality includes the construction, upgrading, and maintenance of roads and storm water system.

The objective of the division is to ensure that the road and storm water infrastructure is adequately maintained to ensure access and mobility of both motorized and non-motorized traffic. Currently the division is functioning without sector plans (e.g. Road & Storm Water Master Plan) which should be serving as guide for the new development of the towns of Emalahleni Local Municipality.

The challenge faced by the municipality regarding its roads infrastructure is that 90% of the streets are damaged and required reconstruction and rehabilitation. The contributing factor to most street damages is due to the heavy vehicles (mining trucks) and poor storm water drainage.

4.4 WATER AND SANITATION INFRASTRUCTURE

4.4.1 Water

The municipality is serving as a Water Services Authority (WSA) and also Water Services Provider (WSP). The municipality is operating with three water schemes:

- Witbank Water Treatment Works
- Ga-Nala Water Treatment Works
- Rietspruit Water Treatment Works

The infrastructure is approximately fifty years old and has reached the end of its designed life. The infrastructure is composed of different technologies, as technology changed in the past fifty years so has the materials and equipment installed is outdated. The current challenges and problems with water and sanitation for the municipality it is triggered by factors such as:

- Imbalance between the demand and supply (Increased in water demand),
- Overloading of systems,
- Distribution losses (about 42%),
- Ageing and outdated technology.
- Lack of proper maintenance teams (incl. equipment & tools)

The overall Blue Drop score rating:

Year	2012	2011	2010
Score	37,5 %	46,9 %	29,7%

The eMalahleni/Witbank Dam is subject to high levels of pollution in the catchment area and a Water Quality Management Plan was developed for the catchment area by the Department of Water Affairs. The water challenges are as follows:

- Aging and deteriorating infrastructure
- insufficient funding for continuous operation and maintenance, repair and upgrade,

- Inadequate human resources capacity and distribution system not performing to design capacity.
- Water supply disruptions
- High water losses
- Visible poor quality of water
- Low rating of the Blue Drop Status
- Unmetered water network system
- Reliance on transporting portable water with water tankers

The Municipality is planning to improve on the reliability of network system; refurbish its water treatment plant in eMalahleni, reduce the water losses; improve on the quality of water supplied; improve on the Blue Drop status targets and scheduled deliveries of portable water through water tankers.

The Top Priorities for water provision are:

- Good water quality that is complaint.
- Provision of household water supply connections.
- Zone the areas to improve on pressure of the network to ensure access to sustainable water supply
- Refurbish the dysfunctional water infrastructure components
- Establish partnerships with communities for installation of metered water supply (cost recovery)
- Establish zones by installing valves and meters (tariffs establishment)
- Increase number of water tankers

Total Use of Water by Sector (cubic meters)					
	Agriculture	Forestry	Industrial	Domestic	Unaccountable water losses
2011-2012	0	0	9499853	9638030	17435408
2012-2013	0	0			
2013-2014					
<i>T 3.1.2</i>					

The access to water is as the below table

	Households	Piped (tap) water inside dwelling/institution	Piped (tap) water inside yard	Piped (tap) water on community stand: distance less than 200m from dwelling/institution	Piped (tap) water on community stand: distance between 200m and 500m from dwelling/institution	Piped (tap) water on community stand: distance between 500m and 1000m (1km) from dwelling/institution	Piped (tap) water on community stand: distance greater than 1000m (1km) from dwelling/institution	No access to piped (tap) water	Unspecified	Not applicable
Ward 1	4442	2034	2345	5	8	-	2	49	-	-
Ward 2	2607	841	1302	154	25	102	106	76	-	-
Ward 3	1347	395	866	13	6	4	-	63	-	-
Ward 4	2878	981	1517	312	17	11	2	38	-	-
Ward 5	2743	2552	166	9	1	-	1	14	-	-
Ward 6	3529	2350	1022	28	2	-	-	127	-	-
Ward 7	2250	1646	361	110	5	-	-	128	-	-
Ward 8	3992	1344	1811	563	94	60	-	121	-	-
Ward 9	3322	1174	1783	286	41	7	-	31	-	-
Ward 10	2106	1050	636	318	20	3	3	76	-	-
Ward 11	1599	1234	202	30	18	42	17	57	-	-
Ward 12	4987	2429	1314	785	339	11	6	103	-	-
Ward 13	1648	1150	301	154	26	14	-	2	-	-
Ward 14	5861	695	1261	1826	1130	601	147	201	-	-
Ward 15	6331	2566	1406	1348	378	212	7	414	-	-
Ward 16	2079	1662	407	5	-	-	2	4	-	-
Ward 17	2776	2289	467	2	4	2	3	8	-	-
Ward 18	3404	3222	139	2	7	7	-	28	-	-
Ward 19	4509	1913	654	626	452	180	87	596	-	-

Ward 20	2763	2523	171	23	3	1	1	41	-	-
Ward 21	5969	4776	216	281	154	58	2	48 4	-	-
Ward 22	2086	1961	102	4	3	1	1	13	-	-
Ward 23	3870	1130	1723	567	121	108	11	21 2	-	-
Ward 24	2748	2671	44	9	1	1	-	22	-	-
Ward 25	4858	2174	2314	47	6	12	11	29 4	-	-
Ward 26	2778	2275	475	5	1	1	1	20	-	-
Ward 27	2638	2200	280	105	13	10	16	14	-	-
Ward 28	4784	1870	1847	417	122	47	120	36 1	-	-
Ward 29	6229	1007	2772	932	552	253	62	65 2	-	-
Ward 30	2954	1185	284	379	201	286	173	44 5	-	-
Ward 31	2574	1161	1295	82	9	7	-	20	-	-
Ward 32	4480	2345	673	588	169	153	42	51 0	-	-
Ward 33	3644	3462	156	3	5	1	-	18	-	-
Ward 34	5089	3545	117	56	174	156	10	10 32	-	-

Source: Statistics South Africa, Census 2011

4.4.2 Sanitation

Emalahleni Local Municipality operates with seven (7) Waste Water Treatment Works (WWTW) namely:

- Ferrobank WWTW,
- Riverview WWTW
- Naauwpoort WWTW,
- Klipspruit WWTW,
- Phola-Ogies WWTW,
- Rietspruit WWTW,
- Ga-Nala WWTW (Thubelihle WWTW to replace Ga-Nala)
- The overall Green Drop score performance:

Year	2013	2012	2011
Score	Awaiting results	46.2%	0%

Access to sanitation

The distribution of Emalahleni Municipality households by access to sanitation facilities is indicated in the below table. In 2011, 116,888 of households in the Municipality have access to toilet facilities, with highest number of households have access to flush toilet connected to sewerage system. There is huge increase on households connected to Pit Toilets with and without ventilation. According to the municipal statistics, all the households have sanitation services; the information from census 2011 will be investigated

Toilet facility in actual numbers		
Description	2001	2011
Flush toilet (connected to sewerage system)	52,153	82,482
Flush toilet (with septic tank)	789	2,389
Pit toilet with ventilation (VIP)	839	3,812
Pit toilet without ventilation	14,097	24,223
Chemical toilet	653	844
Other	-	2,412
None	5,215	2,987

Source: Census South Africa 2011

The challenges faced include

- Aged infrastructure,
- Sewer spillages due to blocked pipes and manholes,
- Pollution to the streams (Poor quality effluent discharged to the environment),
- Inefficient sewer treatment plant and overflowing;
- Majority of houses without proper sanitation in the municipal area;
- Most rural sanitation (VIP toilet pits) are full
- Low rating of Green Drop Status rating.

- The current infrastructure is inadequate to accommodate the new development.

The municipality is planning to optimise the efficiency of the Sewer Treatment Works and respond on time to sewer spillages. Reduce/Treat the sludge content in the VIP toilets and improve on the Blue Drop Status.

Plans are to:

- Refurbish and upgrade the Waste Water Treatment Works.
- Provide water borne sewerage system as adequate bulk water becomes available
- Zone areas and build teams to improve on response time to sewer spillages
- Provide routine maintenance to the rural sanitation schemes

4.5 WASTE INFRASTRUCTURE

The municipality has 3 licensed landfill sites, which are Leeuwpoort, Ga-Nala waste disposal sites and the Phola landfall site and no unlicensed landfill sites. The operation and maintenance of the Leeuwpoort and Ga-Nala waste disposal sites are being done by private service providers. The Phola landfall site is still under construction. Sufficient air space is still available on all landfill sites for the disposal of refuse.

4.6 PARKS AND OPEN SPACES

The municipality is responsible for the development and maintenance of parks and open spaces. Currently there are 69 developed municipal parks with a total size of 1598.9 and 72 number of undeveloped Municipal Park with a total size of 982.9ha. In terms of open spaces the municipality has 860 total hectares of public open spaces to be maintained

There is a vast area of open land and municipal public amenities that needs to be maintained in terms of grass cutting. However, shortage of resources limits the covering of all areas.

4.7 EQUIPMENT AND FLEET

The municipal fleet and equipment is managed by the municipality. Equipment and fleet consist of refuse trucks, tipper trucks, bakkies, graders, front end loaders, lowbed, tools and equipment

The equipment and fleet challenges are:

- Fleet and Equipment too old
- No Tracking Devices Installed
- No Planned Maintenance in Place
- No Pre-Shift Checks Done

The municipality is planning to introduce a Fleet Management System, develop a Planned Maintenance System, procure a Service Provider for Fleet Management System and install a Costing System

4.8 PHYSICAL INFRASTRUCTURE AND ENERGY EFFICIENT STRATEGIES AND SECTOR PLAN STATUS

Sector Plan	Existing Yes/No	Draft / Adopted	Date of adoption	Last, Reviewed when?	Comments on the current status
Comprehensive Integrated Infrastructure Plan	No				
The Water Services Development Plan	Yes	Draft			District mandate
Bulk Water Master Plan	Yes	Adopted	2007		Due for review. Budget constraints
Bulk Sanitation Master Plan	Yes	Adopted	2007		Due for review. Budget constraints
Water Infrastructure Maintenance Plan	No				Budget constraints
Water Asset Management Plan	No				Budget constraints
The Energy Master Plan	No				Budget constraints
High Voltage Master Plan	Yes	Yes	October 2013		
Electrification Plan	No				Budget constraints
Electrical Maintenance Plan	Yes	Yes	October 2013		
Electrical Asset Management Plan	No				Budget constraints

Sector Plan	Existing Yes/No	Draft / Adopted	Date of adoption	Last, Reviewed when?	Comments on the current status
Roads and Stormwater Plan	No				Budget constraints
The Integrated Transport Plan	No				NDM is busy with it. To be adopted by March
Public Transport Plan	No				The provincial mandate because MEC must give authority to do this (Public Safety comment)
Major Roads Plan	No				Budget constraints
Non-Motorized Network Plan	No				Budget constraints
Demand Traffic model	No				NDM Busy with it
Road Safety plan	No				Budget constraints
Integrated Waste management plan	Yes	Adopted	2008	Will be reviewed in 2014	Budget constraints

5 PHYSICAL INFRASTRUCTURE AND ENERGY EFFICIENCY 5 YEAR PLAN

SUB KPA 2: PHYSICAL INFRASTRUCTURE AND ENERGY EFFICIENCY												
Strategic Objective	To ensure efficient infrastructure and energy supply that will contribute to the improvement of quality of life for all citizens within eMalahleni			Policies:	Removal of waste on public holidays, Removal of domestic waste together with garden waste in black plastic bags.							
				Bylaws:	Cemeteries by-laws, Public open spaces by-laws, Waste management by-laws, Waste Act & Regulations, Air Quality Management by-laws, Noise Abatement by-laws							
IDP/Ref no	Key Focus Area (KFA)	Activity/project/ programme	Wards	KPI	Budget	Targets					Delivery Int./Ext	Funding Source
						2014/15	2015/16	2016/17	2017/18	2018/19		
KFA 5.1	KFA 5: Electricity Infrastructure and Efficiency	Ring Network Refurbishment	12, 13 & 16	Total number of substations refurbished	R 2,786,343.00	4	0	0	0	0	External	ELM & DoE
KFA 5.2	KFA 5: Electricity Infrastructure and Efficiency	Installation of Highmast - Emalahleni	1- 15 & 25 - 32	Total number of Highmasts serviced	R10,080 000.00	32	0	0	0	0	External	ELM & DoE
KFA 5.3	KFA 5: Electricity Infrastructure and Efficiency	Installation of Streetlights - Emalahleni	All	Total number of streetlights serviced	R357,661.00	23	0	0	0	0	Internal	ELM
KFA 5.4	KFA 5: Electricity Infrastructure and Efficiency	Service and maintenance of mechanical and electrical equipment	All	Reduction on turnaround time for repairs in	R3,000.000	520 hours to repair failures on	520 hours to repair failures on	520 hours to repair failures on	520 hours to repair failures on	520 hours to repair failures on	Internal	ELM

				mechanical and electrical equipment		mechanical component	mechanical component	mechanical component	mechanical component	mechanical component		
KFA 5.5	KFA 5: Electricity Infrastructure and Efficiency	Reduction on electricity distribution loses	All	Reduction on electricity distribution loses to within standards and norms 6-12%	R80, 000 000.00	16% reduction in distribution loss	15% reduction in distribution loss	14% reduction in distribution loss	13% reduction in distribution loss	12% reduction in distribution loss	Internal	ELM
KFA 5.6	KFA 5: Electricity Infrastructure and Efficiency	Refurbishment of substation equipment	All	Total number of substations refurbished and upgraded	R600,000 000.00	60% Upgrade on electrical equipment.	70% Upgrade on electrical equipment.	80% Upgrade on electrical equipment.	90% Upgrade on electrical equipment.	100% Upgrade on electrical equipment.	External	ELM & DoE
KFA 5.7	KFA 5: Electricity Infrastructure and Efficiency	Outdated and aged public lighting.	All	Total number of public lighting installations upgraded and refurbished	R100, 000 000.00	60% upgrade on public lighting	70% upgrade on public lighting	80% upgrade on public lighting	90% upgrade on public lighting	100% upgrade on public lighting	Internal	ELM
KFA 5.8	KFA 5: Electricity Infrastructure and Efficiency	Provision of tools and equipment	All	Total number of critical tools provided	R50, 000 000.00	Increase the availability of specialised tools and equipme	Increase the availability of specialised tools and	Increase the availability of specialised tools and equipme	Increase the availability of specialised tools and equipme	Increase the availability of specialised tools and equipme	Internal	ELM

						nt by 20%	equipment by 20%	nt by 20%	nt by 20%	nt by 20%		
KFA 5.9	KFA 5: Electricity Infrastructure and Efficiency	Fleet	All	Total number of fleet available	R15, 000 000.00	30% increase in fleet availability.	More than 50% fleet availability	More than 50% fleet availability	More than 50% fleet availability	More than 50% fleet availability	Internal	ELM
KFA 5.10	KFA 5: Electricity Infrastructure and Efficiency	Electrification of house holds	All	38000 households electrified	R570, 000, 000.00	1000 houses to be electrified	1000 houses to be electrified	1000 houses to be electrified	1000 houses to be electrified	1000 houses to be electrified	External	ELM & DoE
KFA 5.11	KFA 5: Electricity Infrastructure and Efficiency	Increase of nominal maximum demands	All	100 % increase of NMD's on all Eskom intake points	R 410, 000, 000.00	1 substation completed	1 substation completed	1 substation completed	1 substation completed	1 substation completed	External	ELM & DoE
KFA 5.12	KFA 5: Electricity Infrastructure and Efficiency	Electrical bulk infrastructure upgrade	All	100 % upgrade of the bulk infrastructure network	R500, 000 000.00	50 % upgrade on electrical bulk infrastructure network	20 % upgrade on electrical bulk infrastructure network	10 % upgrade on electrical bulk infrastructure network	10 % upgrade on electrical bulk infrastructure network	10 % upgrade on electrical bulk infrastructure network	External	ELM & DoE
KFA 5.13	KFA 5: Electricity Infrastructure and Efficiency	Electrical low voltage network upgrade	All	Total refurbishment of low voltage network	R200,000 000.00	50 % upgrade on low voltage network	20 % upgrade on low voltage network	10 % upgrade on low voltage network	10 % upgrade on low voltage network	10 % upgrade on low voltage network	External	ELM & DoE
KFA 6.1	KFA 6: Transport, roads and storm water	Maintenance of rail siding	All	Maintained railway line complying with Rail	R18,000 000.00	1	1	1	1	1		External

	infrastructure			Safety Regulator								
KFA 6.2	KFA 6: Transport, roads and storm water infrastructure	Maintenance of air field	All	Maintained airfield complying with Aviation Authority	R1,400,000.00	1	1	1	1	1	External	External
KFA 6.3	KFA 6: Transport, roads and storm water infrastructure	Integrated Transport Plan	1-37	Integrated Transport Plan	R4,300,000.00	Approved Integrated Transport Plan and implementation	Approved Integrated Transport Plan and implementation	Approved Integrated Transport Plan and implementation	Approved Integrated Transport Plan and implementation	Approved Integrated Transport Plan and implementation	External	External
KFA 6.4	KFA 6: Transport, roads and storm water infrastructure	Non-motorised Transport Plan	1-37	Non-motorised Transport Plan	R4,300,000.00	Approved Integrated Transport Plan and implementation	Approved Integrated Transport Plan and implementation	Approved Integrated Transport Plan and implementation	Approved Integrated Transport Plan and implementation	Approved Integrated Transport Plan and implementation	External	External
KFA 6.5	KFA 6: Transport, roads and storm water infrastructure	Non-motorised Transport Plan	1-37	Bus Stop Plan	R4,300,000.00	Approved Integrated Transport Plan and implementation	Approved Integrated Transport Plan and implementation	Approved Integrated Transport Plan and implementation	Approved Integrated Transport Plan and implementation	Approved Integrated Transport Plan and implementation	External	External
KFA 6.6	KFA 6: Transport, roads and storm	Multimodal Facility		number of Multimodal Facilities	R202,500,000.00	1	1	1	1	1	External	External

	water infrastructure			(no.)								
KFA 6.7	KFA 6: Transport, roads and storm water infrastructure	Construction of Weighbridges	17, 19 & 20	Number Weighbridge	R15,000,000.00	1	1	1	1	1	External	External
KFA 6.8	KFA 6: Transport, roads and storm water infrastructure	Construction of bicycle lanes	1,6,7,8,10,12,13,15,16,17,19,20	Total length (km)	R1,400,000.00	2	2	2	2	2	External	External
KFA 6.9	KFA 6: Transport, roads and storm water infrastructure	Construction of Taxi Ranks	1-37	number of Taxi Ranks (no.)	R25,000,000.00	1	1	1	1	1	External	External
KFA 6.10	KFA 6: Transport, roads and storm water infrastructure	Implementation of Middledeni corridor study	1-37	number of corridors	R890,000,000.00	1	1	1	1	1	External	External
KFA 6.11	KFA 6: Transport, roads and storm water infrastructure	Patching	Various Wards	Total number of square meters (m ²)	R77,000,000.00	20000	25000	25000	250000	25000	Internal and External	ELM, NDM, DPWR & T
KFA 6.12	KFA 6: Transport	Reseal	Various	Total number of	R51,000,000.00	10000	10000	10000	10000	10000	Internal and	ELM, NDM,

	, roads and storm water infrastructure		Wards	square meters (m ²)							External	DPWR & T
KFA 6.13	KFA 6: Transport, roads and storm water infrastructure	Fog Spraying	All	Total number of kilometers (km)	R8,500,000.00	15	15	15	15	15	External	ELM
KFA 6.14	KFA 6: Transport, roads and storm water infrastructure	Crack Sealing	All	Total number of square meters (m ²)	R500,000.00	500	500	500	500	500	External	ELM
KFA 6.15	KFA 6: Transport, roads and storm water infrastructure	Re-Gravelling	Various Wards	Total number of kilometers (km)	R640,000.00	20	20	20	20	20	Internal	ELM
KFA 6.16	KFA 6: Transport, roads and storm water infrastructure	Bladding / Levelling	Various Wards	Total number of kilometers (km)	R3,000,000.00	500	500	500	500	500	Internal	ELM
KFA 6.17	KFA 6: Transport, roads and storm water infrastructure	Road Shoulder Fill	Various Wards	Total number of kilometers (km)	R1,000,000.00	5	5	5	5	5	Internal	ELM

KFA 6.18	KFA 6: Transport, roads and storm water infrastructure	Side walks	Vari us Ward s	Total number of square meters (m ²)	R500,000.00	400	400	400	400	400	Internal	ELM, NDM
KFA 6.19	KFA 6: Transport, roads and storm water infrastructure	Block Paving Repair	Vari us Ward s	Total number of square meters (m ²)	R500,000.00	400	400	400	400	400	Internal	ELM
KFA 6.20	KFA 6: Transport, roads and storm water infrastructure	Kerb Repair	Vari us Ward s	Total number of meters (m)	R500,000.00	3000	3000	3000	3000	3000	Internal	ELM
KFA 6.1	KFA 6: Transport, roads and storm water infrastructure	Street Name Plates	Vari us Ward s	Total number of street name kerbs (no.)	R250,000.00	100	100	100	100	100	External	ELM
KFA 6.21	KFA 6: Transport, roads and storm water infrastructure	Dust Control	Vari us Ward s	Total number of kilometers (Km)	R500,000.00	100	100	100	100	100	Internal	ELM
KFA 6.22	KFA 6: Transport, roads and storm water	Roads Master Plan	All	Roads Master Plan	R4,300,000.00	Approve d Roads Master Plan and impleme	Approve d Roads Master Plan and	Approve d Roads Master Plan and impleme	Approve d Roads Master Plan and impleme	Approve d Roads Master Plan and	External	ELM

	infrastructure					ntation	imple ntation	ntation	ntation	imple ntation		
KFA 6.23	KFA 6: Transport , roads and storm water infrastructure	Roads Operations and Maintenance Plan (OMP)	All	Roads Operation s and Maintena nce Plan (OMP)	R2,300,00 0.00	Approve d Roads Operatio ns and Maintena nce Plan and impleme ntation	Approve d Roads Operati ons and Mainten ance Plan and impleme ntation	Approve d Roads Operatio ns and Mainten ance Plan and impleme ntation	Approve d Roads Operatio ns and Mainten ance Plan and impleme ntation	Approve d Roads Operatio ns and Mainten ance Plan and impleme ntation	External	ELM
KFA 6.24	KFA 6: Transport , roads and storm water infrastructure	Cleaning of Storm Water Pipes	All	Total number of meters (m)	R1,000.00	1000	1000	1000	1000	1000	Internal	ELM
KFA 6.25	KFA 6: Transport , roads and storm water infrastructure	Cleaning Catchment Pits	All	Number of pits cleaned	R0.00	100	100	100	100	100	Internal	ELM
KFA 6.26	KFA 6: Transport , roads and storm water infrastructure	Cleaning Channels / Gutters	All	Total number of kilometers (km)	R0.00	1000	1000	1000	1000	1000	Internal	ELM
KFA 6.27	KFA 6: Transport , roads and storm water infrastructure	Cleaning V- Drains	All	Total number of kilometers (m)	R0.00	1000	1000	1000	1000	1000	Internal	ELM

KFA 6.28	KFA 6: Transport , roads and storm water infrastructure	Constructing Stone Pitching	All	Total number of square meters (m ²)	R0.00	50	50	50	50	50	Internal	ELM
KFA 6.29	KFA 6: Transport , roads and storm water infrastructure	Storm Water Master Plan	All	Storm Water Master Plan	R4,300,000.00	Approve d Storm Water Master Plan	Approve d Storm Water Master Plan	Approve d Storm Water Master Plan	Approve d Storm Water Master Plan	Approve d Storm Water Master Plan	External	ELM
KFA 6.30	KFA 6: Transport , roads and storm water infrastructure	Stormwater Operations and Maintenance Plan (OMP)	All	Stormwat er Operations and Maintena nce Plan (OMP)	R2,300,000.00	Approve d Stormwat er Operatio ns and Maintena nce Plan (OMP)	Approve d Stormw ater Operati ons and Maintena nce Plan (OMP)	Approve d Stormwa ter Operatio ns and Maintena nce Plan (OMP)	Approve d Stormwa ter Operatio ns and Maintena nce Plan (OMP)	Approve d Stormw ater Operatio ns and Maintena nce Plan (OMP)	External	ELM
KFA 6.31	KFA 6: Transport , roads and storm water infrastructure	Stormwater Management Plan	All	Stormwat er Managem ent Plan	R4,300,000.00	Approve d Stormwat er Manage ment Plan	Approve d Stormw ater Manage ment Plan	Approve d Stormwa ter Manage ment Plan	Approve d Stormwa ter Manage ment Plan	Approve d Stormw ater Manage ment Plan	External	ELM
KFA 6.32	KFA 6: Transport , roads and storm water infrastructure	Construction of new roads (With bridges)	Vario us Ward s	Total number of kilometers (Km)	R150,000,000.00	10	10	10	10	10	External	ELM
KFA 6.33	KFA 6:	Re-Construction	Vario	Total	R150,000,	10	10	10	10	10	External	ELM

	Transport , roads and storm water infrastructure	of damages roads (With bridges)	us Wards	number of kilometers (Km)	000.00							
KFA 6.34	KFA 6: Transport , roads and storm water infrastructure	Installation of traffic calming devices	Varios Wards	Total number of traffic calming devices	R5,000,000.00	10	10	10	10	10	External	ELM
KFA 6.35	KFA 6: Transport , roads and storm water infrastructure	Construction of new pedestrian bridges	Varios Wards	Total number of bridges constructed	R12,500,000.00	1	1	1	1	1	External	ELM
KFA 6.36	KFA 6: Transport , roads and storm water infrastructure	Construction of new storm water drains	All	Total number of meters (m)	R8,000,000.00	5000	5000	5000	5000	5000	External	ELM
KFA 7.1	KFA 7: Water & Sanitation Infrastructure	Installation of Water Reticulation in Empumelelweni Exts, Tala, Thubelihle, Phola, Kwa-Guqa new extensions, Klari net and Mpondozankomo	3, 12,30,14	5000 house connections	R15,500,000.00	500	1 500	500	1500	1000	External	MIG , DHS and NDM
KFA 7.2	KFA 7:	Construction of	3,	10 000 m	R50,000,0	1000	2000	2000	2500	2500	External	MIG ,

	Water & Sanitation Infrastructure	bulk water supply lines in Empumelelweni, Phola, Tala, Ogies, Mphondozaanko and Klarinet Extensions	12,30,14		00.00							DHS and NDM
KFA 7.3	KFA 7: Water & Sanitation Infrastructure	Construction of Reservoirs at Kwa-Guqa Ext 2 10ML and 3ML, Klarinet 10 ML and Ogies 6 ML	1,2,3,4,5,6,7,8,12,3,2,30,31	4 Reservoirs	R75,000,00.00	10 ML		10 ML	3ML	6ML	External	MIG, NDM and DHS
KFA 7.4	KFA 7: Water & Sanitation Infrastructure	Construction of Bulk Raw Water supply line.	24	3000m	R9,000,000.00	1500	1500				External	DWA
KFA 7.5	KFA 7: Water & Sanitation Infrastructure	Construction of Raw Water supply line to Industries.	12	5000m	R30,000,000.00	1500	3500				External	Industries
KFA 7.6	KFA 7: Water & Sanitation Infrastructure	Upgrading and refurbishment of Witbank, Rietspruit and Ga-Nala Water Purification Plant.	24,32,25,26,27	3 Water Purification Plant.	R920,000,000.00	Witbank Plant	Witbank Plant. Rietspruit Plant	Witbank Plant Rietspruit Plant	Witbank Plant Rietspruit Plant	Witbank Plant	External	MIG DWA NDM DHS
KFA 7.7	KFA 7: Water & Sanitation Infrastructure	Upgrading at Water Reservoirs pump stations.	All	5 X Upgrading at Water Reservoirs pump stations.	R5,000000.00	1	1	1	1	1	External	MIG DWA NDM DHS
KFA 7.8	KFA 7: Water & Sanitation	Replacement of Bulk Corroded steel pipe and	All	3000m	R12,000,000.00	1000	1000	1000				

	Infrastructure	AC										
KFA 7.9	KFA 7: Water & Sanitation Infrastructure	Replacement of AC pipes	18,11,19	5000m	R12,500,000.00	1000	1000	1000	1000	1000	External	NDM DWA
KFA 7.10	KFA 7: Water & Sanitation Infrastructure	Feasibility studies for alternative water supply	All	3 x documents	R1,500,000.00	1 document	2 documents				External	
KFA 7.11	KFA 7: Water & Sanitation Infrastructure	Upgrading of pumping line between B & C reservoirs	All	6 000m	R12,000,000.00	6000					External	Private developers
KFA 7.12	KFA 7: Water & Sanitation Infrastructure	Improve Blue Drop Plan	All	3 Plants	R6,000,000.00		Plant 1	Plant 2	Plant 3			
KFA 7.13	KFA 7: Water & Sanitation Infrastructure	Construction of Sewer Reticulation in Empumelelweni Exts, Tala, Thubelihle, Phola, Kwa-Guqa new extensions, Klari net and Mpondozankomo	25,30,28,31,3,11	5000 house connections	R25,000,000.00	500	1 500	500	1500	1000		MIG , DHS and NDM
KFA 7.14	KFA 7: Water & Sanitation Infrastructure	Upgrading and refurbishment of Klipspruit Waste Water Treatment plant	1-9,12,15,23 & 29)									
KFA 7.15	KFA 7:	Upgrading and	20		R100,000,							

	Water & Sanitation Infrastructure	refurbishment of Riverview Waste Water Treatment plant			000.00							
KFA 7.16	KFA 7: Water & Sanitation Infrastructure	Upgrading and refurbishment of Naauwpoort Waste Water Treatment plant	18		R100,000,000.00							
KFA 7.17	KFA 7: Water & Sanitation Infrastructure	Upgrading and refurbishment of Ferrobank Waste Water Treatment plant	12		R110,510,575.30							
KFA 7.18	KFA 7: Water & Sanitation Infrastructure	Upgrading and refurbishment of Phola Waste Water Treatment plant	28,30,31		R90,000,000.00							
KFA 7.19	KFA 7: Water & Sanitation Infrastructure	Upgrading and refurbishment of Ga-Nala/Thubelihle Waste Water Treatment plant	26,25,27		R12,000,000.00							
KFA 7.20	KFA 7: Water & Sanitation Infrastructure	Upgrading and refurbishment of Rietspruit Waste Water Treatment plant	32		R5,000,000.00							
KFA 7.21	KFA 7: Water & Sanitation Infrastructure	Construction of Pump Stations and Empumelelweni	29		R15,000,000.00							
KFA 7.22	KFA 7: Water & Sanitation Infrastructure	Construction of Outfall Connector Lines and Raising Main at	All	R6,000,000.00	R 30 000 000.00		2400	1200	1200	1200	External	MIG , DHS and NDM

		Empumelelweni, Ga-Nala/Thubelihle, Mbondoankomo, Ogies, Klarinet and Kwaguqa										
KFA 7.23	KFA 7: Water & Sanitation Infrastructure	Upgrading and Refurbishment of Sewer Pump Stations Bush, schoongezech, Pine ridge, Witbank Damx3, Phola, Vosman, William, City Road, Ga-Nala and Botha.	All	13 X Sewer Pump Station	R 32 500 000.00	2	3	4	3	1	External	MIG , DHS and NDM
KFA 7.24	KFA 7: Water & Sanitation Infrastructure	Improve Green Drop Plan	All	7 Plants	R14,000,000.00	1	1	1	2	2	External	DHS and NDM
KFA 8.1	KFA8: Waste infrastructure	Maintain all landfill sites according to permit conditions.	All	Landfill sites operated according to permit requirements by service provider.	R4,000,000.00			Maintain all landfill sites according to permit conditions.			Internal	Internal
KFA 8.2	KFA8: Waste infrastructure	Establishment of new cemetery.	Wards 1 – 25	New cemetery established.	R4,200,000.00				Establishment of new cemetery.	Establishment of new cemetery.	Internal	External
KFA 8.3	KFA8: Waste infrastructure	Develop a maintenance plan for the effective	All	Maintenance plan developed.	R0	Maintenance plan developed.					Internal	Internal

		maintenance of Emalahleni Cemeteries.										
KFA 9.1	KFA 9: Municipal & Public Facilities	Renovations		Number of buildings renovated	R5,000,000.00	1	1	1	1	1	Internal	ELM
KFA 9.2	KFA 9: Municipal & Public Facilities	Building Safety Audit to comply with OHS requirement		Number of building audits done	R500,000.00	2	2	2	2	2	External	ELM
KFA 9.3	KFA 9: Municipal & Public Facilities	Lift inspection		Number of inspection	R3,700,000.00	1	1	1	1	1	External	ELM
KFA 9.4	KFA 9: Municipal & Public Facilities	Repair and Maintenance of Municipal Buildings		Routine maintenance	R12,400,000.00	1	1	1	1	1	Internal	ELM
KFA 9.5	KFA 9: Municipal & Public Facilities	Cleaning of Municipal Buildings		Routine maintenance	R12,400,000.00	100	100	100	100	100	Internal	ELM
KFA 9.6	KFA 9: Municipal & Public Facilities	Offices partitioning for IBS Dept		Number of office created	R10,000,000.00	1	1	1	1	1	External	ELM
KFA 9.7	KFA 9: Municipal & Public Facilities	Revamping of Council Chamber			R2,000,000.00	1	0	0	0	0	External	ELM
KFA 9.8	KFA 9: Municipal & Public Facilities	Fencing of Civic Centre		Fenced Civic Centre	R2,500,000.00	1	0	0	0	0	External	ELM
KFA 9.9	KFA 9: Municipal & Public Facilities	Re-Installation of Lifts		Number of Lifts Installed	R25,000,000.00	1	1	1	1	1	External	
KFA 9.10	KFA 9:	Heat Ventilation		Number	R120,000,	100	100	100	100	100	External	

	Municipal & Public Facilities	and Air Conditioning System		of installation	000.00							
KFA 9.11	KFA 9: Municipal & Public Facilities	Upgrading of 25 chalets and Laundry		Upgraded chalets and Laundry		15 Chalets and Upgrading of Laundry and purchasing of industrial laundry machines						NDM
KFA 9.12	KFA 9: Municipal & Public Facilities	9 Ablution blocks		Upgraded Ablution blocks	R700 000	6 Ablution blocks						ELM
KFA 9.13	KFA 9: Municipal & Public Facilities	Upgrading of putt-putt and tennis courts		Upgraded putt-putt and tennis courts	R300 000	Resurfacing of one tennis court and putt-putt	tennis court					ELM
KFA 9.14	KFA 9: Municipal & Public Facilities	Marketing and branding of the Resort		Marketed and branded	R200 000							ELM
KFA 10.1	KFA 10: Parks and open spaces	Purchase of grass cutting equipment.	All	Grass cutting equipment acquired	R1,200,000.00	Acquisition of grass cutting equipment.	Acquisition of grass cutting equipment.	Acquisition of grass cutting equipment.	Acquisition of grass cutting equipment.		Internal	Internal
KFA 10.2	KFA 10: Parks and open spaces	Purchase of trees.	All	Trees purchased and planted.	R200,000.00	R50 000	R50 000	R50 000	R50 000		Internal	Internal
KFA 10.3	KFA 10:	Development of	Ward	New park	R850,		R425	R425			Internal	Internal

	Parks and open spaces	a new park in the low income areas.	12	developed	000.00		000	000				
KFA 11.1	KFA 11: Equipment and Fleet	Fleet Management System		To Procure a Supplier to Provide A Fleet Management System		Advertise for Service Provider to provide the Fleet and Management System Approval	Implement the Approved Fleet Management System	Implement the Approved and Monitor Fleet Management System	Implement the Approved and Monitor Fleet Management System	Implement the Approved and Monitor Fleet Management System	External	
KFA 11.2	KFA 11: Equipment and Fleet	Planned Maintenance System		Develop a Planned Maintenance System		Develop a Planned Maintenance System and Implement	Monitor a Planned Maintenance System	Monitor a Planned Maintenance System	Monitor a Planned Maintenance System	Monitor a Planned Maintenance System		
KFA 11.3	KFA 11: Equipment and Fleet	Fleet for transversal unit	All	Purchased fleet	R500,000.00	Purchase fleet for transversal unit						

6 SERVICES AND CUSTOMER CARE

The municipality is planning to establish Customer care centre to improve on the service and customer care

6.1 WASTE MANAGEMENT

6.1.1 Refuse removal

The municipality provides the refuse removal services to its households. The 2011 statistics reveal that about 80,586 of households had their refuse removed by local / private company at least once a week in 2011. However, there is still about 8,154 household with no rubbish disposal

Removed by local authority/private company at least once a week	80,586
Removed by local authority/private company less often	1,701
Communal refuse dump	3,534
Own refuse dump	24,959
No rubbish disposal	8,154
Other	941

Source: Census South Africa 2011

Refuse is being collected weekly at approximately 86 000 residential pick up points and 6 700 business premises.

A challenge faced by the municipality is the constant breakdown of its refuse trucks, inaccessibility of roads in informal settlements and there are difficulties in removing waste from privately owned farms due to the lack of access to farms where some of the homes remain under-serviced. There is also lack of permitted communal disposal sites.

The municipality will establish a good turn-around time to fix trucks, establishment of communal sites and acquisition of additional trucks.

The below table indicate how the waste collection has been progressing in Emalahleni.

Household s with access to refuse removal (Baseline)	Household s with access to refuse removal.	Household with access to removal as a %	Household s below basic level of service/ backlogs	Household s below basic level of service/ backlogs as %	Progress @ end of Jan. 2014	Household s below basic level of service / backlogs end of Jan. 2014	% of Backlog s end of Jan. 2014
80.586	91.485	76.3	28.389	23.7	8.7%	28.389	23.7

6.1.2 Street cleansing and illegal dumping

The municipality also conduct street cleansing and illegal dumping. Priority attention is given to the CBD only; main entrances are not done because of shortage of staff. Shortage of vehicles for cleaning of illegal dumping spots also increases illegal dumping spots.

6.2 SERVICES AND CUSTOMER CARE STRATEGIES AND SECTOR PLAN STATUS

Sector Plan	Existing Yes/No	Draft / Adopted	Date of adoption	Last, Reviewed when?	Comments on the current status
Complaints Management System Plan	No				

6.3 SERVICES AND CUSTOMER CARE 5 YEAR PLAN

KPA 3: SERVICES AND CUSTOMER CARE												
Strategic Objective	To improve our public relations thereby pledging that our customers are serviced with dignity and care			Policies:		Removal Of Waste On Public Holidays, Removal Of Domestic Waste Together With Garden Waste In Black Plastic Bags.						
				Bylaws:		Waste Management By-Laws, Waste Act & Regulations						
IDP/Ref no	Key Focus Area (KFA)	Activity/project/ programme	Wards	KPI	Budget	Targets					Delive ry Int. /Ext	Fundi ng Sourc e
						2014/15	2015/16	2016/17	2017/18	2018/19		
KFA 14.1	KFA 14: Waste management	Purchase of vehicles and equipment for clean city programme.	All	Availa bility of vehicle s and equip ment	R7,000,000.00	Acquisiti on of vehicles and equipme nt for clean city program me	Acquisiti on of vehicles and equipme nt for clean city program me		Acquisiti on of vehicles and equipme nt for clean city program me		Internal	Externa l
KFA 14.2	KFA 14: Waste management	Construction works at Leeuwpoot landfill	All	Constru cted Leeuwpoot landfill	R20,500,000.00	Construc tion works at Leeuwpoot landfill	Construc tion works at Leeuwpoot landfill	Construc tion works at Leeuwpoot landfill			Ext	MIG
KFA 14.3	KFA 14: Waste management	Review of Integrated Waste Management Plan. (IWMP)	All	IWMP review ed.	R250 000	R250 000					Internal	Internal
KFA 14.4	KFA 14: Waste management	Review of By-laws.	All	By-laws review ed.	R150 000		R150 000				Internal	Internal

KFA 14.5	KFA 14: Waste management	Develop a business plan for effective refuse collection in informal settlements.	All	Business Plan developed.	R0		Business Plan developed.				Internal	Internal
KFA 14.6	KFA 14: Waste management	Implement refuse collection in informal settlements	All	Refuse collection implemented.	R3 mil.		Implement refuse collection in informal settlements	Implement refuse collection in informal settlements			Internal	Internal
KFA 14.7	KFA 14: Waste management	Development of a Business Plan to implement MTRF	Wards 18, 20, 21, 22, 24	MTRF Business Plan developed.	R100 000			Development of a Business Plan to implement MTRF			Internal	External
KFA 14.8	KFA 14: Waste management	Conduct a Sect. 78 study for refuse collection in Emalahleni.	All	Section 78 Study conducted.	R250 000	Conduct a Sect. 78 study for refuse collection in Emalahleni.					Internal	Internal

7 ECONOMIC GROWTH AND DEVELOPMENT

7.1 LED

The Local Economic Development Unit (LED) of the municipality work hand in hand with all directorates in the municipality. The LED Unit provides a platform for all the entrepreneurs within the municipality to come together and share information on economic opportunities. The role of the LED Unit is to have a functional LED Forum where ideas on socio-economic development are shared. The LED Unit plays a co-ordinating role by bringing different stakeholders together.

The municipality adopted its Local Economic Development towards the end of the 2011/2012 financial year. The Emalahleni Local Economic Development Strategic Framework was developed through stakeholder consultation workshops, upon presentation of perspective and business survey reports.

The Emalahleni LED vision is conceptualized as follows:

“To Create an Industrial Hub of the Mpumalanga Province through Sustainable, Efficient and Effective Economic Growth & Development; and Empowerment of the Community”

The realization of the Emalahleni LED vision and strategic goals & objectives is best achieved through the adoption of a Resource Based Industrialization Strategy Model; based on natural comparative advantages of abundant coal reserves.

Size and Structure of the Local Economy

At district level Emalahleni contributes 46% of the GDP of the region. This clearly indicates the nature of concentration of economic activities in the area followed by Steve Tshwete (at 37%). However, what is absent from the statistics is the breakdown of the sector concentration within the local spaces to clearly show the locational quotient of these sectors within the Nkangala region. Emakhazeni, Dr JS Moroka, Thembisile Hani and Victor Khanye (Delmas) have the least contributions. The economic dominance of Emalahleni within Nkangala has the potential of influencing population migration from nearby localities thereby putting a strain on the provision of job opportunities and basic

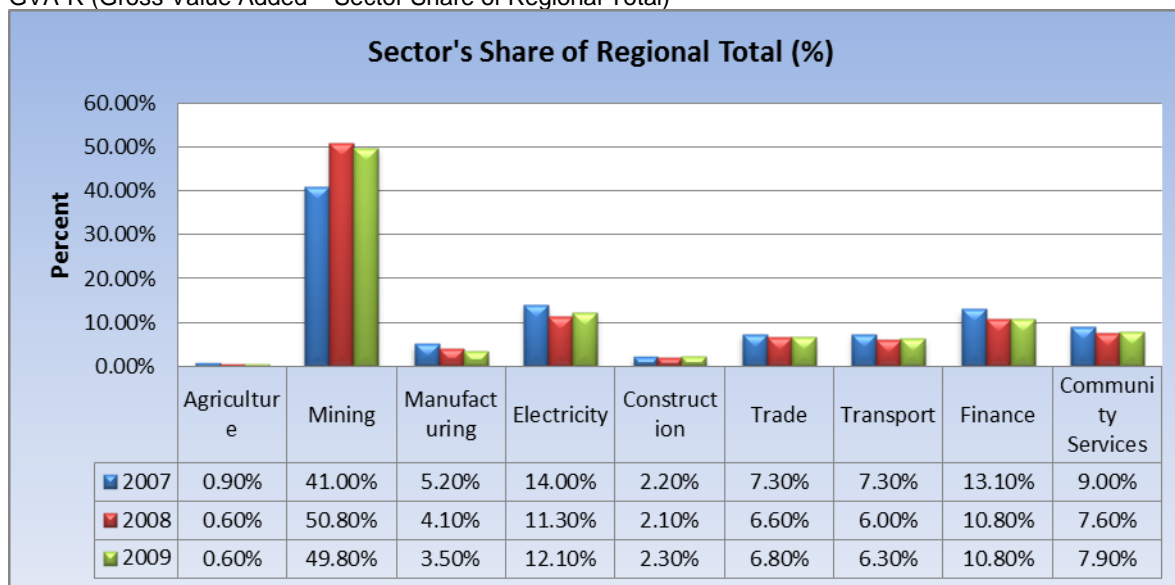
services. Growth and development within neighboring municipalities is therefore a key priority at the district level.

GDP-R Constant 2005 prices (R 1000)

Nkangala District	Delmas	Emalahleni	Steve Tshwete	Emakhazeni	Thembisile	Dr. JS Moroka
45,577,718	2,092,714	20,954,468	16,927,816	1,433,894	2,481,361	1,687,466
100%	5%	46%	37%	3%	5%	4%

Source: IHS Global Insight ReX July 2009

GVA-R (Gross Value Added – Sector Share of Regional Total)



Source: IHS Global Insight ReX July 2009

The Economy of the municipality is driven by the Mining sector which contributed more than 50% in 2009 followed by Electricity at 12.1% and Finance at 10.8%. Over the three year period, mining has had a steady increased contribution to the economy of Emalahleni; from 41% in 2007, 50.8% in 2008, with a slight decline to 49.8% in 2009. Electricity has also had significant contribution as well, although marginal decline was experienced. However, Agriculture's contribution to the economy of Emalahleni is relatively low compared to the other sectors of the economy. It is critical to investigate and establish the current state of the primary agricultural activities and the value chain activities associated with the sector. The other sectors with potential include Finance,

Trade and the green economy (given the dominance of mining and electricity and their environmental degradation potential).

From the socio-economic analysis, it is evident that Emalahleni faces a number of challenges that should be addressed by growing certain sectors of the economy that are capable of generating employment opportunities, reduce poverty as well as the poverty gap in line with the terms of the New Growth Path. This is the challenge that must be addressed through the development of the Emalahleni LED plan.

MINING SECTOR DEVELOPMENT

Mining in Emalahleni is the highest contributor to both economic growth and job creation. Given the abundance of coal reserves in Mpumalanga (and being the key mineral within Emalahleni); the local space is likely to benefit from the resources abundantly found within the locality; at the expense of agriculture. However, coal mining and electricity generation within Emalahleni pose serious challenges around environmental degradation and pollution from greenhouse gas emissions; which calls for special focus being given on the green economy and related projects.

Coal produced within Emalahleni is for both the local and export markets. For the local market, Eskom is the major buyer while China is the major export buyer. Mining houses contend that production levels and order books tend to fluctuate. However, demand for coal is generally very high for both market segments. The state of the rail freight transportation system is one of the biggest challenges faced by mining houses within Emalahleni for transporting coal to power stations within Mpumalanga and Richards Bay; and this has put a strain on the road infrastructure which requires regular repairs. Selling prices are generally regarded as stable both currently and in the foreseeable future.

Development Potential and Constraints

There is limited upstream and downstream beneficiation from coal. However, clay and quarry dust are among the by-products of the coal mining processes. In this context, the following products or possible development potentials are part of the side stream beneficiation:

- Cement production
- Production of concrete used in manufacturing and construction industries
- Manufacturing of paving bricks
- Manufacturing of clay bricks, especially for RDP houses
- Rehabilitation of abandoned mines and land for agriculture purposes
- Projects around the greening of the local environment

The following were identified as factors limiting or capable of limiting mining companies' ability to increase production and improving their operational efficiency:

- Unreliable rail freight transportation system and the state of the roads used for transporting coal to power stations (particularly in the absence of intermodal freight transportation system);
- Shortage of skilled labour, particularly skilled artisans and technicians among the previously disadvantaged population groupings;
- Lack of appropriate (heavy machinery) mining equipment, which is mainly imported at very exorbitant costs. This challenge is prevalent among small scale and new mining ventures who cannot easily afford.
- Shortage of energy due to Eskom electricity outages that tend to cause machine breakdowns and work stoppages;
- Unclear economic laws and an anti-investment climate situation propagated by some sections of the South African society. Since mining is a capital intensive business, certainty in relation to economic laws, policies and mining regulation is required.

Investment Opportunities are

- Road reconstruction and repairs using labour intensive methods
- Civil Engineering related contracts
- Engineering contracts
- Cleaning and catering services
- Supply of protective clothing
- Manufacturing of and or supply of mining equipment

MANUFACTURING SECTOR DEVELOPMENT

The manufacturing sector's performance within Emalahleni over the past couple of years is a serious cause for concern. Given the location of some of the major steel manufacturing companies such as Highveld Steel within the locality, the sector contribution to GVA-R and growth rates are expected to out-perform sectors such as finance and trade. However, the lack of diversification of the sector and its concentration on metal products is identified as a key factor contributing to the present performance state of the sector.

Development Potential and Constraints

Generally, manufacturing is one of the key sectors with huge potential for beneficiation and longer value chains, with resultant impacts on job creation, economic growth and SMME development. Given the proxy relationship between manufacturing and other sectors such as mining, agriculture and construction; the manufacturing sector potential within Emalahleni needs special exploration and exploitation. In the context of the sector performance relative to other sectors, suffice is to say that Emalahleni needs to develop an **Industrial Development Plan** in which extensive and intensive research is undertaken to unlock the manufacturing potential that is linked to both mining and agriculture as well as other support services sectors. Manufacturing is capable of providing upstream, downstream as well as side stream linkages capable of massifying job creation and economic growth.

The more critical constraints to the manufacturing sector within Emalahleni include the following:

- Huge capital outlay requirements;
- Competition from other established companies within the country (given its proximity to Gauteng, South Africa's industrial hub);
- Lack of manufacturing incubation hubs, training as well as coaching and mentoring programmes;
- Lack of manufacturing activities for small businesses within Emalahleni.

Investment Opportunities

In the absence of conducting focused research on manufacturing and its beneficiation potential within Emalahleni, specifying investment opportunities across the manufacturing sector sub-categories is rather speculative. However, the following are some the investment opportunities and initiatives recommended for exploration in the next 3-5 years:

- Manufacturing of bricks from clay (by-product of mining)
- Livestock and poultry processing
- Establishment of manufacturing skills Training and Advice Centre
- Establishment of manufacturing SMME Incubation Centre
- Green manufacturing around organic foods and bio-degradable packaging materials
- Furniture manufacturing

AGRICULTURE AND RURAL DEVELOPMENT

Agricultural land around the settlements in the Emalahleni area is increasingly under threat due to the need for urban expansion, mining development and electricity generation. The constraints posed by undermined land further decreases the attractiveness of agricultural land for development. The agricultural land in Emalahleni is however considered to have high production value and potential, and should be protected as a scarce resource. These agricultural activities are capable of supporting rural development; particularly through emerging farmer support programmes.

Development Potential and Constraints

As is the case with the manufacturing sector, the agricultural potential within Emalahleni needs to be fully explored and exploited; particularly on rehabilitated mining land; through the development of an **Agricultural Development and Farmer Support Plan**.

Research should be conducted to establish the following key issues:

- Land available for agricultural purposes within Emalahleni, to include ownership and utilization;
- Soil types and their suitability for crop and animal production;

- Potential for value chains and related linkages through agro-processing and supply to the other sectors of the local and regional economy;
- Existence of economic clusters within the agricultural sector and potential for diversification.

As is the case with the other sectors within Emalahleni, the agricultural sector faces a number of development constraints key of which include the following:

- Shortage of land for agricultural purposes due to the 'mining rush' preferred by most businesses;
- Unresolved land claims and uncertainty due to a clamour for 'land take-overs without compensation';
- Extreme climatic conditions which sometimes hamper productivity and price fluctuations;
- Requirements for huge capital outlay for major rural agriculture development projects ;
- Inadequate research and veterinary services and farmer support in capital intensive agricultural programmes and projects.

Investment Opportunities

The following are some of the best practice models for exploiting opportunities within the agricultural sector as it relates to rural development:

- Building the physical and biological agricultural assets in remote areas such as roads, grain bins and wells;
- Circulating the local products and services by localizing exchange of goods and services within rural communities;
- Promoting the value of self-employment and entrepreneurship ;
- Bequeathing life and survival skills to the youth and promotion of traditional principles of agriculture for self-sustenance in rural areas and ultimately;
- Improvements on technology to transforming traditional agriculture;
- Agro-processing promotion.

An interesting development in South Africa is the generation of electricity on farms through the use of alternative or green technologies (such as bio-mass, solar and wind

energy). Green energy can be considered a priority to reduce the environmental impact of coal generated energy in and around Emalahleni.

TOURISM AND HOSPITALITY SERVICES

Business tourism is identified as the key contributor to the performance of the hospitality services sector within Emalahleni. Key clients were identified and categorised as government employees from both national and provincial, mine employees and executives visiting the various mining houses and other businesses across the municipal area, friends and relatives visiting and tourists and travellers in transit either to the Lowveld or Maputo as well as those to Gauteng. Key product offerings include bed and breakfast services, full hotel accommodation services; and meals and entertainment during the day and evenings.

Businesses within the sector contend that since late 2008, business has been fluctuating due to the recession. To survive in the market, businesses resort to cutting prices in order to attract clients or offer massive discounts. This phenomenon cuts across different hotel and bed & breakfast sizes and is likely to continue in the foreseeable future if the overall business environment does not improve dramatically.

Development Potential and Constraints

Businesses in the hospitality sector indicated that some of the SMMEs do not offer quality services, hence the need to build their capacity through incubation, skills training and mentorship programmes. Key factors identified as limiting business performance currently and in the future include the following:

- Competition within the sector among hotels, lodges and bed & breakfast facilities;
- Cost of labour and its over-unionization; in which most companies cannot afford to pay minimum regulated salaries;
- Stringent economic conditions due to the economic crisis and cutting on travels and accommodation by most companies and families;
- Failure to access credit facilities especially by small bed & breakfast facilities;

- Electricity cuts, erratic water supplies and inefficient waste removal were also identified as some of the key challenges faced by businesses in the hospitality services sector.

Infrastructure was identified as largely inadequate within Emalahleni and requiring serious attention from the municipality. Keys among the infrastructural challenges are the following:

- Water supplies are not adequate and reliable;
- Electricity outages that normally come unannounced cause damage to business reputation and loss of confidence by clients;
- Road infrastructure, particularly within the business center is potholed and generally dirty (little cleaning is done);
- Garbage collection needs improvement (must be regular and timeous);
- Management of water pressure and waste water need attention to avoid the overflowing of sewerage and water leakage.

Two critical recommendations submitted for future consideration are:

- Availing land (bigger space) with adequate and safe parking space for the establishment of hospitality businesses;
- Establishment of a cultural resort or centre around the Witbank Dam; which must take into account business viability and environmental considerations as well as economic empowerment of the locals.

Investment Opportunities

Businesses within the hospitality industry regard the presence of SMMEs as critical for their operations especially around the various supplies that the businesses require and the activities are part of the up and down stream value chain and include the following:

- Construction of main structures and other needed facilities
- Air conditioning services
- Electrical and plumbing services
- Furniture repairs and refrigeration maintenances
- Housekeeping and laundry

- Various supplies, to include food, stationery and other consumables
- Security services and
- Travel and entertainment services

BUSINESS AND FINANCE SERVICES

The financial services sector in South Africa, dominated by the four major banks (Standard Bank, FNB, ABSA, and Ned Bank) is one of the highly regulated economic sectors like mining and energy development. Key products from the banking sector include investments, transactional accounts (cheque, smart accounts and savings), unsecured and secured loans (business, home and personal loans), traditional banking services and financial advisory services.

Demand for the various financial services tends to be fluctuating within Emalahleni and such trends are expected to remain in the next 3-5 years. However most of these institutions feel that with the opening up of new businesses within the local space (particularly mining houses, energy generation and manufacturing firms), business upswing is expected. The international financial crisis that has hit most of the world economies and is still ravaging a number of European countries is viewed as a major threat to the financial services sector and other sectors within Emalahleni.

Development Potential and Constraints

The current general business situation is viewed as satisfactory and the future as entirely dependent on the overall economic outlook, performance and policy direction taken by the government (particularly on the nationalization policy). All institutions regard their current financial situations and access to credit as satisfactory. To deal with stabilization of the job environment, banks are planning to increase or improve on their staff retention policies. The other opportunities lie within the new banking technologies that are capable of creating jobs as well as allowing the participation of SMMEs within the ITC sector.

The following key factors were identified as limiting the sector's ability to improve business:

- Competition especially among the four major banks present an oligopoly market form in which actions by one bank is easily known to the other banks.

- Stringent economic conditions, especially with regards to regulation within the financial services sector. Borrowing by individuals and small businesses tends to be difficult due to regulations (particularly FICA) that disqualify most potential borrowers. This regulation generally affects most of the products offered.
- Cost of finance in the form of the interest (lending) rate is also regarded as too high for most business and individual market segments. Since this is determined by the Reserve Bank of South Africa, all other financial institutions have limited role in the determination of the repo rate which then influences the lending rate.
- The performance of the financial services sector tends to reflect the performance within other economic sectors (derived demand). With the advent of the economic crisis and its effects across sectors; as well as job losses and the economy's inability to create new job opportunities, the financial services sector faces the challenge of insufficient demand for the various product offerings.

Financial services institutions within Emalahleni are largely located either within the CBD centres or within shopping malls. Their infrastructure challenges are therefore associated within these centres and are more pronounced for the CBD located institutions than the others (located in spacious and more modern complexes). Key among the infrastructure challenges identified includes the following:

- Street pavements require revamping using labour intensive methods;
- There is serious water shortages and this requires immediate attention from the municipality;
- Businesses tend to experience electricity outages without prior notice and this proving very costly to the businesses;
- Waste removal for businesses is a major problem and needs attention from the Emalahleni Local Municipality;
- Parking space for banking customers' needs to be increased so that they are not inconvenienced by having to travel long distances to access banking halls.

Investment Opportunities

One of the key recommendations from the banking sector, particularly CBD located, is the need for an **urban renewal programme** particularly for Witbank CBD; of the old and sometimes dilapidated buildings. The following were identified as key benefits of the programme:

- The programme is capable of massifying job opportunities across various construction related businesses;
- The new or revamped buildings will have plenty of parking space thereby alleviating parking challenges associated with most clients, shoppers and employees of various companies;
- The urban renewal programme will create office space that could accommodate, among others SMMEs and businesses located at home or in other inappropriate locations;
- Finally, the programme will boost different sectors within Emalahleni, from manufacturing, trade, construction, and transport; to the SMME sector.

SMME AND COOPERATIVES DEVELOPMENT

The SMME (and Cooperatives) sector the world over is regarded as the engine of economic growth and development. Besides SMME contribution to growth, SMME growth in South Africa has the potential of creating job opportunities, closing the income and wealth gap as well as dealing with the poverty challenge particularly among the previously disadvantaged population groupings.

Business support for SMMEs across sectors is viewed as a serious challenge within Emalahleni; with most people preferring looking for employment. In this line, survey participants indicated that local companies should give preference to local people when it comes to job opportunities. The influx of people from other parts of the district, province and country; compound the unemployment challenge within the locality. There is inadequate financial and business planning support to finance working capital and start-up costs by private sector and government agencies.

Development Potential and Constraints

Key challenges that were identified include the following:

- Lack of knowledge and skills which prevent people from venturing into business to explore various economic opportunities across sectors;
- Reluctance among the people to venture into the entrepreneurial jungle in preference for paid employment as well as the tendency to want to rely on government tenders which are not sustainable;
- Inexistent and sometimes inadequate training and capacity development around marketing, management, technology, financial management, technical related training, waste management and other related matters;
- Reluctance by the youth to venture into agriculture and lack of proper youth development programmes.

With regards to municipal support services, SMMEs identified the following as key challenges small businesses and communities face:

- Payment of service providers takes too long and this impacts negatively on cash-flows of most small businesses;

- Electricity shedding (outages) and water cuts make business very difficult, particularly among SMMEs within the hospitality industry;
- Lack of training on tendering, pricing of documents and other finance matters as well as perceived corrupt practices discourage some SMMEs from tendering;
- There is no access to land and industrial space for business development; and where it is available, private developers sell the land at very exorbitant prices unaffordable to small businesses;
- Water provision, sewer management, garbage collection and state of most roads need very serious attention if conducive environment for business development is to be created.

LED stakeholder engagement within Emalahleni is viewed as very weak and at the centre of most of the other challenges identified. If platforms exist and parties meet regularly, matters can be easily and quickly addressed. The following issues were identified as being at the core of the problem:

- The LED Forum (LEDF) is either non-existent or very ineffective and therefore no meetings are held and no regular stakeholder dialogue.
- In the few occasions where and when such meetings are held; the discussions are either stifled or directionless, signifying the absence of clear terms of reference of the LEDF and action plan that guides programme implementation.
- Both community and business participation in the activities of the LEDF is essential but currently not in place and therefore dealing with challenges of poverty eradication and unemployment is very difficult.
- Finally, it is essential to try and unify the fragmented chambers or associations representing the same sector for cross-pollination of ideas, experiences and business wisdom.

The specific challenges/problems that were identified across sector respondents include the following:

- Training, incubation, coaching and mentoring of small businesses across sectors, sizes and geographical locations within Emalahleni
- Equipment and machinery for establishing and running businesses across different sectors; to include brick making, laundry, industrial cleaning, wheel balancing & alignment, brush cutters, tipper truck etc.

- Development of bankable business plans that are capable of getting finance from various finance houses; for capital and other business requirements.
- Land ownership and registration of cooperatives; as well as the structuring and running of these businesses particularly within the agriculture sector.
- There is also a problem around getting financing for carrying out mining prospecting and then buying own land to do the actual mining.

Investment Opportunities

As part of the survey, SMME participants were requested to indicate some of the programmes and projects for consideration into the LED strategy and therefore municipal IDP. These include the following:

- Upgrading of the Witbank Dam and trying the triple Ps in the implementation of the various projects within that programme.
- Planning annual events around the Witbank Dam to boost traveller tourists into the Emalahleni space.
- Upgrading of the Kipfontein Dam which has been neglected for a long time.
- Revival of the Cultural heartland concept to revive arts and culture within the local space.
- Development of the N4-N12 Junction into a nodal point and therefore business hub of the whole municipal area.
- Encouraging and organising mining tours to both current and disused mines to curb the flight or passing of tourists from Gauteng to the Lowveld and Mozambique.

The other recommendations around the creation of an enabling environment include the following:

- Use of LED to improve stakeholder and public confidence in the local municipality.
- Intensification of enterprise development and support as well business infrastructure in areas of the local space.
- Introducing sustainable community economic development programmes/investments through partnerships, development trusts and cooperatives; and promote support for cooperatives

- Improve infrastructure investments through Municipal Infrastructure Grants (MIG funding) and other intergovernmental projects.
- Develop SMME development and support strategy which will address the challenges of skills, mentorship, access to finance and markets and a host of other challenges previously identified.

7.2 SPATIAL AND DEVELOPMENT PLANNING

The planning department known as the Town Planning Department is responsible for the management of land use in the municipality. It has developed the Spatial Development Framework which is used to identify and stimulate development in the municipality.

The planning department engages with various stakeholders who are interested in housing development, commercial development and industrial development. It is function of the department to identify suitable land for the various uses and to ensure also that integrated human settlement happens. The department has developed and finalised the Spatial Development Framework with which the municipality is using in managing land use.

The objectives of the planning department in the municipality is

- To identify and stimulate development opportunities through spatial frame work planning
- To monitor and regulate land uses
- To ensure integrated human settlement in line with the spatial development framework and the integrated development plan.

7.2.1 SPATIAL ANALYSIS

The section below provides a more detailed description of each of the major towns in the Emalahleni area. Spatial Development Challenges are poor control of the development of Informal settlements, fragmented settlement patterns and unauthorized Development

Structuring Elements

A dominating feature in terms of the spatial structure is the transport network; specifically the N4 freeway and adjacent railway line which transverse the area from east to west and constitute the Maputo Corridor. The point of convergence of the N4 and N12 freeways and the railway lines that run parallel to these roads is a focal point in the spatial structure. EMalahleni town and its extensions have developed in a linear pattern along these freeways and railway lines, with the Central Business District located north of the convergence point. There are various secondary roads in the area which provide strong north-south linkages.

The dam and rivers in the area are also significant form giving elements in the spatial structure. The rich coal deposits and coal mines throughout the area pose physical constraints to settlement development and expansion.

The development pattern of the municipal area can be described as fragmented, due to the following attributes:

- The previous dispensation of separate development based on race;
- Large areas within the municipal area are undermined or have mining rights. A good example of this is the area between the eMalahleni CBD and Kwa-Guqa, which resulted in the physical separation of these areas;
- The Eskom power lines on the boundaries and within Kwa-Guqa hamper urban development within Kwa-Guqa;
- Creeks and swamps in the area between the eMalahleni CBD and Kwa-Guqa which pose a constraint to development in this area;
- The eMalahleni Dams and Olifants River east of eMalahleni pose natural barriers for development in an easterly direction; and
- The two freeways (N4 and N12) divide the eMalahleni urban areas in three separate parts and hamper traffic flow between these areas.

7.2.2 SETTLEMENT PATTERN

The Emalahleni Municipality area of jurisdiction consists of the main following towns/settlements, ranked according to population:

- eMalahleni complex;

- Ogies and Phola;
- Ga-Nala and Thubelihle;
- Rietspruit;
- Van Dyksdrift; and
- Wilge.

There is a clear hierarchy of settlements evident in the Emalahleni area. The eMalahleni complex is the highest order town, in terms of land use diversity, function and population. The majority of the people in the Emalahleni reside within the eMalahleni complex. It consists of a number of settlements which are physically separated, due to the previous political dispensation and physical constraints. These settlements are:

- eMalahleni town, consisting of the Central Business District, various decentralised nodes in the suburbs, and large residential (middle and high income) areas to the east;
- Lynnville, Ackerville and Thusanang situated approximately 2 kilometres west of eMalahleni CBD;
- Pine Ridge and Klarinet residential areas, situated approximately 4 kilometres north of eMalahleni;
- Hlalanikahle and Kwa-Guqa, situated approximately 10 kilometres west of eMalahleni; and
- Clewer, situated approximately 10 kilometres southwest of eMalahleni;

Ga-Nala is the second highest order town in Emalahleni, based on land use diversity and function. Although Ogies and Phola collectively are more populous than Ga-Nala, the town lacks the land use diversity and functions of Ga-Nala.

There are various other formal towns (fourth order) in the area, which were mostly established as part of the mining and electricity operations. Most of these towns lack an economic base. These are:

- Rietspruit: Mining village, formal townships with $\pm 1\ 000$ erven. The mine has closed down.
- Wolwekrans: Private mining town. In process of being demolished.

- Wilge: Formal town developed around the Wilge power station. The power station has been demolished. The residential town is now privately owned by individuals.
- Coalville: Private mining town.
- Phoenix: Mining town has been demolished.
- Van Dyksdrift: Former Transnet Township has been demolished. There is a large informal settlement at this town.
- Saaiwater: Former Transnet Township has been demolished.
- TNC, Clydesdale, Douglas, and Springbok: Mining towns.

EMalahleni City/Witbank

EMalahleni was established as a result of coal mining in the Emalahleni area. The railway line between Pretoria and Delagoa Bay was opened in 1895, making the exploitation of coal in the eMalahleni area economically feasible. The farm where the town is now located was called eMalahleni, after an outcrop of white sandstone.

Although eMalahleni was traditionally known for coal mining and electricity production, other industries have also developed in the town, making eMalahleni a prominent industrial node. This includes metallurgical enterprises such as the production of steel, chrome and vanadium. Heavy industries are located at Ferrobank and service industries at Klarinet. There is currently a shortage for suitably located serviced industrial land, with undermining hampering the extension of Ferrobank. Only Klarinet Extension 1 has developed, Extensions 2 and 3 remain undeveloped.

The CBD originally started near the old railway station and gradually evolved eastwards, leaving a dilapidated zone in the north-western corner of the CBD. The historical residential growth pattern of the town is in a radial-sectoral pattern extending from the CBD in an eastern direction. The main roads extended from the CBD in an eastern direction, like the spokes of a wheel. The mining operations west of the CBD hampered growth of the town in a western direction. Industrial uses developed in sectors on land not affected by mining.

During the 1980's the growth of the town was based on a ring road concept with the Western Ring Road and Eastern Boulevard being the two main components. During the

1990's it was however decided that development should rather take place in the form of linear development, based on the establishment and growth of Kwa-Guqa to the west of the eMalahleni CBD. The ring road system has therefore now been replaced by a grid pattern, with development occurring along the N4 and N12 freeways.

Shortly after the establishment of eMalahleni, the townships Lynnville, Ackerville, Thushanang and Schoongezicht were established approximately 2 kilometres west of the eMalahleni CBD, to accommodate Black and Coloured people. Pine Ridge was later established approximately 5 kilometres north west of the CBD, to accommodate the Indian community. The former areas have very limited expansion capabilities, due to undermining. The Pine Ridge and Klarinet areas are however not affected that extensively by undermining, but have poor linkages to the rest of the eMalahleni urban area. Residential expansions of approximately 7 000 erven around Klarinet are currently being planned, with an average erf size of approximately 300 m². The planning is done by way of a framework plan for the Klarinet, Pine Ridge and Blesboklaagte area.

During the late 1980s rapid urbanisation placed pressure on these townships, which could not accommodate expansion due to the surrounding mining constraints, hence Kwa-Guqa and Hlalanikahle were established approximately 10 km west of the CBD. This area has grown considerably, also due to land invasion and informal settlements. There is a large informal settlement situated on the western boundary of Kwa-Guqa Extensions 10 and 11⁽¹⁵⁾, but due to a watershed major bulk services improvements will be required to enable the formalisation and upgrading of this settlement.

These townships however remain dormitory residential areas and are reliant on eMalahleni for employment, goods and services. There are small nodes developing in Lynnville and Pine Ridge, mostly comprising community facilities. Kwa-Guqu Extension 15 was set aside for a shopping complex at the main entrance point to the township. There are community facilities concentrated in this area (magistrate's court, police office).

Although eMalahleni was originally established north of the N4 freeway, today almost half of the population lives south of the freeway. The residential areas of eMalahleni to the east of the CBD are divided into three segments, namely the area north of the N4,

the area between the N4 and N12 and the area south of the N12. Residential expansion is only possible in an eastern direction, due to the geophysical constraints to the west of the town. There is currently a high demand for single residential stands in eMalahleni and densification is also occurring. A new upmarket residential development is taking off at the eMalahleni Dam. There are a number of townships in the east of eMalahleni which are in various stages of planning, but which have not been proclaimed or serviced. These include eMalahleni Extension 24, Jackaroo Park Extension 1, Die Heuvel Extension 6 and Highveldpark.

Apart from the traditional residential expansion, the main development trends in eMalahleni are nodal and linear in nature, the latter occurring along a number of major roads.

Nodal Development: The primary node is the CBD with about 100 000 m² retail area, but the CBD is experiencing decline. There is a prominent emerging node situated at the intersection of OR Tambo Road and Mandela Drive, consisting of the Safeways Shopping Centre (19 000 m²) and Edupark (a multi-organisational project comprising the University of Pretoria, Tshwane University of Technology, UNISA and COLISA). The CBD is bordered by Main Street in the west, Elizabeth to the north, Rhodes Avenue to the east, and the golf course to the south. The core component of the CBD as highlighted above is supplemented by two areas that fall outside the CBD, but which are functionally extensions of the CBD:

- the portions of eMalahleni Ext42 and part of Ext19 to the southwest, and
- The area between Rhodes Avenue and Jellicoe Street to the east of the CBD.
- The CBD and the two supplementary areas referred to above is managed in terms of the following development concept:
- The areas to the west of Eadie Street (Ext7, Ext13, Ext19 and Ext42) are earmarked for light industrial and commercial purposes;
- The area between Eadie Street and Kruger Street is earmarked for predominantly retail use;
- The area between Kruger Street and Rhodes Avenue is earmarked for formal office use; and

Linear Development: There is linear development occurring along Mandela Drive from the CBD up to the N12 interchange where The Ridge Casino and Entertainment Complex are located. There are still large tracts of vacant land along this road – especially the eastern portion.

The second major occurrence of linear development is along Watermeyer Street between the N12 and N4 freeways. The Klipfontein Shopping Centre (25 000 m²) and business node are located along this road. The third major occurrence of linear development in Emalahleni is along the eMalahleni-Middelburg Road (N4 Y3) in the vicinity of Jackaroo Park AH, where light industries, service industries and transport businesses are capitalising on the large properties (agricultural holdings) and rural character.

The eMalahleni Nature Reserve and Bankenveld Conservancy are important open spaces situated around the eMalahleni Dam. The development of residential estates is currently occurring on the banks of the Dam in the Conservancy.

Land use management within the eMalahleni area is undertaken in terms of the eMalahleni Town Planning Scheme (LUMS), 2010 that covers the eMalahleni Municipal Area.

The municipality adopted a policy in May 2000, namely “Bringing the Home Office Policy and Saveways Business Node Policy in line with the LDO Principles.” This policy indicates the activity spines, their characteristics and permissible uses and is used as policy framework to guide the development of home offices and other non-residential uses along specific major roads. The recently approved LUMS 2010 makes provision for an Activity Spine Zoning (Business 2).

Ga-Nala and Thubelihle

Ga-Nala was established on the banks of the Steenkoolspruit. There are a number of smaller settlements and staff villages linked to collieries and power stations. When the Ga-Nala Power Station was completed in 1979 it was the largest coal-fired power station in the Southern Hemisphere. It was also one of the first stations to be supplied with coal from a fully mechanised coal mine. Ga-Nala is unique in that each turbine generator set

is separate, whereas in Eskom's other stations, all the turbines are housed in a single turbine hall, all placed along the same axis (Formalisation of Cultural and Historic Sites in the Nkangala District, BKS Engineers, 2004).

Eskom established Ga-Nala in 1973 as a residential area for the workers at the Ga-Nala Power Station, which was constructed in 1975. The town experienced rapid growth during 1982 to 1989 and was declared as a municipality in 1990. Most of the residents in Ga-Nala and Thubelihle are employed at the power stations and the mines in the area, although the local businesses and farms also provide employment.

Ga-Nala has a fairly large business component comprising several banks, insurance companies and retail outlets, which include four modern business complexes and a medical centre, provide for the needs of the inhabitants. There is however a high vacancy rate in the CBD. Some prefab structures along the main road have been demolished and the site remains undeveloped.

Springbok Crescent was earmarked as Activity Street (between Road P120-2 and Mooi Avenue) with the intention to accommodate offices for professional disciplines in the existing residential structures. Mixed land use development has however occurred along this road, including retail, video stores, coffee shops and other uses. There are vacant, fully serviced business stands in Ga-Nala, but the demand for these is low.

The current growth trend for Ga-Nala is in a northern direction, due to geological constraints. Limited residential expansion to the south and south-west is also currently encouraged, in an attempt to consolidate the southern areas and make optimal use of existing infrastructure. Development in this area will also minimise the need to construct bridges across the Steenkoolspruit. A further drawback is the fact that the waste water works are located close to the town, which limits expansion potential. An affordable housing development was recently constructed in the south of Ga-Nala (Ga-Nala extensions 9 and 10). There are large tracts of council-owned land and open space in Ga-Nala which are being considered for alienation, to limit the maintenance burden on the local authority.

Ga-Nala has lately experienced decline, due to the decline in the mining industry, which is evident from the poor maintenance of private properties and public infrastructure. Thubelihle is situated north of Ga-Nala and the two settlements are linked by route R547. The primary direction of expansion for Thubelihle is in a westerly direction towards Steenkoolspruit and in a southerly direction towards Ga-Nala.

A new industrial township, Ga-Nala Extension 17 is planned south of Thubelihle adjacent to Road 547. Ga-Nala and Thubelihle receive water from the Department of Water Affairs and from the Ga-Nala Power Station from time to time. The mining towns and Eskom towns have private services, while the non-urban areas are self-reliant.

7.2.3 Ogies and Phola

The town of Ogies was established as Oogjes on the farm Oogjesfontein in 1885. The Oogjes-Tweefontein Mine was opened in 1903 on the farm Klein Zuikerbosplaat and the Ogies Navigation Colliery in 1936. The original mining villages Tweefontein and Waterpan still exist.

The sections of the railway track between Ogies and Delmas, and at the stations of Argent and Abor are still manually changed. A steel cross on the Ogies station marks the grave of a British soldier who was killed in the Anglo Boer War. The Ogies cemetery was identified as a heritage site.

Ogies is the town with the highest maize production in the Maize Triangle, and hosts the AFGRI Co-operation. The Ogies station handles a substantial portion of the country's freight. The township of Phola (meaning desert) is located at Ogies.

Kendal Power station was completed between 1971 and 1982 and is currently the largest coal-fired power station in the world. The power station makes a significant contribution to the economy of Ogies and Phola and receives its coal from the adjacent Khuthala mine. Most of the residents of Ogies and Phola are employed at the power station and the mine. Undermining however poses constraints to the development of these settlements.

Ogies has developed in a linear pattern along two main roads, namely the P29-1 and adjacent railway line as well as the R545. The town also functions as a service centre to farmers, with a number of service industries and the co-operative focusing specifically on the agricultural sector. An old school building currently houses the local authority offices in Ogies. There is a large taxi rank adjacent to Road 545, with informal trade occurring at this rank. The general maintenance of the public spaces (road reserves, open spaces, roads etc.) in the town is very poor and requires attention.

Phola has developed north of Ogies and there is a vast distance between these two settlements. A watercourse divides Phola into two segments and forms a natural boundary on the western side of the settlement. An application for the in situ upgrading of Oyko Vezi in Phola is currently underway, but the process has been very slow due to problems with the sub-divisional application and survey. There is an informal settlement on the southern boundary of Phola (Moller Land) and a settlement in the centre of the settlement. A new waste disposal site and cemetery are being planned adjacent to Phola.

KwaMthunzi Vilakazi

This settlement is actually older than eMalahleni and comprises a township and agricultural holdings, with an open space forming a division between these two areas. Piped water is available to the township and water borne sewer has recently been installed. Council has approved densification of the residential erven in the area, but limited service capacity poses a constraint. This is an isolated village landlocked by the mines and Highveld Steel. There is a light industrial area north of the railway line in Clewer, with vacant stands.

Land use management is becoming a problem in the agricultural holdings with a tendency towards the development of service industries, but rezoning are difficult, due to the status as agricultural holdings and excision requirements. Residential densities in the agricultural holdings are also increasing, especially among labourer families.

7.2.4 VILLAGES WITH BASIC STRUCTURES

Rietspruit

This settlement comprises two residential areas, constructed to house workers at the adjacent mine. The mine has however closed down, implying that most of the residents in the area became unemployed or had to seek employment elsewhere. The houses and environment were of high quality, but are deteriorating. There is a derelict community facility in the north eastern edge of Rietspruit, which is suitable for the development of a Multi-Purpose Community Centre. The settlement is situated in an isolated location in the wider context of Emalahleni and its sustainability is questionable. A project is being investigated by Sustainable Villages Africa to address this problem.

Wilge

This settlement developed around the Wilge Power Station. It consists of a residential area with supportive land uses, such as open space and recreational facilities. The power station has however closed down and has been completely demolished. The people remaining in Wilge are either unemployed or employed elsewhere in the district and the negative impact of these factors are clear on the village, which has a derelict character. The village is situated in an isolated location.

TNC/New Clydesdale/ Van Dyksdrift/ Springbok/ Douglas/ Wolwekrans/Duvha Complex

These settlements are located along route R544 between Ga-Nala in the south to eMalahleni town in the north. The settlements developed in the mining belt and are mostly associated with the mining operations, power stations or railway lines. The settlements are in an isolated location with limited engineering service capacity.

7.2.5 KEY DEVELOPMENT PROJECTS PER NODE

Emalahleni CBD

Apart from the CBD, the Spatial Development Framework makes provision for twelve additional secondary activity nodes distributed throughout eMalahleni town. The first two

are situated along Mandela Drive with the first secondary activity node being at the intersection between Mandela Drive and Swartbos Avenue, and the second one at Del Judor near the access interchange between Mandela Drive and the N4 freeway.

The next two second order activity nodes are located adjacent to Watermeyer Street. The first is at the Klipfontein business node which is situated midway between the N4 and the N12 freeways along Watermeyer Street, and the second one is situated immediately to the south of the N12 freeway along Watermeyer Street in Tasbet Park.

The other seven secondary (local) activity nodes are located in the disadvantaged communities of Lynnville, Kwa-Guqa, Hlalanikahle, Empumelelweni and Klarinet. The first is the node as indicated in the central part of Lynnville and the second represents the area in Kwa-Guqa where Matthews Phosa Avenue enters the town. The second two activity nodes are proposed where the east-west lines intersects with Matthews Phosa Avenue. Another is proposed in the western extensions of Empumelelweni. As far as the Klarinet/Pine Ridge development to the north is concerned, apart from the existing latent rights at the intersection of R544 and Carnation Way, the proposed future secondary (local) activity node is located in the area midway between Klarinet Extension 5 and Pine Ridge along the main road towards Verena. These three activity nodes are primarily intended to serve the local communities with the basic services required in the respective residential areas.

At the moment no secondary activity node exists in the north-eastern quadrant of Emalahleni. It is proposed that a secondary activity node could in future be established in the vicinity of Highveld Park Proper.

These are thus the thirteen major business activity nodes (existing and proposed) in the eMalahleni town area and as far as possible Council should try to contain and concentrate office and retail functions in these thirteen nodes. Regeneration of the eMalahleni CBD should be given priority, as this would benefit the Emalahleni area as a whole. The nodes in the eastern, established areas of eMalahleni should be contained to prevent further depletion of the eMalahleni CBD. The development of nodes in the northern and western (marginalised) areas of eMalahleni should be promoted through dedicated interventions.

As far as future development is concerned it is proposed that Council strictly manage land uses in line with the following policy, adopted in terms of the Emalahleni Integrated Development Plan.

- **Permissible uses: offices and professional suites in the existing dwelling house.** The activities should be limited to professional offices for attorneys, engineers, accountants and similar professions which do not place an unnecessary demand for parking on the site itself and to make the necessary allowance for landscaping. Any alterations to the dwelling house must be done in accordance with an approved Site Development Plan and should retain the residential character. These uses will only be permitted along Springbok Crescent, between the R547 road and Mooi Avenue.

With regard to a Multi-Purpose Service Delivery Centre it is proposed that the possibility of utilising the former Council Chambers premises for such purposes, be investigated.

The town has two main directions in which it can expand in future – southwards towards road R545 on both sides of road R547 (areas A and B), and northwards towards Thubelihle on both sides of road R547 (Area C and D). It should however be kept in mind that large parts of areas A and B are earmarked for future mining purposes. In terms of the Land Development Principles as contained in the Development Facilitation Act (Act 67 of 1995), the option to expand northwards towards Thubelihle is the most feasible as it will consolidate the urban structure. There are, however, some environmental constraints which limit the potential to achieve this – especially to the west of road R547 (Area C). This includes areas of geological instability, the floodplain of the Steenkoolspruit, and the mine dump (with 500m radius) to the north of the spruit.

Council recently acquired area E on Figure 43 and apparently the intention is to develop an industrial area on this land (Ga-Nala ext 17). Due to the shortage in developable land it is suggested that the portion of ext 17 fronting onto the main road be earmarked for mixed land uses (light industrial/commercial) while the remainder part of the area can be developed for residential purposes.

As far as Thubelihle is concerned there are two potential expansion areas – Extension 5 to the south which will hold about 630 stands, and Extension 4 to the north which will comprise about 650 stands.

The optimal area for the establishment of a Multi-Purpose Serve Delivery Centre will be to the north of the main access road to Thubelihle.

The cemetery is situated to the east of road R547.

Ogies

The town has a fairly small residential component which is concentrated towards the east and to the south of route P29-1 which is eMalahleni Road. Central to this residential area is Church Street which is a local collector route serving the residential area and running parallel to eMalahleni Road (P29-1).

The area to the north of eMalahleni Road between the road and the railway line has developed as a predominantly business area serving commercial and retail functions to the local community, but also making use of the presence of the road and railway line to serve a broader region.

The business uses also extend southwards on both sides parallel to the Bethal Road (R545) which forms a T-junction with eMalahleni Road in Ogies. This strip of land (along the Bethal Road) currently holds the Ogies hotel, the main taxi rank and informal market of the town, and a range of other business uses. There are also some business activities at the western end of Ogies town adjacent to eMalahleni Road in the vicinity of the eMalahleni Road – R545 North T-junction.

As far as development policy is concerned it is proposed that Council facilitate, promote and manage business uses in Ogies along both eMalahleni Road (R29-1) and the southern part of route R545 (Bethal Road). In order to achieve this, it is imperative that proper upgrading and maintenance of the existing infrastructure, especially roads, road reserves, signage, open spaces, parks and transport facilities be undertaken, to improve the aesthetic quality of the area.

Ogies exists as a central place to the surrounding area and the strategic significance of the town is related to the fact that the town is located at the point of convergence of:

- route P29-1 towards eMalahleni and route R545 to Bethal; the Johannesburg-Maputo railway line and the Johannesburg-Richards Bay railway line (coal export line).

The transportation infrastructure plays a very important role in the functioning of the town and therefore it is important to optimally utilise the economic benefits to be derived from this.

With the necessary Road Access Management Requirements pertaining to access spacing along routes P29-1 and R545 as a main form giving element (development guideline), Council should actively promote economic development in the vicinity of these two roads. The development potential of Ogies is fairly limited and therefore the opportunities that do exist should be utilised to the full.

There is no significant pressure for the residential expansion of Ogies and therefore no spatial proposals are being made in this regard. Strategically, however, should such pressure develop in future, Council should consider the southward expansion of the town.

Priority Actions/Projects:

- Detailed planning of activity/business areas along R29-1 and R545 with Road Access Management requirements.
- Investigate the potential of the former Ogies Primary School premises to be developed to serve as a future Multi-Purpose Service Delivery Centre to Ogies and surrounds.
- Manage/structure the taxi rank and informal market in order to function optimally and to prevent negative impact and safety hazards along the Bethal Road (R545).

Phola

The town is situated adjacent to road R545 and the floodplain of one of the tributaries of the Saalklapspruit limits the expansion potential of the town to the west.

The town is served by a prominent collector road stretching from an intersection with route R545 in the south northwards through the town. It indirectly links back to route

R545 to the north of the sewerage disposal plant. Along this road two potential activity nodes can develop in future, the first being in Phola Proper (west of the road) and the second in the vicinity of the school in Phola ext 1. These nodes can accommodate both economic and social facilities and services. In terms of land use management Council should thus try to strengthen these two nodes with a specific focus towards establishing the Multi-Purpose Service Delivery Centre concept in either one of these.

Should the need arise in the local market, Council could also allow (and promote) non-residential uses along the main collector road in the town in the form of an activity strip in order to optimise economic activity and job creation.

All the expansion potential of Phola lies in a south-easterly direction. Strategically, this is positive as it will be more beneficial for the town in the long run to expand towards the N12 freeway where it can gain more visual exposure, and eventually this also represents growth towards Ogies with which it could be consolidated in future. This would also protect valuable agricultural land and mining land to the north.

However, since the drafting of the previous plan, it came to our attention that new mining activities are due to take place to the east of the town, leaving no other alternative as to expand to the west and north of Phola.

- Priority Actions/Projects:
- Detailed planning of the two activity nodes and the activity spine/strip in Phola with special emphasis also on facilitating taxi movement, parking, and on-off load facilities.
- Planning of new extensions to the west and north of Phola instead of Phola ext 2 and 3.
- Upgrading of informal settlements:
- Oyko Vesi
- Phola ext4 (Moller Land)
- Siyabanga
- Development of the cemetery.
- Development of the waste disposal site.

Kendel Forest Holdings

Kendel Forest Holdings is situated to the west of Ogies and to the north of Kendal power station, adjacent to Road 989 linking Kendal to Balmoral in the north.

Increased traffic on Kendal road has led to land use changes in, at least, the first row of holdings directly west of Road 989. Further development pressure is expected in future as the new Kusile power station becomes operational.

As far as new development is concerned, it is proposed that the first row of holdings adjacent to the road be used for Industrial 1 or Commercial purposes. Application procedures should be followed as described by the Local Authority.

KwaMthunzi Vilakazi

In essence it comprises three components – residential development in the eastern part, agricultural holdings in the western part, and the industrial area along the northern part of the town (north of the railway line) and the Highveld Steel industrial area.

The residential and industrial portions of KwaMthunzi Vilakazi are fairly stable in terms of land use, but there is pressure for non-residential and non-agricultural use, as well as densification on the agricultural holdings and the residential area.

As far as the agricultural holdings and residential areas are concerned, it is proposed that Council make provision for allowing peripheral uses to develop on this land, as a consent use in terms of the current zoning. Peripheral uses normally create job opportunities, and it is important that the potential be optimised. Care should however be taken that no land use be allowed (even if it complies with the definition of a peripheral use) if it will have a negative impact on the environment (noise/air/water pollution) or if it would overburden the current capacity of engineering services or the road network in the area.

The following land uses are deemed to be consistent with the policy directive regarding peripheral uses:

- Non-urban residential uses and residential estates

This could include gentleman's estates (manor developments), country estates, equestrian estates and similar developments with minimum individual erf sizes of 1 hectare. As far as densification of the area is concerned, this should be permitted within the existing infrastructure capacity constraints. Where services are available, township establishment could be permitted on the agricultural holdings. Land invasion and shack farming on the agricultural holdings should however not be tolerated.

- Hospitality uses

This includes, but is not limited to the following types of uses:

- Wedding venues, hotels, guesthouses, tea gardens, restaurants, arts and craft markets, art galleries, conference facilities, health or beauty spa.
- Commercial or light service industries(Industrial 1 and Commercial according to the Emalahleni Land Use Management Scheme, 2010)

This includes, but is not limited to the following types of uses:

- Transport businesses, small-scale service industries (non-polluting), builder's yards, veterinary services including kennels and catteries, nurseries, garden centres and equipment, etc. No wholesale or retail trade, panel beating, spray painting, scrapyards or noxious industries will be permitted.

The discretion remains with the municipality in terms of where it would be appropriate to permit the above mentioned uses.

Priority Actions/Projects

None

Rietspruit

This settlement served as residential area to mine workers in the mining belt which is situated to the north of the town. Since the scaling-down of mining activities in the area the properties have been sold and transferred to private individuals. The town has thus retained its residential character but the economic activity and job opportunities in the

area have scaled down significantly. In the current context the retail activity in the business node of the town has also declined dramatically. There are some initiatives to promote urban agriculture in the vicinity of the old golf course to enhance the sustainability of the settlements.

The other major development opportunity in the area is the Rietspruit Dam which is situated a few kilometres to the east of the town on the opposite side of the main road, and which could hold some tourism potential.

One of the prominent features in the town is the fact that it has two recreational clubs that are underutilised at present, and which could be used to establish Multi-Purpose Service Delivery Centres. The recreational club in Lehlaka also has some training facilities that can be utilised for ABET programmes, skill development programmes and other projects focused on promoting local economic development.

Priority Projects/Actions

Investigate possibilities to create substitute job opportunities in the town, specifically focusing on:

- tourism
- urban agriculture.
- Investigate the potential of the two recreational clubs in the area to be developed into Multi-Purpose Service Delivery Centres.

Wilge

The properties are privately owned and with the Wilge Power Station being demolished the settlement serves as a satellite residential town. It has sufficient infrastructure to serve the local community and the old recreational club has potential to serve as a Multi-Purpose Service Delivery Centre (Clinic, Pension Pay Point, and Municipal Pay Point etc.

It is not believed that the area will come under pressure for land use changes, nor has the town any potential to expand in future. The area should thus be managed in such a way that it maintains its current residential character and aesthetic quality.

Priority Actions/Projects

- Investigate ways to establish a MPSDC in part of the old recreational club of Wilge.

TNC/ New Clydesdale/ Van Dyksdrift/ Springbok/ Douglas/ Wolvekrans/ Duvha Complex

These settlements are located along route R544 between Ga-Nala in the south and eMalahleni town in the north. This corresponds with the mining belt. All the properties are under ownership of the mining houses and/or the rail authorities.

Van Dyksdrift is located centrally in this belt and therefore it is also proposed that the Multi-Purpose Service Delivery Centre for this sub-region be located at Van Dyksdrift. There are two prominent retail facilities at Van Dyksdrift which have sufficient vacant floor area to accommodate community facilities and services. Both these retail facilities are also highly accessible from the main road.

There are two incidences of informal settlement in this belt – the one in the vicinity of Van Dyksdrift, and the other near the Duvha power station. Van Dyksdrift has historically served a residential function, but there are currently no services available and indications are that the settlement is located in a flood line. Considering the remote nature of the

settlement and lack of services Council could consider the relocation of the settlement and consolidation with an existing settlement.

As far as the Duvha informal settlement is concerned (about 2000 families), the situation is complex. With the development of Duvha the philosophy was not to develop a residential township at Duvha itself, but to rather functionally incorporate and consolidate its residential component with eMalahleni Town. This principle worked well since the establishment of Duvha during the late 1970s. The question is now whether this principle should be revised by allowing the in-situ upgrading and formalisation of the informal settlement at Duvha. The basic problem with this approach would be that it would fragment the urban structure of eMalahleni even further. Apart from the power station there is no economic base for the settlement. This poses serious doubts regarding the long term sustainability of the development. Unless a strategy can be designed to create long term job opportunities in this area, Council should be very cautious in formalising the settlement in its current location. Relocation and consolidation with an existing settlement in eMalahleni town could rather be considered.

eMalahleni CBD: Regeneration

The first strategic intervention area is the eMalahleni CBD, which serves as a regional node. The CBD has experienced significant decline in the past ten years, mainly due to the exodus of the retail component to decentralised nodes. The development of home offices around the CBD has also depleted the office component of the CBD. Dedicated investment is required to enable the regeneration of the CBD. The main objective of the regeneration programme should be to restore the confidence of the private sector (both as producer and consumer) through the creation of a sustainable property market and to restructure/diversify the local economy. The following aspects could be considered as part of a regeneration strategy for the CBD:

- **Flagship and prestige projects** – these aims to highlight the unique facilities of a city. These projects seek to promote new urban images and boost civic pride, thereby restoring investor's confidence. The Blue IQ projects in Gauteng (e.g. Nelson Mandela Bridge in Johannesburg) are good examples of this.

- **Support for key economic sectors** – this typically entails the identification and support of these sectors to kick-start or support the development of economic agglomerations. These could include cultural districts, high tech areas, fashion districts etc., as is currently being applied in the Inner City of Johannesburg.
- **Supply side land interventions** – this includes land acquisition, land assembly, land rehabilitation and release, development of planning frameworks and installation of services, subsidisation of development costs, tax incentives and reduced service contributions.
- **Visible policing**, installation of CCTV, policing partnerships, by-law enforcement and establishment of municipal courts, which all contribute to reduced crime levels and increasing investor’s confidence.
- **Enhanced urban management** through aspects such as Business Improvement Districts, partnerships, enhanced cleansing and detailed precinct plans lead to the overall improvement of conditions, with positive effects on the market.
- **Slums clearance and law enforcement** targeting “no-go areas” send out strong messages to investors and crime syndicates.
- **Focus on improvement of public infrastructure**, specifically public transport and inter-modal transportation hubs have positive spin-offs, but need to address all modes of transport.
- **Public Trading markets** are a closely associated activity in view of the synergies which exist between public transport and informal trade.
- **Enterprise zones** – these are focused on regenerating industrial and manufacturing areas (e.g. IDZ areas).
- **Place marketing** – a dedicated marketing programme is the key to the success of many of the other interventions.

Ga-Nala and Ogies CBD: Maintenance and Upgrading

Ga-Nala and Ogies serve as rural service delivery centres to the Emalahleni area. The CBDs of these towns are however experiencing decay and require intervention to protect the existing public and private investment. The most pertinent issues to be addressed include general improvements and maintenance to roads, road reserves, parks, open spaces, taxi ranks and signage.

Development of Local Activity Nodes in Lynnville, Kwa-Guqa, Pine Ridge and Phola

These areas currently serve as dormitory residential areas and are completely reliant on eMalahleni for the purchase of goods and services. This necessitates high levels of commuting. The development of nodes in these areas should be actively promoted and encouraged, by means of the following incentives:

- Detailed design, including aspects such as taxi ranks, informal trade, public space, public conveniences, street lights etc.;
- Rezoning of land, if required and advertising land by means of a tender process for alienation / lease agreement;
- Offering incentives such as low rates and taxes, long term leases at low rent to attract developments; and
- Promoting the development of MPSDCs to attract private investment through pro-active public investment.

Implementation of Pilot Projects: Multi-Purpose Service Delivery Centres

The development of Multi-Purpose Service Delivery Centres throughout the Emalahleni area should enjoy high priority in terms of investment in the Emalahleni area. Due to limited resources it would not be possible to develop all of the proposed centres simultaneously. It is therefore necessary that the municipalities prioritise the proposed MPSDCs and identify some pilot projects to initiate the process.

In order to initiate the development of these centres, it is necessary to undertake detailed planning and compile business plans for each of the proposed MPSDCs. The business plans should place the municipalities in the position to initiate the detailed planning and design of such a centre. The business plans should therefore address the following:

- Detailed land use investigation, to confirm the existing community facilities and retail facilities in the area. Vacant land/properties suitable for the development of a MPSDC should be identified and the zoning of these properties should be established;

- Determine the availability of public transport and current movement patterns, also for bicycle and pedestrian transport;
- Determine the availability of engineering services – water, electricity, sanitation, waste removal and stormwater drainage. The availability of natural resources (such as underground water for boreholes) should also be determined;
- Determine the broad geological conditions (coal, undermining, clay etc.) in the area;
- Determine the economic catalysts and the areas of employment;
- Determine the land ownership of vacant land/properties potentially suitable for the development of a MPSDC;
- Determine the property values of vacant land/properties potentially suitable for the development of a MPSDC;
- Recommendation: Provide a recommendation on the best location (site/property) and associated implementation strategy for the development of the MPSDC. This should be based on an evaluation of opportunities and constraints associated with the development of each site (from the findings of the investigation), and/or the possibility of establishing partnerships/joint ventures with other service providers in the area, e.g. other government departments; and
- Cost estimate: Provide a broad estimate of the cost for the development of the site/property for budgeting purposes.

Once the business plan has been completed and a decision has been made to proceed with the development, detailed planning and design will be undertaken.

7.3 ECONOMIC GROWTH AND DEVELOPMENT STRATEGIES AND SECTOR PLANS STATUS

Sector Plan	Existing Yes/No	Draft / Adopted	Date of adoption	Last, Reviewed when?	Comments on the current status
The Spatial Development Framework	Yes	Adopted	30 Sept 2011	December 2013	To be adopted with IDP 2014
The Land Use Management Plan	Yes	Adopted	July 2010	To be reviewed in 2014/2015	Gap analysis exercise completed in 2013
The LED Plan	Yes	Adopted	3 May 2012	Will be reviewed in 2014/15	

7.3.1 ECONOMIC GROWTH AND DEVELOPMENT 5 YEAR PLAN

SUB KPA 4: ECONOMIC GROWTH AND DEVELOPMENT												
Strategic Objective	To create an attractive and conducive environment for sustainable economic growth and empowerment for the business and broader communities within ELM			Policies:	LED Strategy, Spatial Development Framework of 2013/2014, Land Use Scheme of 2010, National Building Regulations, Town planning and Townships Ordinance 15 of 1986, Outdoor Advertisement Policy						Delivery Int./Ext	Funding Source
				Bylaws:	Outdoor Advertisement By-law, relating to the hire of the venues and tariffs (city, banquet halls etc.)							
IDP/Ref no	Key Focus Area (KFA)	Activity/project/programme	Wards	KPI	Budget	Targets						
						2014/15	2015/16	2016/17	2017/18	2018/19		
KFA 16.1	KFA 16: LED	LED Forum	All Wards	LED Forum held	R180 000	4 Quarterly LED Forum Meetings	4 Quarterly LED Forum Meetings	4 Quarterly LED Forum Meetings	4 Quarterly LED Forum Meetings	4 Quarterly LED Forum Meetings	Internal	ELM
KFA 16.2	KFA 16: LED	Section 79 Committee Meetings	Committee Members Only (Councilors and Officials)	Section 79 Committee Meetings held	No	11 monthly Section 79 Committee Meetings	11 monthly Section 79 Committee Meetings	11 monthly Section 79 Committee Meetings	11 monthly Section 79 Committee Meetings	11 monthly Section 79 Committee Meetings	Internal	ELM
KFA 16.3	KFA 16: LED	LED Working Groups Committee Meetings		LED Working Groups Committee Meetings held	Funding	4 Quarterly LED Working Groups Meetings	4 Quarterly LED Working Groups Meetings	4 Quarterly LED Working Groups Meetings	4 Quarterly LED Working Groups Meetings	4 Quarterly LED Working Groups Meetings	Internal	ELM
KFA 16.4	KFA 16: LED	LED Strategy	All Wards	Revised LED	R375 000	Review and	Review LED	Review and	Review and	Review and	Internal	ELM

				Strategy		impleme nt the Strategy	Strategy and submit to council for consider ation	impleme nt the strategy	impleme nt the strategy	impleme nt the strategy		
KFA 16.5	KFA 16: LED	Skills development programme for SMME's and Cooperatives	All Wards	Skills develop ment programme for SMME's and Cooperat ives develop ed	R50 000	Develop ment of the databas e on number of SMME's and Coopera tives trained	Partner with different stakehol ders such as departm ent of agricultu re, DEDET and private sector.	Determi ne the number of SMME's and Coopera tives trained and register the trained SMME's	Evaluate the training or skill acquired by the Coopera tives and the SMME's	Evaluat e the training or skill acquire d by the Cooper atives and the SMME's	External	NDM
KFA 16.6	KFA 16: LED	SMME's Empowered through capital projects	All Wards	SMME's Empowe red through capital projects	5% of Capital Projects	Develop ment of the databas e of SMME's	Determi ne a percenta ge/numb er of SMME's benefite d	Monitor Job creation contribut ed by SMME's	Monitor Job creation contribut ed by SMME's	Monitor Job creation contribu ted by SMME's	Internal	NDM / ELM
KFA 16.7	KFA 16: LED	Community Works programme	1,2,4,10 ,11,12,1 3,14,15, 16 and 17.	Commun ity Works program me establish ed		11 Local Referen ce Committ ee meeting	12 Local Referen ce Committ ee meeting	12 Local Referen ce Committ ee Meeting	12 Local Referen ce Committ ee meeting		Internal	Nationa l
KFA 16.8	KFA 16: LED	EPWP	1,2,4,10 ,11,12,1 3,14,15,	Establish ed EPWP		Resuscit ation of program	Hire and impleme nt	Monitor Operatio n	Upscale Participa nts	Upscale Particip ants		Dpt. of Public Works

			16 and 17.			me			Monitor and evaluate	Monitor and evaluate		
KFA 16.9	KFA 16: LED	Facilitate CBD Regeneration programme	All Wards	Facilitate CBD Regeneration programme	R10 000	Facilitate Review the CBD regeneration Strategy Upgrading of King George Park	Facilitate Workshop CBD shop owners	Facilitate Paving of the sidewalks of the inner city	Facilitate Revamp the main entrance (Eadie street entrance on the N4)	Establish Maintenance plan to retain revamped condition of project	External	NDM
KFA 16.10	KFA 16: LED	LED Job Summit	All Wards	LED Job Summit held	R150 000	Engage partners to come up with the concept document for the summit	Implement the resolutions of the Job summit	Implement the resolutions of the Job summit	Implement the resolutions of the Job summit	Implement the resolutions of the Job summit	Internal	ELM
KFA 16.11	KFA 16: LED	Tourism nodal points	All Wards	Established tourism nodal points	R800 000	Establish/launch Local Tourism Forum	Develop tourism establishment database Conduct tourism expo event and celebrate	Ensure the functionality of the tourism forum Conduct tourism expo event	Monitor the functionality of the tourism forum Conduct tourism expo event	Monitor the functionality of the tourism forum Conduct tourism expo event	External	?

							e tourism month					
KFA 16.12	KFA 16: LED	Business Satisfaction Research	All Wards	Business Satisfaction Research conducted	N/A	Conduct business satisfaction research	Review the findings business satisfaction research on an annual basis	Review the findings business satisfaction research on an annual basis	Review the findings business satisfaction research on an annual basis	Review the findings business satisfaction research on an annual basis	Internal	ELM
KFA 16.13	KFA 16: LED	Mobilise funding for economic growth from social partners	All Wards	Funding for economic growth from social partners mobilise	N/A	Establishment of resource mobilisation committee	Ensure the functionality of the resource mobilisation committee	Monitor and evaluate the functionality of the resource mobilisation committee	Monitor Job creation contributed by Social Partners	Monitor Job creation contributed by Social Partners	Internal	External Stakeholders
KFA 16.14	KFA 16: LED	Software programme for SMME's	All Wards	Software programme for SMME's developed	R50 000	Development of the SCM registers on women, youth, and disabled owned enterprises empowered.	Determine a percentage/number of women, youth, disabled enterprises empowered	Determine a percentage/number of women, youth, disabled enterprises empowered	Determine a percentage/number of women, youth, disabled enterprises empowered	Determine a percentage/number of women, youth, disabled enterprises empowered	Internal	ELM

KFA 17.1	KFA 17: Urban renewal	Planning and survey of Erven 7638 And 7898 , 7612 Kwaguqa Extension 11, 324-327 Hlalanikahle Extension 3, Erven 5509,5510,5 142,5143,51 44,6650 And 6651 Kwaguqa Extension 10, Erven 1022/1057 , 2499, 2596-2599, 2985 Phola	2,3,23 ,28 and 30	Approve d General Plans	R3,000, 000.00	Rezoni ng & subdivi sion applicat ions submitt ed to the Land Use Commit tee meeting					Interna l	ELM
KFA 17.2		Planning and survey of Erven 290, 1521,1478 Hlalanikahle ext1, erven	1,2,,4 and 9	Approve d General Plans	R1,800, 000.00	Rezoni ng & subdivis ion applicat ions submitt					Interna l	ELM

		257,258,290,4098,6 and 16 Hlalanikahle ext3, erven 10025 and 10026 Kwaguqa ext 16					ed to the Land Use Committee meeting					
KFA 17.3	KFA 17: Urban renewal	Planning and survey of erven 1975 and 1976 Hlalanikahle	2	Approved General Plans	R500,000.00	Rezoning & subdivision applications submitted to the Land Use Committee meeting					External	NDM
KFA 18.1	KFA 18: Spatial and Development planning	Corridor hill extension 1 township establishment	18	Approved township layout	R269,850.00	Township establishment application submitted to the Land Use Committee					Internal	ELM

						tee						
KFA 18.2		Klarinet extension 9 township establishment	12		R822,000.00	Township establishment application submitted to the Land Use Committee					Internal	ELM
KFA 18.3		Purchase of land for human settlement			R58,938,000.00							ELM, NDM, DLAR, DHS
KFA 18.4		Portions 4 and 5 of the farm Spring Valley Portion 97 of the farm Nooigedacht 300 JS Portion 75 - 84 of the farm Nooigedacht 300 JS, 146,514 ha	19,23,31,34		R72,260,000.00	Township establishment application submitted to the Land Use Committee meeting for Portion	Township establishment application submitted to the Land Use Committee meeting for Portion	Township establishment application submitted to the Land Use Committee meeting for Portion	Township establishment application submitted to the Land Use Committee meeting for Portion 147 of the	Township establishment application submitted to the Land Use Committee meeting for Portion 6 of the farm	External	ELM, NDM, DHS

		<p>Portion 82 of the farm Naauwpoort 335JS Portion 167 of Blesboklaagte 296 JS</p> <p>Remainder of 79 of the farm Blesboklaagte 296 JS</p> <p>Remainder of 152 of the farm Blesboklaagte 296 JS, Portion 5,6 and 7 of the farm Wildebeestfontein 327JS , and Portion 4 of the farm Speekfontein 336JS, Portion 192 of the farm Blesboklaagte 296 JS 61ha</p>				<p>s 4 and 5 of the farm Spring Valley</p> <p>Portion 97 of the farm Nooigedacht 300 JS</p> <p>Portion 75 -84 of the farm Nooigedacht 300 JS, 146,514 ha</p> <p>Portion 82 of the farm Naauwpoort 335JS</p>	<p>5,6 and 7 of the farm Wildebeestfontein 327JS , and Portion 4 of the farm Speekfontein 336JS</p>	<p>192 of the farm Blesboklaagte 296 JS 61ha</p> <p>Portion 179 of the farm Blesboklaagte 296 JS 22ha</p> <p>Portion 155 of the farm Blesboklaagte 296 JS 43ha</p> <p>Portion 72 of the farm Blesboklaagte 296 JS 46ha</p> <p>Portion</p>	<p>farm Zeekoe water 311JS 29.3ha</p> <p>Portion 148 of the farm Zeekoe water 311JS 25.6ha</p> <p>Portion 149 of the farm Zeekoe water 311JS 21.4</p>	<p>Prinshof 21S 192.3ha</p> <p>Portion 5 of the farm Prinshof 21S</p> <p>Portion 27 of the farm Leeuport 283JS 111ha</p> <p>Portion 1 of the farm Bloemkombos 414JS 145ha</p>	
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		<p>Portion 179 of the farm Blesboklaag te 296 JS 22ha</p> <p>Portion 155 of the farm Blesboklaag te 296 JS 43ha</p> <p>Portion 72 of the farm Blesboklaag te 296 JS 46ha</p> <p>Portion 3 of the farm Blesboklaag te 296 JS 21ha</p> <p>Portion 57 of the farm Koomdrai 292JS 39.5ha, Portion 147 of the farm Zeekoewater 311JS 29.3ha</p> <p>Portion 148</p>						<p>3 of the farm Blesboklaagte 296 JS 21ha</p> <p>Portion 57 of the farm Koomdrai 292JS 39.5ha</p>				
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		<p>of the farm Zeekoewater 311JS 25.6ha</p> <p>Portion 149 of the farm Zeekoewater 311JS 21.4,</p> <p>Portion 6 of the farm Prinshof 2IS 192.3ha</p> <p>Portion 5 of the farm Prinshof 2IS</p> <p>Portion 27 of the farm Leeuwport 283JS 111ha</p> <p>Portion 1 of the farm Bloemkombos 414JS 145ha</p>										
KFA 18.5		Amendment of the Land Use	ALL	Amended Land Use	R600,000.00	Proclaimed Land					Internal	ELM

		Scheme		Scheme		Use Schem e						
KFA 18.6		Review of the ELM Spatial Developmen t Framework	ALL	Review ed SSF	R1,000, 000.00					Report on the review ed SDF submitt ed to the Land Use Commitee meetin g	Interna l	ELM

8 SAFETY AND ENVIRONMENT

8.1 SAFETY AND SECURITY

The municipality does not have municipal police but it does have a public safety department. The department does participate in community public safety programmes together with the South African Police Service (SAPS) and Department of Community Safety and liaising. The department has several units which include Traffic Control, Law Enforcement, Licensing, Security and Disaster Management.

The Traffic Section is mainly focusing to promote road safety, public education and traffic laws enforcement. Points men were appointed for the purpose of reducing the traffic congestion in eMalahleni

The objectives are:-

- To ensure maximum protection of Council properties.
- To enforce Council by-laws.
- To ensure proper access management and protection of staff.
- Is to provide visible patrol within Emalahleni Local Municipality.
- Proper control of hawkers and street vendors
- To render 24 hours – 7 day service delivery to be community.
- To have proper management system of parking in the CBD
- To promote safe environment;

The municipality is faced with uncontrollable street vendors on main routes and the CBD, non-compliance to Municipal by-laws, illegal land uses and illegal occupation of land, traffic congestions.

Strategy to improve on the challenges faced:-

- Implement sufficient and effective security management system.
- Purchasing additional patrol and respond vehicles.
- Enforced Council by-laws and policies.

8.2 ENVIRONMENTAL MANAGEMENT

There is high level of air pollution in Emalahleni due to high number of industries that emits priority pollutants. There is also, lack of Air Quality Management Programs, However, there's a plan to develop a local Air Quality Management Plan including monitoring and law enforcement. Environmental management compliance can only be achieved by establishment of an Environmental management compliance unit which is currently non-existent.

8.3 DISASTER MANAGEMENT

Emalahleni Local Municipality does provide the disaster management service. Also, has fire and rescue services to prevent and protect loose of life and property.

The three priorities of Disaster Management Services are:

- Identification of disaster risk areas;
- Management of accident scenes especially where there has been spillages; and
- Development of Disaster Management Plan and the establishment of Disaster Management Coordinating Forum.
- Development of contingency plans
- The municipality has adopted the Disaster Management plan in 2012.

Disaster Management Plan

South Africa faces a wide range of increased threats and disastrous risks, exposed to a wide range of weather hazards including; drought, cyclones and severe storms that can trigger widespread hardships and devastation. As a result of these, Municipalities find themselves burdened with budgets constraints that result in humanitarian assistance obligations in times of emergency.

In addition to these natural and human- induced disasters, and despite the on-going progress and efforts of the government to extend poverty alleviation grants to the needy people to alleviate mal-nutrition and starvation, which cause these people to be most vulnerable, a large number of these people still live in conditions of chronic disastrous vulnerabilities in residential structures that pose not only a threat of repeated informal settlement fires and collapsing structures, but a threat to the neighbouring environment as well.

The Act recognizes the wide-ranging opportunities in South Africa to avoid and reduce disaster losses through concerted efforts of all spheres of government, civil society and the private sector. However, it also acknowledges the crucial need for uniformity in the approach taken by such a diversity of role players and partners.

Emalahleni local municipality has identified the following hazards.

- Road accidents caused by mist, poor infrastructure (faulty traffic lights and
- Potholes, lawlessness and unlawful motor racing)
- Air pollution,
- Sinkholes,
- Strong winds,
- Floods,
- Epidemics caused by poor sanitation and unlawful refuse removals or illegal
- Dumping,
- Water pollution and consumption/ ingestion of contaminated food / water
- Rail accidents,
- Spillages or flammable gas leaks,
- Underground fires as a result of old mines which are not rehabilitated,
- Shack fires,
- Crime,
- Civil unrest,
- Strikes and taxi violence,

- Electrocutions due to illegal connections,
- Electric power blackouts,
- Building or structural collapse,
- Uncontrollable veldt fires,
- Mine collapse,
- Breakdown of essential services/ supplies,
- Xenophobic attacks etc.
- Prevention and mitigation strategies
- Shack fires, storm winds, flash floods

Disaster risk reduction plans

The Municipality has furthermore identified the following hazards as our

- Priority hazards:
- Underground fires
- Sink holes
- Shack fires
- Veldt fires
- Water contamination
- Illegal refuse disposal
- Road accidents

Prevention and mitigation strategies

The Municipality has budgeted R1m for Disaster management temporary relief items to provide temporary accommodation and to provide other relief items to displaced people affected either by sinkholes, shack fires or other disastrous incidents. Furthermore, the Municipality has also budgeted for grass unit, fire engine, support vehicle, rescue vehicle, fire tanker and hazmed to deal with our priority hazards.

8.4 EMERGENCY SERVICES

The emergency section is responsible for fire prevention and emergency services which are rescue services, fire incidents and public education.

8.5 LAW ENFORCEMENT

The municipality established Security Section with the intention to protect and save guard Municipal assets and property

8.6 SAFETY AND ENVIRONMENT STRATEGIES AND SECTOR PLANS STATUS

Sector Plan	Existing Yes/No	Draft / Adopted	Date of adoption	Last, Reviewed when?	Comments on the current status
The Community Safety Plan (Municipal Safety Plan)	Yes	Adopted	March 2012	Will be reviewed in 2015	
The Environmental Management Plan	Yes	Yes	2008/9	To be reviewed in 2014/15	To be budgeted for in the financial year 2014/15.
The Disaster Management Plan	Yes	Adopted	February 2012	To be reviewed Feb 2014	

8.7 SAFETY AND ENVIRONMENT 5 YEAR PLAN

SUB KPA 5: SAFETY AND ENVIRONMENT												
Strategic Objective	To contribute to the health and safety of communities in eMalahleni through the pro-active identification, mitigation and management of health including environmental health, fire and disaster risks			Policies:		Air Quality Management By-Laws, Noise Abatement By-Laws						
				Bylaws:								
IDP/Ref no	Key Focus Area (KFA)	Activity/project/ programme	Wards	KPI	Budget	Targets					Delive ry Int. /Ext	Fundi ng Sourc e
						2014/15	2015/16	2016/17	2017/18	2018/19		
KFA 20.1	KFA 20: Safety and security	Establishment of registration Authority		Establi shed of registr ation Authori ty	R15,000,000.00	Appoint ment of professi onal service for feasibilit y study and plans provider ,Appoint ment of contract or	Construc tion	Completi on of the construc tion	Monitori ng and evaluatio n		Ext	Provinc e
KFA 20.2	KFA 20: Safety and security	Extension of licensing offices at Ogies		Extend ed licensi ng offices at Ogies		Procur ement of building and approval from Province	Operatio nalizing licensi ng office	Operatio nalizing licensi ng office	Operatio nalizing licensi ng office	Operati onalizin g licensi ng office	Int	ELM
KFA 20.3	KFA 20: Safety and security	Establishment of traffic pound		Establi shed traffic	R800,000.00	Establi hment of traffic	Fenci ng and installati	Operatio n	Operatio n	Operati on	Int.	ELM

				pound		pound	on of security					
KFA 20.4	KFA 20: Safety and security	Refurbishment of eMalahleni and Ga-Nala licensing office		Refurbished eMalahleni and Ga-Nala licensing office	R2,000,000.00		Refurbishment of eMalahleni	Refurbishment of Ga-Nala			Int	ELM
KFA 20.5	KFA 20: Safety and security	Road safety and road markings		Marked roads	R6,000,000.00	Mark roads	Mark roads	Mark roads	Mark roads	Mark roads	Int	ELM
KFA 20.6	KFA 20: Safety and security	Procure Road safety equipment		Procured Road safety equipment	R7,000,000.00	Procure road safety equipment	Procure road safety equipment	Procure road safety equipment	Procure road safety equipment	Procure road safety equipment	Int	ELM
KFA 20.7	KFA 20: Safety and security	Safety and Security of council properties and employees		Safe environment	R2,300,000.00	SCM, appointment of service provider and installation of access control at civic centre					Int	ELM
KFA 20.8	KFA 20: Safety and security	Procurement of security equipment (Alarm and CCTV)	All	Safe environment	R8,000,000.00	Procurement of security equipment	Procurement of security equipment	Procurement of security equipment	Procurement of security equipment	Procurement of security equipment	Int	ELM
KFA 20.9	KFA 20: Safety and	Procurement of protective		Procured of	R2,000,000.00	Procurement of	Procurement of	Procurement of	Procurement of	Procurement of	Int	ELM

	security	clothing and uniform for staff		protective clothing and uniform for staff		protective clothing and uniform for staff	protective clothing and uniform for staff	protective clothing and uniform for staff	protective clothing and uniform for staff	protective clothing and uniform for staff		
KFA 21.1	KFA 21: Environmental Management	Development of Air Quality Management Plan.	All	Air Quality Management Plan developed.	R300,000.00		Development of Air Quality Management Plan.				Internal	Internal
KFA 21.2	KFA 21: Environmental Management	Review of Environment Management Plan.	All	Environment Management Plan reviewed.	R350,000.00		Review of Environment Management Plan.				Internal	Internal
KFA 21.3	KFA 21: Environmental Management	Development of Noise Measurement By-laws.	All	By-laws developed.	R70,000.00	Development of Noise Measurement By-laws.					Internal	Internal
KFA 21.4	KFA 21: Environmental Management	Purchase of Air Quality monitoring instruments	All	Air Quality monitoring instruments purchased	R1,500,000.00.		Procurement of Air Quality monitoring instruments.	Commissioning of monitoring station.			Internal	Internal
KFA 22.1	KFA 22: Disaster management	Two – way digital radio		Safe environment	R700,000.00	SCM, procurement of radios					Int.	ELM

KFA 22.2	KFA 22: Disaster management	Review disaster management plan	All	Reviewed disaster management plan	No budget needed	disaster management plan	disaster management plan	disaster management plan	disaster management plan	disaster management plan	Int	ELM
KFA 22.3	KFA 22: Disaster management	Disaster awareness programmes	All	Develop programmes	R500,000.00	Disaster awareness programmes	Disaster awareness programmes	Disaster awareness programmes	Disaster awareness programmes	Disaster awareness programmes	Int	ELM
KFA 22.4	KFA 22: Disaster management	Procurement of temporary relief items	All	temporary relief items procured	R1,000,000.00	Procurement of temporary relief items	Procurement of temporary relief items	Procurement of temporary relief items	Procurement of temporary relief items	Procurement of temporary relief items	Int.	ELM
KFA 23.1	KFA 23: Emergency Services	Procurement of Fire prevention equipment		Procured of Fire prevention equipment	R20,000,000.00	Procurement of Fire prevention equipment	Procurement of Fire prevention equipment	Procurement of Fire prevention equipment	Procurement of Fire prevention equipment	Procurement of Fire prevention equipment	Ext.	NDM
KFA 23.2	KFA 23: Emergency Services	Procurement of protective clothing and uniform for staff		Procured of protective clothing and uniform for staff	R2,400,000.00	Procurement of protective clothing and uniform for staff	Procurement of protective clothing and uniform for staff	Procurement of protective clothing and uniform for staff	Procurement of protective clothing and uniform for staff	Procurement of protective clothing and uniform for staff	Int	ELM
KFA 23.3	KFA 23: Emergency Services	Procurement of furniture for fire station		Procured of furniture for fire station	R1,500,000.00	Procurement of furniture for fire station			Procurement of furniture for fire station		Int	ELM

KFA 24.1	KFA 24: Law Enforcement	Procurement of law enforcement equipment	Procur ed law enforc ement equip ment		R2,500,000.00	Procure ment of law enforce ment equipme nt	Procure ment of law enforce ment equipme nt	Procure ment of law enforce ment equipme nt	Procure ment of law enforce ment equipme nt	Procure ment of law enforce ment equipm ent	Int	ELM
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9 SOCIAL AND COMMUNITY DEVELOPMENT

9.1 SUSTAINABLE HUMAN SETTLEMENTS (HOUSING)

The municipal human settlement department is responsible for creation of sustainable human settlements in which, a range of housing opportunities are created. The municipality has full level 1 accreditation and is working towards obtaining level 2 accreditation. Currently, the Human Settlement Department offers the following housing opportunities

- Subsidized/ grant
- Affordable/ rental
- Middle market/bonded

9.1.1 OVERVIEW

Emalahleni Municipality has an estimated housing backlog of 44 734, which is drawn up from the following sources:

Households in Informal Settlements	30 279
Backyard Dwellers	6 779
Multiple Family Accommodation	5 000
Hostel units	562
Families on Farms	2 114

9.1.2 KEY CHALLENGES

- Emalahleni has the largest number of spatially disturbed informal settlements in the Province, totalling 69 informal settlements.
- The non-existence of a scientifically based socio-economic project for communities residing in the informal settlements.
- Inadequate allocation of houses coupled with slow pace in the delivery of houses resulting in an ineffective impact in addressing the housing backlog.
- Unavailability of adequate services like water and sewage in areas earmarked for housing development (e.g. informal settlements in the process of being formalized).

- Incomplete township establishment processes in areas earmarked for housing development.
- Unavailability of land for housing development.
- Continuous land invasions.

9.1.3 STRATEGIES

- Formalize all informal settlements.
- Formalize existing backyard in-situ in order to cater for the high demand for backyard rental facilities so as to enhance the long term sustainability of backyard dwellings.
- Provision for multiple family accommodation through new subsidized housing projects or institutionalized housing.
- The conversion of hostels into family units / Community Residential Units.
- The incorporation of families evicted from farms into formal residential areas.
- To promote medium to high density in-fill development (“Gap Market”).
- Promotion of Social Housing within the context of urban renewal programme in the CBD.
- Land development for integrated residential development programme.
- Establishment of a reception area in support of the Informal Settlement Upgrade Programme.
- Identify suitable Land for housing development.

9.2 SPORT AND RECREATION

The municipality is responsible for the provision for sport and recreation in terms of the South African Sport and Recreation Act 118 of 1998 and the by-laws by providing the following:

- Creation of new sport facilities
- Promotion and development of sport and recreation
- Maintenance of sport and recreation facilities

9.3 ARTS AND CULTURE

The municipality has a Civic Theatre which is not in good state. The building is old with old material and assets that are very scarce and need to be replaced (Pulleys, Wooden Doors etc.).

There are also six Community Facilities and two Thusong Centres. Their state is not conducive for use by Community members.

The plan is to:

- Refurbish the whole Civic Theatre
- The whole current system must be replaced.
- The machinery must be replaced and/or repaired
- Palisade Fencing around the building

9.4 LIBRARIES

The municipality is responsible for the provision for information services in terms of the South African Arts, Culture, Sport and Recreation Act 118 of 1998 and the by-laws. The function is to enhance education through provision of library facilities and information.

Emalahleni Libraries consists of the following libraries:

- Emalahleni Main Library that is situated on the corner of Hofmeyer & Elizabeth Street and 6 other Branch Libraries:
- Klipfontein Branch Library
- Kwa-Guqa Branch Library
- Lynnville Branch Library
- Ga-Nala Branch Library
- Ogies Branch Library
- Phola Branch Library

9.5 CEMETERIES

The municipality is responsible for providing cemetery services in terms of burial space, cemetery management and maintenance. Currently, there 7 non- active cemeteries with a total size of 36.7ha and 6 active cemeteries with a total size of 81.1ha

The municipality has a challenge of shortage of burial space. Currently the municipality is in the process of establishing a new cemetery at Blesboklaagte in Emalahleni. The municipality will need to acquire land for development of new cemeteries to meet the demand of burial space.

9.6 TRANSVERSAL SERVICES

Emalahleni Local Municipality transversal services is a coordination structure that has not developed into a fully fledged unit to cover the transversal issues, which are gender equality and women empowerment, HIV and AIDS, disability, elderly, children. It is imperative that a proper structural arrangement is developed and adopted, with adequate staff complement to ensure the effective and efficient implementation of the services.

9.7 YOUTH AND DEVELOPMENT

Youth Development activities are currently done in partnership with NYDA, NYS, Department of Social Development and civic organisations. Establishment with the local groups and gaining grassroots partnership and support is the focus of the office currently.

Challenges include:

- Limited funding limits the thorough practise of Youth Work and Development.
- Malfunctioning Youth Civic Structures limit the co-ordination and monitoring of youth development practice

The municipality is planning Youth Dialogue Outreach throughout Emalahleni Local Municipality, Youth Development Summit to have resolutions that will pave a way

forward for Youth Development Practice and inclusive planning in youth development activities

9.8 PRIMARY HEALTH CARE AND WELFARE

Emalahleni Local Municipality has six (6) fixed clinics and three mobile clinics. The seventh clinic is currently under building at Klarinet Ext3. Rendering of primary health care services is the competency of province.

The 3 (three) top service delivery priorities for primary health care services are:

- Provision of comprehensive primary health care services for the community of Emalahleni.
- Prevent and manage HIV and AIDS in the community.
- Provision and management of indigent's subsidy.

9.9 SOCIAL AND COMMUNITY DEVELOPMENT STRATEGIES AND SECTOR PLANS STATUS

Sector Plan	Existing Yes/No	Draft / Adopted	Date of adoption	Last, Reviewed when?	Comments on the current status
The Housing Plan (Integrated Human Settlement Plan)	Yes	Draft Adopted	May 2013	To be reviewed in 2014/2015	The draft plan will be finalized in 2014/2015 – delay due to lack of budget
The Housing Plan (Integrated Human Settlement Plan)	Yes	Adopted	July 2008	To be reviewed in 2014/2015	The plan will reviewed in 2014 – delay due to lack of budget
Gender policy	No			2014/14	Budget constraints

9.10 SOCIAL AND COMMUNITY DEVELOPMENT 5 YEAR PLAN

SUB KPA 6: SOCIAL AND COMMUNITY DEVELOPMENT												
Strategic Objective	To ensure proper facilitation of sustainable human settlement and social facilities for the betterment of our communities.			Policies:		Safety Policy, Outcome 8: Sustainable Human Settlement and quality of household life. Municipal Housing Allocation policy(draft), National Health Act no 101 of 2003,Children's Act no of 19, South African Arts, Culture, Sport and Recreation Act 118 of 1998, South African Sport and Recreation Act 118 of 1998						
				Bylaws:		Civic Theatre By-Laws, Management and control of informal settlements by-laws, Sports and recreation by-laws, library by-laws						
IDP/Ref No	Key Focus Area (KFA)	Activity/Project/Programme	Wards	KPI	Budget	Targets					Delivery Int./Ext	Funding Source
						2014/15	2015/16	2016/17	2017/18	2018/19		
KFA 25.1	KFA 25: Sustainable Human Settlements (housing)	Klarinet Integrated housing Project	All wards	4050 houses to be built	R266, 107, 778.00	550 houses	875 houses	875 houses	875 houses	875 houses	ext	Provincial Department of human Settlements
KFA 25.2	KFA 25: Sustainable Human Settlements (housing)	Empumelwe ni Informal Settlement Upgrade Project	3,7,23 and 29	5650 houses to be built	R42,280,5 829.00	400 houses	1000 houses	1312 houses	1469 houses	1469 houses	ext	Provincial Department of human Settlements

KFA 25.3	KFA 25: Sustainable Human Settlements (housing)	Community Residential Units Project	14	565 rental units to be built	R411,914,38.00	113 rental units	113 rental units	113 rental units	113 rental units	113 rental units	ext	Provincial Department of human Settlements
KFA 25.4	KFA 25: Sustainable Human Settlements (housing)	Npondozi Informal Upgrade Project	13	314 houses to be built	R20,305,124.00						ext	Provincial Department of human Settlements
KFA 25.5	KFA 25: Sustainable Human Settlements (housing)	Two By two informal Settlement Upgrade Project	3	328 houses to be built	R21,210,448.00						ext	Provincial Department of human Settlements
KFA 25.6	KFA 25: Sustainable Human Settlements (housing)	National Upgrade Support Programme (14) informal settlements to be upgraded.	1,2,3,11,12,15 and 23	Budget not confirmed	Not confirmed	Not confirmed	Not confirmed	Not confirmed	Not confirmed	Not confirmed	ext	National Department of human Settlements
KFA 26.1	KFA 26: Sport and recreation	Construction and upgrading of sport facilities	12	Constructed and upgraded soccer at Pine Ridge	R10,000,000.00	Construction and upgrading of sport facilities	Construction and upgrading of sport facilities	Construction and upgrading of sport facilities	Construction and upgrading of sport facilities	Construction and upgrading of sport facilities	Ext	MIG

KFA 26.2	KFA 26: Sport and recreation	Presentation of sport and recreation events	All	Annual Netball event held	R8261,00 0.00	Presentation of sport and recreation events	Presentation of sport and recreation events	Presentation of sport and recreation events	Presentation of sport and recreation events	Presentation of sport and recreation events	Int.	ELM
KFA 26.3	KFA 26: Sport and recreation	Construction of multi-purpose soccer centre	01, 02, 03, 04, 06, 07, 11	Constructed multi-purpose soccer centre	R15,000,0 00.00			Construction of multi-purpose soccer centre	Construction of multi-purpose soccer centre	Construction of multi-purpose soccer centre	Ext	MIG
KFA 26.4	KFA 26: Sport and recreation	Construction of swimming pools	01, 02, 03, 04, 06, 07, 1, 16, 17, 25	Constructed of swimming pools	R30,000,0 00.00		Construction of swimming pool	Construction of swimming pool	Construction of swimming pool	Construction of swimming pool	Ext	Province
KFA 27.1	KFA 27: Arts and Culture	Refurbishment of the Civic Theatre.	28	Refurbished Cultural Centre	R50,000,0 00	Refurbish Cultural Centre	Refurbish Cultural Centre	Refurbish Cultural Centre	Refurbish Cultural Centre	Refurbish Cultural Centre		EML
KFA 27.2	KFA 27: Arts and Culture	4Purchase Equipment for promotion of Arts and Culture	28	Purchase Equipment to be used to promote Arts and Culture	R20,000,0 00.00	Purchase Equipment	Purchase Equipment	Purchase Equipment	Purchase Equipment	Purchase Equipment		
KFA 27.3	KFA 27: Arts and Culture	Purchase of a Vehicle for Cultural Centre	28	Purchased of a Vehicle for Cultural Centre		Purchase a Vehicle						
KFA 27.4	KFA 27: Arts and Culture	Arts and Culture Development Programmes	28	Developed Emalahleni Community in Arts.	R20,000,0 00.00	Developing programmes	Developing programmes	Developing programmes	Developing programmes	Developing programmes		
KFA 27.5	KFA 27: Arts and Culture	Renovation of Community Facilities and Thusong Centres	3, 15, Phola and Thubelihle	Renovated Facilities and Thusong Centres	R50,000,0 00.00	Renovations of Community Facilities and Thusong	Renovations of Community Facilities and Thusong	Renovations of Community Facilities and Thusong	Renovations of Community Facilities and Thusong	Renovations of Community Facilities and Thusong		

						Centres	Centres	Thusong Centres	Centres	Thusong Centres		
KFA 28.1	KFA 28: Libraries	Construction of libraries		Constructed libraries		Construction of library at Klarinet ext 6	Construction of library at Thubelihle	Construction of library at Thubelihle	Construction of library at Phola	Construction of library at Klipfontein	External	Province
KFA 29.1	KFA 29: Cemeteries	Maintenance of cemeteries		Maintained cemeteries	R5,000,000.00	Maintenance of cemeteries	Maintenance of cemeteries	Maintenance of cemeteries	Maintenance of cemeteries	Maintenance of cemeteries	Int.	ELM
KFA 29.2	KFA 29: Cemeteries	Development of new cemetery	All	Constructed new cemetery	R4,000,000.00			Development of new cemetery			Ext	MIG
KFA 30.1	KFA 30: Transversal services	Develop the number of programs for empowering women	All	Developed programs for empowering women	R1,000,000.00	Develop the program on women empowerment including engaging different stakeholders	Develop the program on women empowerment including engaging different stakeholders	Develop the program on women empowerment including engaging different stakeholders	Develop the program on women empowerment including engaging different stakeholders	Develop the program on women empowerment including engaging different stakeholders	Int.	ELM
KFA 30.2	KFA 30: Transversal services	Programmes targeted at gender issues	All	Developed programme	R5,000,000.00	Develop gender programmes	Develop gender programmes	Develop gender programmes	Develop gender programmes	Develop gender programmes	Int	ELM
KFA 30.3	KFA 30: Transversal services	Number of programme targeting children	All	Programme targeting children developed	R1,500,000.00	programme targeting children	programme targeting children	programme targeting children	programme targeting children	programme targeting children	Int.	ELM

KFA 30.4	KFA 30: Transversal services	Develop Gender Policy)	All	Gender policy developed	R500,000.00	Develop Gender policy	Implement and monitor Gender policy	Implement and monitor Gender policy	Review and implement gender policy	Implement and monitor Gender policy	Int.	ELM
KFA 30.4	KFA 30: Transversal services	Number of Programmes targeted at people living with disabilities	All	Established programmes targeted at people living with disabilities	R1,000,000.00	Establish programmes targeted at people living with disabilities	Establish programmes targeted at people living with disabilities	Establish programmes targeted at people living with disabilities	Establish programmes targeted at people living with disabilities	Establish programmes targeted at people living with disabilities	Int.	ELM
KFA 30.6	KFA 30: Transversal services	Programmes for elderly	All	Developed programme for elderly	R1,000,000.00	Develop programmes for elderly	Develop programmes for elderly	Develop programmes for elderly	Develop programmes for elderly	Develop programmes for elderly	Int	ELM
KFA 30.7	KFA 30: Transversal services	Develop HIV Aids Programmes	All	Developed HIV Aids Programmes	R3,000,000.00	Develop HIV Aids Programmes	Develop HIV Aids Programmes	Develop HIV Aids Programmes	Develop HIV Aids Programmes	Develop HIV Aids Programmes	Int.	ELM
KFA 30.8	KFA 30: Transversal services	Develop Programmes to promote healthy Diets	All	Developed Programmes to promote healthy Diets	R500,000.00	Develop Programmes to promote healthy Diets	Develop Programmes to promote healthy Diets	Develop Programmes to promote healthy Diets	Develop Programmes to promote healthy Diets	Develop Programmes to promote healthy Diets	Int.	ELM
KFA 30.9	KFA 30: Transversal services	Mandela month programme	All	Mandela programme developed	R1,000,000.00	Mandela Month programme	Mandela Month programme	Mandela Month programme	Mandela Month programme	Mandela Month programme	Int and Ext	ELM
KFA 31.1	KFA 31: Youth Development	Annual Youth Summit	All	Resolutions available from the Youth Development Summit	R 2,500 000	Annual Youth Development Summit Held	Annual Youth Development Summit Held	Annual Youth Development Summit Held	Annual Youth Development Summit Held	Annual Youth Development Summit Held	Ext	Int

KFA 31.2	KFA 31: Youth Development	Annual Youth sport tournament	All	Annual Youth sport tournament held	R 3,250 000	hold Annual sport Youth tournament	hold Annual sport Youth tournament	hold Annual sport Youth tournament	hold Annual sport Youth tournament	hold Annual sport Youth tournament	Ext	Int.
KFA 31.3	KFA 31: Youth Development	Drug and Substance Abuse Campaign	All	Local Drug Action Committee plan of action available	R 2,000 000.00	Local Drug Action Committee plan of action available	Local Drug Action Committee plan of action available	Local Drug Action Committee plan of action available	Local Drug Action Committee plan of action available	Local Drug Action Committee plan of action available	Ext	Int.
KFA 31.4	KFA 31: Youth Development	Quarterly Youth Consultative Meeting	All	4 Quarterly Youth Consultative Meetings Held	R1,000 000.00	4 Quarterly Meetings held	4 Quarterly Meetings held	4 Quarterly Meetings held	4 Quarterly Meetings held	4 Quarterly Meetings held	Ext	Int.
KFA 31.5	KFA 31: Youth Development	Youth cleaning campaign	All	Youth cleaning campaign held	R8,928,00 0.00	Hold Youth cleaning campaign	Hold Youth cleaning campaign	Hold Youth cleaning campaign	Hold Youth cleaning campaign	Hold Youth cleaning campaign	Ext	Int.
KFA 32.1	KFA32:Primary Health Care and Welfare	Provide health care services to eMalahleni community	All wards	22,000 clients attended to per month	R9,000,00 0.00	23,500 clients attended to per month	25,000 clients attended to per month	26,500 clients attended to per month	28,000 clients attended to per month	30,000 clients attended to per month	External and Internal	Elm and Province
KFA 32.2	KFA32:Primary Health Care and Welfare	Provision of indigent subsidy	All wards	subsidy Provided to indigent	R55,954,8 09	Review and registration indigents	Review and registration indigents	Review and registration indigents	Review and registration indigents	Review and registration indigents	Internal	ELM
KFA 32.3	KFA32:Primary Health Care and Welfare	Building of a clinics	10	Constructed clinics	R35,000,0 00.00	Building of a clinic at Kwa Thomas Mahlanguville	Building of a clinic at Kwa Thomas Mahlanguville	Building of clinic at Klipfontein	Building of clinic at Klipfontein	Building of clinic at Lynville	External	MIG

10 INSTITUTIONAL TRANSFORMATION

10.1 HUMAN CAPITAL AND SKILLS DEVELOPMENT

Emalahleni Local Municipality recognises the value of investing in its workforce through the implementation of a carefully planned training and development initiative and activities. A skills audit has to be conducted to determine the kind of skills that employees regard as important for their own skills development needs. A Workplace Skills Plan (WSP) has been compiled based on the departmental needs as identified by the relevant directorates and implemented. The Work Place Skills Plan describes the skills needs and the range of skills development interventions that an organization will use to address these needs. A WSP is developed annually – July to June and is submitted to Local Government Sector Education Training Authority (LGSETA) on the 30 June every year. However in terms of the new regulation approved in December 2012, the submission date is 30 April every year. The WSP facilitates access to the LGSETA mandatory grant for skills training. The municipality is required to provide Annually Training Report (ATR) as to how needs are addressed as defined in the WSP. The WSP also provides sector information to the LGSETA specifically. This information in turn informs the development of the LGSETA sector skills plan (SSP). The SSPs then further make contribution to the national skills development agenda defined in National Skills Development Strategy, now in third generation (NDS III).

Priorities are considered to determine the most critical skills development needs before training can be arranged within the limits of budgetary provisions. The training needs are received from all directorate and incorporated to the WSP, it has to be indicated that needs are aligned to the strategic plan of the municipality, IDP and SDBIP. The training intervention outcome is to enhance employee's performance in their respective work.

In order to recruit, develop and retain critical and scarce skills, the municipality has developed the following policies: Recruitment Policy, Training and Development Policy and Retention Policy. A Succession Planning Policy is in a draft format.

The purpose of Employment Equity is to achieve equity in the workplace by:

- Promoting equal opportunity and fair treatment in employment through the elimination of unfair discrimination, and
- Implementing affirmative action measures to redress the disadvantages in employment experience by designated groups, in order to ensure their equitable representation in all occupational categories and levels in the workforce.

Emalahleni Local Municipality is committed to a conscious and deliberate effort to correct the imbalances of the past within Emalahleni Local Municipality by building the capacity of black persons (this includes: African, Coloured, Indian), women and people with disabilities (PWD's). This requires the commitment, dedicated effort and support of everybody in the company to ensure success.

Emalahleni Local Municipality's Municipal Manager and his management is committed in improving the representation of employees from historically disadvantaged groups in all areas of skill and responsibility. This will be in pursuance of Municipality's policies and labour agreements as a socially responsible employer and in compliance with the Employment Equity Act and Emalahleni Local Municipality Equity Policy.

Labour Relations is handling disciplinary cases in terms of the SALGBC Disciplinary Procedure and Code Collective Agreement.

The success of the municipal strategies depends on the effectiveness of governance structure and processes. This is also realised through the existing cordial and productive relationship between the administration, political structures and political office bearers of Council.

Improved communication and increase in the level of inter-departmental and inter-municipal communication and cooperation is a critical success factor.

The Municipality developed a Human Resources Strategy in September 2009. This strategy is being reviewed and will be implemented upon its finalisation. It covered the following areas:

- The Organizational Development
- Recruitment & Selection
- Labour Relations
- Human Resources Development
- Equity
- Retention of Staff
- Employee Assistance Programme
- Occupational Health & Safety
- Performance Management System

Workforce Profile and Core & Support Functions

Employment equity as at 31 January 2014 is as follows

1. WORKFORCE PROFILE

1.1 The total number of **employees** (including employees with disabilities) in each of the following **occupational levels**: Note: A=Africans, C=Coloureds, I=Indians and W=Whites

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management	2	0	0	1	1	0	0	0	0	0	4
Senior management	31	1	0	9	18	0	0	1	0	0	60

Professionally qualified and experienced specialists and mid-management	25	0	1	9	56	0	1	11	0	0	103
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	204	3	0	30	197	10	0	19	1	0	464
Semi-skilled and discretionary decision making	164	0	0	2	5	0	0	0	0	0	171
Unskilled and defined decision making	466	0	0	3	183	1	0	0	0	0	653
3 TOTAL PERMANENT	892	4	1	54	460	11	1	31	1	0	1455
Temporary employees	11	1	0	1	10	0	0	2	0	0	25
GRAND TOTAL	903	5	1	55	470	11	1	33	1	0	1480

3.1 Please report the total number of **employees with disabilities only** in each of the following occupational levels: Note: A=Africans, C=Coloureds, I=Indians and W=Whites

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management	0	0	0	0	0	0	0	0	0	0	0
Senior management	0	0	0	1	0	0	0	0	0	0	1
Professionally qualified and experienced specialists and mid-management	0	0	0	2	0	0	0	0	0	0	2
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	5	0	0	0	0	0	0	1	0	0	6
Semi-skilled and discretionary decision making	1	0	0	0	0	0	0	0	0	0	1
Unskilled and defined decision making	5	0	0	0	3	0	0	0	0	0	8
5 TOTAL PERMANENT	11	0	0	3	3	0	0	1	0	0	18
Temporary employees	2	0	0	0	0	0	0	0	0	0	2
GRAND TOTAL	13	0	0	3	3	0	0	1	0	0	20

10.2 PERFORMANCE MANAGEMENT

Legislative enactments which govern performance management in municipalities are found in the Batho Pele Principles; the White Paper on Local Government; Municipal Systems Act, 2000; Municipal Planning and Performance Management Regulations, 2001; Municipal Finance Management Act 2003; Municipal Performance Regulations for Municipal Managers and Managers Directly Accountable to Municipal Managers, 2006; the Framework on Managing Performance Information and lastly the Directive on Performance Information of the Public Audit Act, 2004 published under Notice 646 of 2007.

Summaries of the provisions relating to organisational performance management are therefore set out hereunder.

The Municipal Systems Act and the Municipal Finance Management Act require that the PMS be reviewed annually in order to align itself with the reviewed Integrated Development Plan (IDP). In consequence of the reviewed organisational performance management system it then becomes necessary to also amend the scorecards of the Municipal Manager and Section 57 Managers in line with the cascading effect of performance management from the organisational to the departmental and eventually to employee levels.

Objectives of Performance Management

The objectives of institutionalizing performance management are beyond the legislative compliance requirements. The general objectives of managing performance are to:

- facilitate increased accountability;
- facilitate learning and improvement;
- provide early warning signals; and
- facilitate decision-making processes

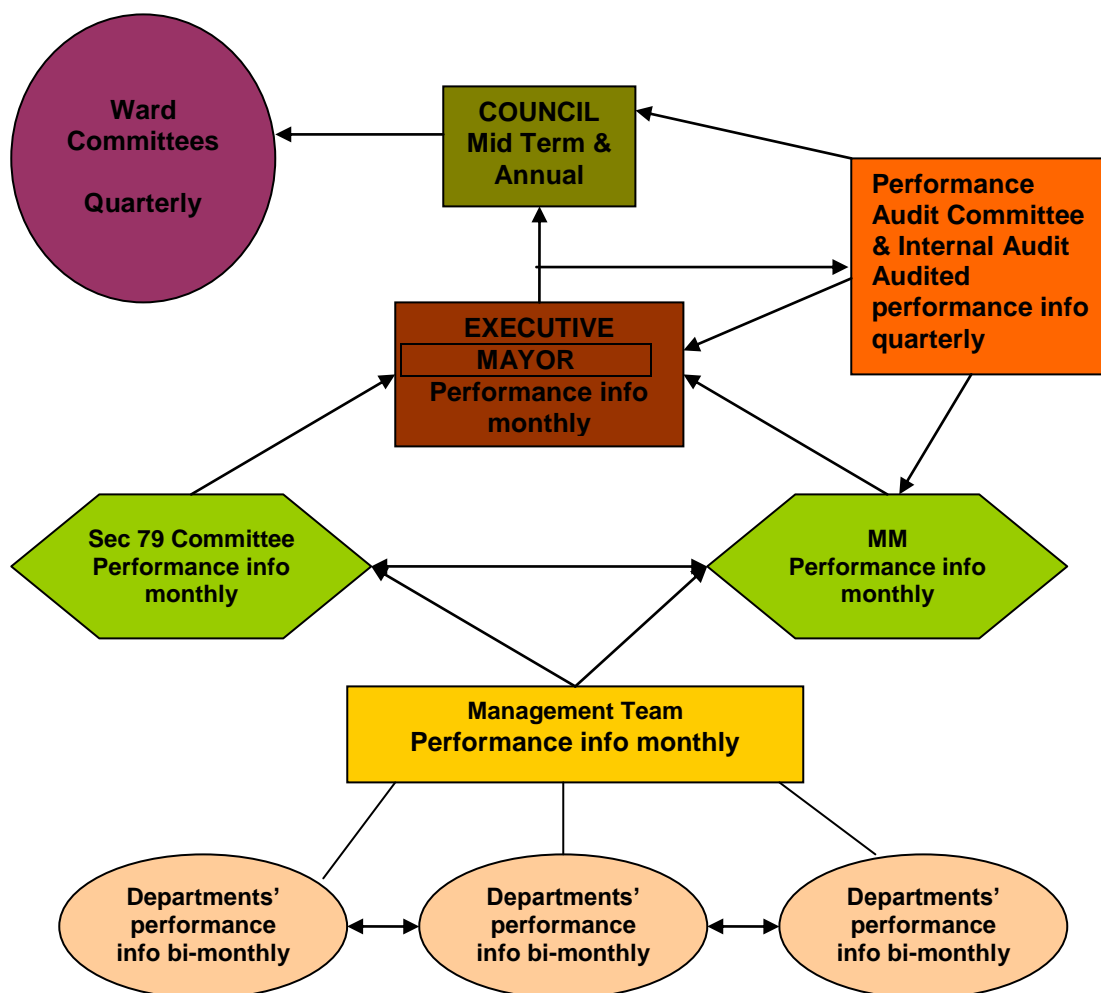
The objectives are also for the performance management system to serve as a primary mechanism to monitor, review and improve the implementation of the Emalahleni Local

Municipality's IDP. Performance management is viewed as a tool that improves the overall performance of the municipality.

Developing the Organizational Scorecard and Outlining the Scorecard Concepts

During the IDP process a corporate vision and mission were formulated for the Emalahleni Local Municipality, together with broad key performance areas (KPA's), development objectives and key performance indicators (KPI's) which feed into the vision and mission. It is now necessary to take this process further into the performance management system, by developing an organizational or strategic scorecard that will encompass all the relevant areas or concepts that will allow measurement of the performance of the organization using this scorecard. This will be done by using relevant concepts to populate the organizational and service scorecards of the Emalahleni Local Municipality. This process of developing the organizational and service/departmental scorecards will be followed every year after adoption of the IDP and the budget and after evaluation of the previous year's scorecard or municipal performance. The organisational structure is attached as an annexure to the document.

Performance monitoring flow chart is illustrated as follows:



Reporting on Performance

Reporting requires that the municipality take its key performance areas, its performance objectives, indicators, targets, measurements and analysis, and present this information in a simple and accessible format, relevant and useful to the different stakeholders for review. The Emalahleni Local Municipality adopted the reporting format shown in the below figure as its uniform reporting template at all levels of reporting. All stakeholders who are expected to report on performance will use this one reporting format. The reporting format will remain simple and accessible to all users.

Critical Timelines

PHASE	ORGANIZATIONAL ACTIVITIES	INDIVIDUAL ACTIVITIES	TIME FRAME	RESPONSIBILITY
PLANNING	Development and approval of the SDBIP and organizational scorecard		March – May	Council
		Signing performance Contracts/Plans with rest of staff	31 July	Executive Mayor Section 57 Managers
		Signing performance Contracts/Plans with rest of staff	March – June	Municipal Manager All staff
MONITOR, MEASURE & REVIEW	Monthly Monitoring	Monthly Monitoring	Monthly	Municipal Manager Senior Managers Section managers/ Supervisors
	Quarterly Review/s	Quarterly Reviews	September December March	Municipal Manager Senior Managers Managers/ Supervisors
		Annual Performance Appraisal	June	Executive Mayor Municipal Manager Senior Managers Managers Supervisors
		Reward and Recognition	June and February	Executive Mayor Municipal Manager Senior Managers
REPORTING	Quarterly and Mid-Term Reports	Quarterly Reports	September January March July	Management Team Council
			Jan- Mid Term review Reports	
	Financial Statements		31 August (2 months after the end of the financial year)	Municipal Manager
	Audit Financial Reports	Audit Report	30 Nov (3 months after receiving financial statements)	Auditor-General
	Annual report	Annual Employee Performance Reports	31 August (2 months after the end of the financial year)	Executive Mayor Municipal Manager
		Departmental and Section Heads Reports	Monthly	Management Team Section managers
	Draft annual Report to be prepared	31 December (6 months after the end of the financial year)	Municipal Manager	
	Tabling of municipal	31 Jan (7 months	Mayor	

PHASE	ORGANIZATIONAL ACTIVITIES	INDIVIDUAL ACTIVITIES	TIME FRAME	RESPONSIBILITY
REPORTING	Annual report	annual report to council	after the end of the financial year)	
		Make annual report public and invite the local community to make representations.	After Tabling and Adoption in Council	Accounting Officer
		Submit annual report to Provincial Treasury and MEC for Local Government.	After Tabling and Adoption in Council	Mayor
		Adopt an oversight report containing the council's comments.	By no later than 31 March (Within 2 months after the tabling) submit to the Provincial Legislature	Council
		Copies of minutes of the council meeting which the quarterly and annual reports were adopted	Within 7 days after the meeting during which the oversight report was adopted by Council.	Accounting Officer of the Municipality
		Oversight report must be submitted to the Auditor-General, Provincial Treasury and MEC for Local Government	Within 7 days after the meeting during which the oversight report was adopted by Council.	Accounting Officer of the Municipality
		Submit oversight report and annual report to the Provincial Legislature	Within 7 days after the meeting during which the oversight report was adopted by Council.	
		Submit the annual report to the MEC for Local Government	Immediately after tabling the annual report before the municipal council Proposed 1 to 28 February	Municipal Council

EMALAHLENI REPORTING PROCESS

TIME-FRAME	MFMA REPORTING ON SDBIP	SECTION MFMA	MSA REPORTING ON PMS	SECTION IN MSA and MPPMRegs
MONTHLY REPORTING	The Municipal Manager reports monthly to the Mayor 10 days <i>after the month</i> end (on the prescribed Treasury format) The Internal Auditors (IA) of the municipality must advise the Accounting Officer (AO) of the performance of the municipality	Section 71(c) Section 165 (b)	The Municipality must report <i>regularly</i> to Council The Internal Auditors (IA) of the municipality must on a <i>continuous basis</i> audit the performance of the municipality	Section 41(c)(2) Regulation 14(1)(c)
	1st ALIGNMENT ASPECT It is recommended that the Municipal Manager report in terms of the MFMA and MSA to the Mayor on a <u>monthly</u> basis. As a second suggestion, but probably not essential, is for the Internal Auditors (IA) to audit on a monthly basis the performance so to make the MM's monthly reports authentic and that the IA need to report quarterly to the Performance Audit Committee			
QUARTERLY REPORTING	The Mayor must report <i>quarterly</i> to the Council (30 days after the close of the quarter) Audit Committee must meet <i>at least quarterly</i> per year to advise the Council and MM on PMS	Section 52 Section 166(4)(b)	The Internal Auditors (IA) of the municipality must submit <i>quarterly</i> reports to the Municipal Manager and to the Performance Audit Committee	Regulation 14(1)(c)
	2nd ALIGNMENT ASPECT It is recommended that the Mayor's report to the Council be the quarterly audited report done by the Audit Committee of the municipality and submitted to the Municipal Manager (and such other necessary information required by the MFMA)			
BI-ANNUAL REPORTING	The Municipal Manager must do a <i>mid-year assessment</i> of budget performance into SDBIP by 25 January and report to the Mayor who reports to Council	Section 72(1)	The Performance Audit Committee must meet <i>at least twice per year</i> to audit the PMS and reports of the municipality The Performance Audit Committee must submit at least <i>twice during the year</i> a report to Council The Municipality must report to Council <i>at least twice a year</i>	Regulation 14(4)(a) Regulation 13(2)(a)

	<p style="text-align: center;">3rd ALIGNMENT ASPECT</p> <p>The Audit/ Performance Audit Committee's report in January will inform the MM's mid-year assessment of budget performance and report to the Mayor (due to report to Council its MFMA). It will also be in compliance with the MSA requirement of a bi-annual audit of PMS. The Audit/ Performance Audit Committee's report in July will inform the Annual report to be submitted in terms of Section 121 of the MFMA and 46 of the MSA (as amended) .</p>
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10.3 SYSTEMS AND TECHNOLOGY

The objective of ICT is to ensure that the service delivery of the municipality is met through the optimum use of ICT in an information stage and also to ensure that service delivery objectives of each department and the Council are met. The continuous system evaluation will be done to recommend the corrective actions and also ensuring the optimal usage of ICT resources. It is also to ensure full connectivity of all Municipal satellite offices to enhance communication and technology usage. The section works very closely with Finance Directorate. It is required to assist the directorate to effect Electronic Funds Transfer (EFT) to replace payment by cheque, in order to minimise fraud.

10.3.1 Current Status quo

- Not all satellite offices are linked to the Network
- No maintenance contracts in place
- Loss of data and frequent interruptions due inadequate air-conditioning.

10.3.2 Challenges

- Inadequate budget to fulfil the needs
- Inadequate and experienced personnel to handle switchboard
- Poor turn-around time to attend calls
- Inappropriate equipment for switchboard.

10.4 INSTITUTIONAL TRANSFORMATION STRATEGIES AND SECTOR PLANS STATUS

Sector Plan	Existing Yes/No	Draft / Adopted	Date of adoption	Last, Reviewed when?	Comments on the current status
The Human Resources Strategy	Yes				
Work Place Skills Plan	Yes	Adopted	June 2013	2012/2013	The WSP for 2014/2015 is being developed, submission date is 31 April 2014
Recruitment Policy, and	Yes	Adopted			
Training and Development Policy	Yes	Draft	31 October 2013	2013/2014	Draft Policy adopted by Council on 31 October 2013. However item is still on the agenda for LLF meeting, committee has not met since January till to date.
Retention Policy	Yes	Adopted			
Succession Planning Policy	Yes	Draft			
IT Master Plan	Yes	Adopted			
PMS	Yes	Adopted	2011		Has been reviewed and adopted

10.5 INSTITUTIONAL TRANSFORMATION 5YEAR PLAN

SUB KPA 7: INSTITUTIONAL TRANSFORMATION												
Strategic Objective	To provide effective and efficient workforce by aligning our institutional arrangements to our overall policies, processes, procedures and strategies in order to deliver quality services.			Policies:		PMS Framework, PMS Policy						
				Bylaws:								
IDP/Ref no	Key Focus Area (KFA)	Activity/project/ programme	Wards	KPI	Budget	Targets					Delive ry Int. /Ext	Fundi ng Sourc e
						2014/15	2015/16	2016/17	2017/18	2018/19		
KFA 33.1	KFA 33: Human capital and skills development	Draft Organizational structure	N/A	Approval of Organizational structure (OS)	N/A	Approval of OS	Implementation of OS	60% of positions filled	70% of positions filled	80% of positions filled	Int.	Own Remuneration Budget
KFA 33.2	KFA 33: Human capital and skills development	Consistent communication with employees	N/A	Sound Labour Relations	N/A	20% reduction of cases	20% reduction of cases	20% reduction of cases	20% reduction of cases	20% reduction of cases	Int.	N/A
KFA 33.3	KFA 33: Human capital and skills development	Training of Councillors and officials	N/A	Implementation of Workplace Skills Plan	3.9 mil	362 to be trained	381 to be trained	400 to be trained	419 to be trained	440 to be trained	Int.	Own Operational Budget
KFA 34.1	KFA 34: Performance Management	Clarify performance expectations by setting standards and targets to be	Organizationally	Number of Adopted 2014/15	None Required	1 Organizational Performance Scorecard	1 Organizational Performance Scorecard	1 Organizational Performance Scorecard	1 Organizational Performance Scorecard	1 Organizational Performance Scorecard	Internal	Own Budget

		achieved for each of the measures to be used in the assessment of performance. Monitor, measure, assess and evaluate performance.		Performance Scorecard Number of Adopted 2014/15 SDBIP		1 Adopted Organizational SDBIP 6 Adopted Departmental SDBIP	1 Adopted Organizational SDBIP 6 Adopted Departmental SDBIP	1 Adopted Organizational SDBIP 6 Adopted Departmental SDBIP	1 Adopted Organizational SDBIP 6 Adopted Departmental SDBIP	1 Adopted Organizational SDBIP 6 Adopted Departmental SDBIP		
KFA 34.2	KFA 34: Performance Management	Link all jobs to the strategic priorities and objectives in the IDP and enable staff to understand how their jobs contribute to these.		Number of Staff IDP/PMS Workshops Number of Updated Job descriptions	R100 000.00	100 staff work-shopped on PMS 100% job descriptions aligned to Strategic objectives	100 staff work-shopped on PMS 100% job descriptions aligned to Strategic objectives	100 staff work-shopped on PMS 100% job descriptions aligned to Strategic objectives	100 staff work-shopped on PMS 100% job descriptions aligned to Strategic objectives	100 staff work-shopped on PMS 100% job descriptions aligned to Strategic objectives	Internal	Own Budget
KFA 34.3	KFA 34: Performance Management	Ensure resources are directed and used in efficient, effective and strategic ways by each employee, department and hence the whole Municipality.		Number of KPAs included in All Departmental & individual 2014/1	None Required	Targets set on all 5 KPAs in the Organizational & Departmental SDBIPs	Targets set on all 5 KPAs in the Organizational & Departmental SDBIPs	Targets set on all 5 KPAs in the Organizational & Departmental SDBIPs	Targets set on all 5 KPAs in the Organizational & Departmental SDBIPs	Targets set on all 5 KPAs in the Organizational & Departmental SDBIPs	Internal	Own Budget

				5 SDBIP s								
KFA 34.4	KFA 34: Performance Management	Include communities and other stakeholders in decision-making, monitoring and evaluation of what was achieved and whether it was adequate.		Number of Public Participation Meetings on 2014/15 Performance Scorecard	R80 000.00	2 Public Participation Meetings on 2014/15 Performance Scorecard	2 Public Participation Meetings on 2014/15 Performance Scorecard	2 Public Participation Meetings on 2014/15 Performance Scorecard	2 Public Participation Meetings on 2014/15 Performance Scorecard	2 Public Participation Meetings on 2014/15 Performance Scorecard	Internal	Own Budget
KFA 34.5	KFA 34: Performance Management	Learn from experience and use it to continuously improve on service delivery.		Baseline data/information included in the 2014/15 SDBIPs	None Required	All KPIs with baseline information on 2014/15 Departmental & Organizational SDBIP	All KPIs with baseline information on 2014/15 Departmental & Organizational SDBIP	All KPIs with baseline information on 2014/15 Departmental & Organizational SDBIP	All KPIs with baseline information on 2014/15 Departmental & Organizational SDBIP	All KPIs with baseline information on 2014/15 Departmental & Organizational SDBIP	Internal	Own Budget
KFA 34.6	KFA 34: Performance Management	Maintain transparency and accountability and promote good governance.		Number of Verbal and written Performance Evaluations undertaken	R50 000	2 verbal & 2 written quarterly performance assessments undertaken in 2014/15	2 verbal & 2 written quarterly performance assessments undertaken in 2014/15	2 verbal & 2 written quarterly performance assessments undertaken in 2014/15	2 verbal & 2 written quarterly performance assessments undertaken in 2014/15	2 verbal & 2 written quarterly performance assessments undertaken in 2014/15	Internal	Own Budget

KFA 34.7	KFA 34: Performance Management	Compile a policy for the management of poor work performance.		Number of Policy developed	None required	1 adopted Policy on Performance Management	1 adopted Policy on Performance Management	1 adopted Policy on Performance Management	1 adopted Policy on Performance Management	1 adopted Policy on Performance Management	Internal	Own Budget
KFA 34.8	KFA 34: Performance Management	Introduce a performance reward scheme.		Number of Policies on Performance Reward Scheme developed	None Required	1 adopted Policy on Performance Management	1 adopted Policy on Performance Management	1 adopted Policy on Performance Management	1 adopted Policy on Performance Management	1 adopted Policy on Performance Management	Internal	Own Budget
KFA 34.9	KFA 34: Performance Management			% budget allocated towards performance reward scheme	1% of Annual Salaries Budget	1% of annual salaries budget allocated towards performance incentives	1% of annual salaries budget allocated towards performance incentives	1% of annual salaries budget allocated towards performance incentives	1% of annual salaries budget allocated towards performance incentives	1% of annual salaries budget allocated towards performance incentives	Internal	Own Budget
KFA 34.10	KFA 34: Performance Management	Establish non-financial rewards for permanent employees.		Number of Policy Performance Reward Scheme	1% of Annual Salaries Budget	1 adopted Policy on Performance Management	1 adopted Policy on Performance Management	1 adopted Policy on Performance Management	1 adopted Policy on Performance Management	1 adopted Policy on Performance Management	Internal	Own Budget

				e developed								
KFA 34.11	KFA 34: Performance Management	Ensure that the remuneration policy is in place		1 Employee Remuneration Policy developed	None Required	1 adopted Policy on remuneration Management	1 adopted Policy on remuneration Management	1 adopted Policy on remuneration Management	1 adopted Policy on remuneration Management	1 adopted Policy on remuneration Management	Internal	Own Budget
KFA 34.12	KFA 34: Performance Management	Job descriptions must be assigned to all personnel		Number of employees with aligned job descriptions	None Required	100% employees with reviewed job descriptions	100% employees with reviewed job descriptions	100% employees with reviewed job descriptions	100% employees with reviewed job descriptions	100% employees with reviewed job descriptions	Internal	Own Budget
KFA 35.1	KFA 35: Systems and Technology	Linking of Satellite offices	N/A	Improvement communication	1.5 mil	Link 4 satellite offices	Link 3 satellite offices	Link 2 satellite offices	Link 2 satellite offices	N/A	Int	N/A
KFA 35.2	KFA 35: Systems and Technology	build a server room	N/A	Secure assets & data	4.5 mil	N/A	4.5 mil	N/A	N/A	N/A	Int	N/A
KFA 35.3	KFA 35: Systems and Technology	procure backup devices	N/A	Reduce system down time	850 000	Procure	Procure	Procure	N/A	N/A	Int	N/A
KFA 35.4	KFA 35: Systems and Technology	Establishment of Customer service centre / call centre	N/A	Established Customer service centre / call	R4,000,000.00	Development of Customer service centre / call centre					Int & Ext	ELM & Business

KFA 35.5	KFA 35: Systems and Technology	Development of the Disaster recovery plan	N/A	centre Guideline to recover systems in case of disaster	300 000	N/A	Procure	N/A	N/A	N/A	Int	N/A
KFA 35.6	KFA 35: Systems and Technology	Establishment of the Disaster recovery site	N/A	Reduce down time in case of disaster	4.5 mil	N/A	N/A	Procure	N/A	N/A	Int	N/A
KFA 35.7	KFA 35: Systems and Technology	Upgrading of the telephone system	N/A	Enhance communication	2 mil	Enhance system and to capacity users with disability	Migration to voice over IP	Migration to voice over IP	Migration to voice over IP	Migration to voice over IP	Int	N/A
KFA 36.1	KFA 36: Policies, Processes and Procedure	Draft Policy Manual; Consultation; Approval; Implementation	N/A	Approved updated policies	N/A	5 policies to be developed	Review 20 policies	Review 20 policies	Review 20 policies	Review 20 policies	Int	N/A
KFA 36.2	KFA 36: Policies, Processes and Procedure	Consolidation of all council policies	N/A	Comprehensive policy register	N/A	50%	100%	Updating	Updating	Updating	Int	N/A
KFA 36.3	KFA 36: Policies, Processes and Procedure	Sourcing and scanning of information on the system	N/A	100% contract data available	1.2 mil	50% contracts scanned	57% contracts	100% contracts scanned	Updating	Updating	Int	N/A

11 FINANCIAL SUSTAINABILITY

11.1 FINANCIAL PLAN

11.1.1 Introduction

The municipality aims to fully comply with prevailing municipal financial legislation to ensure sound financial management and governance to achieve a Clean Audit Status. This will be achieved by aligning the service delivery performance processes (IDP and SDBIP) to the budget and organisational structure.

It is important that the financial affairs of the municipality are managed in an efficient and effective manner in order to attain a sound financial position towards sustainable service delivery.

The Financial Services Department is managed by the Director Financial Services, who is also the Chief Financial Officer.

The purpose of this chapter is to outline a comprehensive multi-year financial plan that will ensure sustainability for eMalahleni Local Municipality. The financial plan is essential to ensure that the municipality continues to implement its mandate effectively without impairing its capital base and to move towards self-sufficiency in meeting the growing demands of service delivery.

The multi-year financial plan is prepared for a planning period of five years paying particular attention to infrastructure investment which is an important developmental component of the IDP. Through this plan eMalahleni will focus on greater financial health and sustainability making collaboration of capital investment projects with other levels of government and private sector investment much easier. It is of utmost importance that eMalahleni stimulate the macro-economic environment to attract the private sector to invest in eMalahleni. Through this approach eMalahleni will enhance its ability to have access to much needed financial resources to invest in new as well as to maintain its current infrastructure assets.

This plan will also focus on the expansion of eMalahleni's revenue resources in relation to its costs to ensure that the municipality stays a financial viable and a sustainable

going concern. eMalahleni must use its financial resources in an effective, efficient and economical way to ensure that outputs have desired outcomes.

The need to review the current Organisational Structure is key to keep up with the latest developments and most importantly to align the Organisational Structure with the prescripts of the Municipal Finance Management Act on the Prescribed Key Focus Areas (Sections: 63, 64, 65 and 68) in order to function optimally and comply with legislation as stated above.

It is important to note that this multi-year financial plan will cover key focus areas over the next five years and even longer. However, due to the fact that budgets in terms of the National Treasury's Municipal Budget and Reporting Regulations only covers a planning period of the next financial year and two outer financial years thereafter; budget information supplied in this plan might only cover the next three financial years.

11.2 FINANCIAL FRAMEWORK

It must be noted that not all municipalities are the same and this should be kept in mind when assessing the financial health of and the setting of benchmarks for a municipality. A municipality can be categorised into a developed or a developing municipality. eMalahleni can be categorised as a developing or growing municipality simply because it is the economic hub of Mpumalanga.

Developing municipalities will require significant additional resources and funding to conduct the growth that is expected of them. With the demand for growth come risks that need to be managed. The priority from the financial perspective is the viability and sustainability of the municipality. This financial plan and related strategies will need to address a number of key areas in order to achieve this goal.

The areas which have been identified are detailed as follows

11.2.1 Revenue Adequacy and Certainty

It is essential that eMalahleni has access to adequate sources of revenue from its own operations and inter-governmental transfers to enable it to carry out its functions. It is

furthermore necessary that there is a reasonable degree of certainty with regard to source, amount and timing of revenue. The latest DORA has laid out the level of funding from National Government that will be received for the 2013/2014 to 2015/2016 financial years.

It is important to track the respective sources of revenue received by the municipality as they can be quite different and can vary substantially depending upon the phase that the municipality is in. Knowledge of the sources of funds will illustrate the municipality' position more accurately, its ability to secure loans relative to its income and its borrowing capacity

11.2.2 Cash/Liquidity Position

Cash and cash management is vital for the short and long-term survival and good management of any organisation. The appropriate benchmarks which can assist in assessing the financial health of the municipality are:

The **Current Ratio**, which expresses the current assets as a proportion to current liabilities, A current ratio in excess of two to one (2:1) is considered to be healthy. eMalahleni as at June 2011 stood at the ratio 3.56:1 as at June 2012 at a ratio of 3.16:1 and, as at June 2013 at a ratio of 2.90:1. The results are seen as highly favourable in the medium to short-term and must be improved further. The operating budget needs to produce yearly operating surpluses to improve our cash back reserves position and all collectable revenue needs to be collected.

Debtors Turnover Ratio, which have a great impact on the liquidity of the municipality. The municipality as at 30 June 2011 took on average 263 days to recover its outstanding debts. It slightly increased to 304 days as at 30 June 2012 and then slightly increased to 366 days as at 30 June 2013. eMalahleni will attempt to reduce the debtors turnover ratio (without provision for bad debt) to less than 100 days, 90 days and 80 days in the short term (2014/2015 financial year). Over the medium and long-term the municipality will attempt to decrease it to 90 days 2014/2015, 80 days 2015/2016 70 days 2016/2017 and 60 days 2017/2018 respectively. The acceptable norm is 45 days.

The **Collection Rate** for the 2012/2013 was 73.6% and eMalahleni will endeavour over the short to medium and long-term to increase to 92% and even higher.

11.2.3 Sustainability

eMalahleni needs to ensure that its budget is balanced and cash-funded (realistically anticipated revenue to received/collected that covers expenditure). As there are limits to revenue, it is necessary to ensure that services provided are affordable, and, that the full costs of service delivery are recovered. However, to ensure that households which are too poor to pay for even a portion of their basic services at least have access to these basic services; there is, therefore a need for the subsidisation of these households through an indigent support subsidy.

The proposed allocation in respect of Indigent Subsidy in 2014/15 budget is R34, 840,052. The monthly Indigent Subsidy as from 1 July 2014 is budgeted at R164.25 per Indigent customer. The equitable share allocation is mainly used to provide free basic services to approximately 17,676 registered Indigents households. Indigent support provided to protect the poor households is as follows:

	Per Household	Amount
Free Basic Electricity per Month	50kwh	R38.65
Free Basic Water per Month	6kl	R36.30
Free Refuse per Month	Free	R48.15
Free Sewer per Month	Free	<u>R21.00</u>
(Average Property Valuation R50, 000.00)		<u>R144.17</u>

In addition, it is essential that the municipality plays a critical role in creating an enabling environment for investments and other activities that will lead to job creation to relieve the pressure on unemployment.

The municipality needs to focus on maximising job creation through labour intensive methods, LED projects and participation in the Extended Public Works Programme.

11.2.4 Effective and Efficient use of Resources

In an environment of limited resources, it is essential that the municipality make maximum use of the resources at its disposal by using them in an efficient and effective manner. Efficiency in operations and investment will increase poor people's access to basic services. It is, therefore, imperative for the operating budget to be compiled on a zero base budget approach to eliminate any fat usually built in a budget with an incremental approach.

11.2.5 Accountability, Transparency and Good Governance

The municipality is accountable to the people who provide the resources, for what they do with these resources. The budgeting process and other financial decisions should be open to public scrutiny and participation. In addition, the accounting and financial reporting procedures must minimise opportunities for corruption. It is also essential that accurate financial information is produced within acceptable time-frames. Therefore, this raises a need for a **Cost and Management Accounting System**

11.2.6 Equity and Redistribution

The municipality must treat people fairly and justly when it comes to the provision of services. In the way, the municipality should be treated equitably by national and provincial government when it comes to inter-governmental transfers. The "equitable share" from national government will be used primarily for targeted subsidies to poorer households. In addition, the municipality will continue to cross-subsidise between high and low-income consumers within a specific service or between services

11.2.7 Development and Investment

In order to deal effectively with backlogs in service delivery, there is a need for the municipality to maximise its investment in municipal infrastructure. Due to our financial constraints the underlying policies should encourage the maximum degree of private sector investment.

11.2.8 Macro-Economic Investment

As the municipality plays a significant role in the Mpumalanga Province, it is essential that it operates efficiently within the national and provincial macro-economic framework.

eMalahleni's financial and development activities should, therefore, support national and provincial fiscal policy.

11.2.9 Borrowing

The strong capital market in South Africa (commercial banks and other lending institutions the DBSA, INCA, etc.) provides additional instrument to access financial resources. However, the municipality may not borrow to balance its operating budget and to finance any operating overspending. Safeguards should be put in place to ensure that the municipality borrows in a responsible way. In order to have access to this market, the municipality will need to have accurate and appropriate financial accounting and reporting systems. We will have to ensure that we generate enough cash to honour repayments commitments.

The manner in which the municipality manages debt or takes on new debt to finance investment activities will have a significant impact on the solvency and long-term viability of the municipality. eMalahleni aims at a maximum borrowing level of external loans that will not exceed 40% of the total operating revenue over the short-term and medium-term. The expected maximum borrowing level of 40% will be reached during the 2015/2016 financial year based on current figures and a conservative capital investment programme based on borrowed capital needs to be followed in the outgoing financial years to keep at the 40% level.

11.3 FINANCIAL STRATEGIES

With the above framework as background, strategies and programmes have been identified and forms part of the financial plan to achieve desired objectives and that is the financial viability and sustainability of the municipality.

Financial planning and effective management of municipal cash resources will ensure the municipality meets their service delivery mandate.

These strategies are as follows:

- Ensure the integrity of the Billing System
- Eliminate spending on non-priority items

- Ensure 100% spending on government conditional grants to prevent withholding of equitable share
- Standardise Chart of Accounts
- Effective cash flow management to ensure a continuous sufficient and sustainable cash position
- Enhance budgetary controls and financial reporting
- Direct available financial resources towards meeting the projects as identified in the IDP
- Improve supply chain management processes in line with regulations.

11.3.1 Revenue Raising Strategies

The following are some of the more significant programmes that have been identified:

- The review and implementation of a customer care, credit control and debt collection policy. This policy and the relevant procedures detail all areas of customer care, credit control and debt collection of amounts billed to customers, including procedures for non-payment etc.
- The review and implementation of a uniform tariff policy. This policy will ensure that fair tariffs are charged in a uniform manner throughout the municipal area.
- The review and implementation of an indigent policy. This policy defines the qualification criteria for an indigent household and level of free basic services enjoyed by indigent households. This policy is not a policy on its own, but, forms part of the policies mentioned in sub-paragraph (a) and (b) above.
- The review and implementation of a property rates policy. This will ensure that a fair rates policy and an updated valuation roll are applied to the entire municipal area and will aim ensure that all properties are included in the municipality's records. Furthermore, the policy will ensure that valuations are systematically carried out on a regular basis for all properties.
- The development and implementation of writing off of irrecoverable debt policy with an incentive scheme to encourage outstanding debtors to pay a certain percentage of their outstanding debt and for the municipality to write off a certain percentage of outstanding debt. This will be done in the 3rd Quarter of 2014/2015.
- The review and implementation of an improved payment strategy. This strategy aims at implementing innovative cost effective processes to encourage consumers to pay their accounts in full and on time each month, including

increasing methods of payment and implementing online pre- payment systems. It will include a **Revenue Protection Unit** that implements and see to it that credit control actions in terms of Council's policies are enforced vigorously to improve payment percentage levels.

- The tightening of credit control measures and increased debt collection targets.

11.3.2 Asset Management Strategies and Programmes

The following are some of the more significant programmes that have been identified;

- The implementation of an integrated asset management system. This programme will involve the investigation, identification and implementation of a suitable integrated asset management system. It will also include the capture of all assets into a system, the maintenance of this system and the production of a complete asset register in terms of GRAP 17, GRAP 102 and any other accounting Standards requirements.
- The review and update of asset and risk insurance procedures and the renewal of the insurance portfolio. This programme will involve the identification of risk in conjunction with insurers and heads of departments. It will also include the review of the existing insurance portfolio and the renewal of the insurance policy as per the renewal terms.
- Allocations to repairs and maintenance and the renewal of existing infrastructure assets must be prioritised since an uncontrolled increase in renewal infrastructure backlogs will negatively impact on the financial sustainability and the reliability and quality of municipal services. The following must be addressed:
 - Adequate budget provision for asset maintenance over its useful life
 - Maintenance of assets according to an infrastructural asset maintenance plan
 - Maintain a system of internal control of assets to safeguard them
 - Replacement/Renewal of aging assets according to replacement programme to ensure the on-going health and municipal infrastructure and,
 - Ensure all assets owned/controlled are insured except where specifically excluded by policy.

11.3.3 Financial Management Strategies and Programmes

The following are some of the more significant programmes that have been identified.

- The on-going review of the computerised financial system.
- Integration of all computerised systems and the acquisition of hardware and software required. The integration of the computerised systems and the acquisition of the required hardware and software within the municipality to ensure that the information is accurate, relevant and prompt which in turn will facilitate the smooth running and effective management of the municipality. The upgrade of Venus to Solar will greatly improve the operating systems.
- Development of a GRAP compliant MTREF budget.
- Develop and implement budget and community consultation process.
- Develop and implement a uniform budget reporting framework compliant with National Treasury's Municipal Budget and Reporting Regulations.
- Review and update asset, budget and accounting policies and procedures.
- Training and development of financial and other staff. The aim of this project will be to constantly ensure that the financial and other staff members receive the training they require to ensure a cost effective and efficient service to the municipality and its customers.
- Enhance budgetary controls and timeline of financial data. Building capacity of the budget and treasury office to ensure that financial information for reporting purposes is generated timeously. It will also include the monitoring and reporting on budget variances

11.3.4 Capital Financing Strategies and Programmes

One of the greatest challenges facing municipalities is the decline in public trust in service delivery. Investment in municipal infrastructure is critical to sustaining growth, rehabilitating aging infrastructure and eradication service delivery backlogs

The following are some of the more significant programmes that have been identified.

- The development and implementation of a debt capacity policy. This policy will ensure that any borrowings taken by the municipality will be done in responsible manner and that the repayment and servicing of such debt will be affordable.

- The development and implementation of a policy for accessing finance (including donor finance),
- The development of a capital prioritisation model to identify capital projects to be implemented with scarce available financial resources that will have the biggest impact in improving the quality of life of eMalahleni customer base. The model criteria will have four focus areas, i.e. IDP strategic objectives, services master plan objectives, projects dynamics and project consequences. To each of these criteria and elements per criteria will be allocated weights still to be determined by Council. In the meantime a subjective approach is followed to determine the capital investment programme. It needs to be noted at this stage that national and provincial government programmes and grant funding often influences the capital investment programme of eMalahleni. This is something the municipality has little control over.
- Improving credit worthiness
- Ensuring capital replacement reserve is cash backed
- Expediting spending on capital budget especially projects that are funded from conditional grants
- Exploring new ways of to fund capital expenditure from own revenue contribution
- Analysing the feasibility and impact of operating budget before capital projects are approved and,
- Maximisation of infrastructure development through the utilisation of all available resources.

11.4 FINANCIAL POLICIES

11.4.1 General Financial Philosophy

The financial philosophy of eMalahleni is to provide a sound financial base and the resources necessary to sustain a satisfactory level of municipal services for the citizens of eMalahleni.

It is the goal of eMalahleni to achieve a strong financial position with the ability to withstand local and regional economic impacts; to adjust efficiently to the community's changing service requirements; to effectively maintain, improve and expand the municipality's infrastructure; to manage the municipality's budget and cash flow to the maximum benefit of the community; to prudently plan, coordinate and implement responsible and sustainable community development and growth; and to provide a high level of fire and other protective services to assure public health and safety.

Based on the financial framework, financial strategies and the general financial philosophy statement, the municipality have to develop financial policies that support the above.

- To keep the municipality in a fiscally sound position in both the long short-term.
- To maintain sufficient financial liquidity through regular reviews and adjustments to meet normal operating and contingent obligations.
- To apply credit control policies which maximise collection while providing relief to the indigent
- To implement credit control policies that recognise the basic policy of customer care and convenience
- To operate utilities in a responsive and fiscally sound manner
- To maintain and protect existing infrastructure and capital assets

- To provide a framework for the prudent use of debt finance and,
- To direct the municipality's financial resources toward meeting the goals of the municipality's Integrated Development Plan.

11.4.2 Budget Related Policies

The annual budget is the central financial planning document, directed by the IDP that embodies all revenue and expenditure decisions. It establishes the level of services to be provided by each department. The budget will be subject to monthly control and be reported to Council with recommendations of actions to be taken to achieve the budget goals. The budget will be subject to a mid-term review, which will result in a Revised Budget. These principles are embedded in the Budget **and Management Oversight Policy**.

The **Budget Virement Policy** allows the Municipal Manager and his administration to transfer funds from one vote to another vote within policy directives to improve effective service delivery.

Adequate maintenance and replacement of the municipality's assets will be provided for in the annual budget. It will be informed by **Council's Asset Management Policy**

The budget shall balance recurring operating expenditure to recurring operating revenues. The budget will have revenue plans based on realistically expected revenue to be collected and expenditure figures. Plans will be included to achieve maximum revenue collection percentages.

11.4.3 Capital Infrastructure Investment Policies

The municipality will establish and implement a comprehensive five-year capital investment plan (CIP). This plan will be updated annually and could be extended to even twenty years to ensure that bulk infrastructure services and internal infrastructure service together with unforeseen funding sources are planned in an integrated and coordinated manner.

An annual capital investment budget will be developed and adopted by eMalahleni as part of the annual budget. The municipality will make all capital improvements in accordance with the CIP and IDP.

Unexpended capital projects budgets shall not be carried forward to future fiscal years unless project expenditure is committed or funded from grant funding and approved external loans.

11.4.4 Revenue Policies

The municipality will estimate annual revenue targets through a conservative, objective and analytical process based on realistically expected revenue to be collected. The municipality will consider market rates and charges levied by other public and private organisations for similar services in establishing rates, fees and charges. eMalahleni will set fees and user charges that fully supports the total direct and indirect cost of operations. Tariffs will be set to reflect the developmental and social policies of Council. These principles will be embedded in a **Tariff Policy** that needs to be developed.

eMalahleni will implement and maintain a new valuation system based on market values of all properties within its boundaries as well as periodically review the cost of activities supported by user fees to determine the impact of inflation and other costs increases. Fees will be adjusted where appropriate to reflect these increases. These principles and the raising of property rates will be contained in the **Property Rates Policy**.

11.4.5 Credit Control Policies and Procedures

A revenue protection unit will be established in the 2014/2015 financial year as part of our revenue enhancement strategy. Not only will this unit ensure that Council's revenue collection policies are enforced but will also ensure that all justified revenue is correctly raised through the financial accounting system.

eMalahleni will follow an aggressive policy of collecting revenues from those who can afford to pay for their services. For this purpose, an **Indigent and Provision of Free Basic Services Policy** will be developed and the **Credit Control and Debt Collection Policy** is in place. Currently households owe 66.7% of all outstanding debt and it is highly unlikely that it will be recovered from them. Therefore, a **Writing-Off of**

Irrecoverable Debt Policy will be developed with incentives to reduce the outstanding debt with the aim to get the households and other consumers out of their spiral debt.

11.4.6 Supply Chain Management

The Supply Chain Management Policy will ensure that goods and services are procured compliant with legislation requirements in a fair, equitable, transparent, competitive and cost effective manner. It includes the disposal of or assets not needed anymore for basic service delivery and it must be read with the in conjunction with Council's **Disposal of Assets Policy**.

Contract management will be a focus area in 2014/2015 and an establishment of a contract management unit as part of the functional organisational review currently underway; to ensure that contracts awarded to service providers are managed and monitored appropriately as will be imbedded in the **Supplier Performance and Monitoring Policy**.

11.4.7 Investment Policies

In terms of Section 13(2) of MFMA each municipality must establish an appropriate and effective cash management and investment policy. Investments of the municipality shall be undertaken in a manner that seeks to ensure the preservation of capital in the overall portfolio. The portfolio shall remain sufficiently liquid to enable the municipality to meet daily cash flow demands and conform to all state and local requirements governing the investment of public funds. The preservation of capital is the foremost objective of the investment program. eMalahleni will continue the current cash management and investment practices, which are designed to emphasise safety of capital first, sufficient liquidity to obligations second, and the highest possible yield third. These principles are embedded in the Cash and Investment Policy of Council.

11.4.8 Debt Management Policies

eMalahleni shall issue debt only when necessary to meet public need and when funding for such projects is not available from current revenues, reserves or other sources. Long-term borrowing will be used to finance capital improvements as approved in the municipality's IDP. Capital projects financed through issuance of debt shall be financed

for a period not exceeding the expected useful life of the project. The municipality will not incur debt to finance current operations. Lease-purchase obligations, capital outlay notes and other instruments may be used as a medium-term method of borrowing for the financing of vehicles, computers, other specialised types of equipment, or other capital improvements. All these principles will be embedded in the **Borrowing Policy** of Council.

Borrowing should be limited to 40% of the total operating budget rand value. If not, the municipality will become over-borrowed and a risk to banking institutions and this will result in loans over shorter terms and at higher interest rates. This would not be fair to the current customer base.

11.4.9 Asset Management

The objective of the asset management policy is to prescribe the accounting and administrative policies and procedures relating to Property, Plant and Equipment (PPE), which are immovable and movable assets of eMalahleni, and, computer software which are intangible assets of eMalahleni. These principles and policy statements will be embedded in the Asset Management Policy of Council.

11.4.10 Accounting Policies

The principles on which eMalahleni operate and with regard to the presentation, treatment and disclosure of the financial information forms part of the Accounting Policy adopted and compiled annual financial statements.

11.5 BUDGET ASSUMPTIONS

Based on the financial framework, financial strategies and financial policies, the MTREF budget was compiled. Key assumptions relating to the MTREF budget also included in the following:

- National Government grants for the years 2013/14 to 2015/16 are as per the DORA. For year four and five estimated increases in terms of the CPI were used.
-
- Electricity increases with 10.4% for the 2014/15 financial year. The same rate has been used for the next four indicative years

- Water increases by 8% for the 2014/15 financial year and the same rate has been used for next two indicative years.
- Refuse Removal increases by 11% for the 2014/15 financial year and the same rate has been used for next two indicative years.
- Assessment Rates increase by 8% for the 2014/15 financial year and the same rate has been used for the next two indicative years

11.6 OPERATING INCOME

In order to serve the community and to render the services needed, revenue generation is fundamental to financial sustainability. The reality is that we are faced with developmental backlogs and poverty challenging our revenue generation capacity. These needs (capital and operational) always exceed the available resources. This becomes more obvious when compiling the annual budget and marrying it with the community needs as recorded in the IDP. This is worldwide problem and therefore available resources should be utilised where it derives the biggest impact on outcomes that will improve the quality of life of our local communities.

11.7 OPERATING REVENUE

11.7.1 Operating Revenue by source

Table 1.1 below depicts the operating revenue per source for the the last three audited financial years 2011 – 2013, the current year 2013/14 and the outer years 2015 – 2019 of the long term financial framework. All amounts reflected in Table 4.1 and Table 4.2 below is per thousand rand.

Description	2010/11	2011/12		2012/13		Current Year 2013/14				2014/15 Medium Term Revenue & Expenditure Framework						Long Term Financial Framework			
	Audited Outcome	Audited Outcome	% Increase (Decrease))	Audited Outcome	% Increase Decrease	Original Budget	Adjusted Budget	Full Year Forecast	% Increase Decrease	Budget Year 2014/15	% Increase Decrease	Budget Year +1 2015/16	% Increase Decrease	Budget Year +2 2016/17	% Increase Decrease	Budget Year +2 2017/18	% Increase Decrease	Budget Year +2 2018/19	% Increase Decrease
Property Rates	171291	201951	-19.36	236911	15.87	255524	255624	255624	0.00	298838	16.91	334370	11.89	395493	18.28	431838	9.19	564263	7.74
Electricity	480530	576679	20.01	618494	7.25	803581	803581	803581	0.00	793418	-1.28	887775	11.89	1050037	18.28	1146536	9.19	1235277	7.74
Water	143436	163124	13.73	208812	28.01	215606	215606	215606	0.00	232854	8.00	358055	11.89	453507	18.28	462427	9.19	498219	7.74
Sewerage	56951	67443	18.42	77713	15.23	89207	89207	89207	0.00	96344	8.00	131100	11.89	155066	18.28	169316	9.19	182421	7.74
Refuse	46833	55849	19.25	63141	13.06	67857	67857	67857	0.00	75321	11.00	78898	11.89	93321	18.28	101897	9.19	109784	7.74
Other	20177	31682	1.48	3922	25.14	91231	91231	91231	0.00	102018	10.57	114148	11.89	135014	18.28	147422	9.19	158832	7.74
Rental of Facilities	7976	9973	25.04	9667	3.07	12063	12063	12063	0.00	10865	-11.03	12156	11.89	14379	18.28	15700	9.19	16916	7.74
Interest-Debtors	27047	31131	15.12	36883	18.52	36855	36855	36855	0.00	48404	23.85	54159	11.89	64059	18.28	69946	9.19	75360	7.74
Interest – Investment	2760	1557	-78.16	3623	57.02	2275	2275	2275	0.00	1552	-46.49	1736	11.89	2054	18.28	2243	9.19	2416	7.74
Fines revenue	2154	1918	-12.30	1170	39.70	2320	2320	2320	0.00	4387	47.12	4908	11.89	5806	18.28	6867	9.19	7399	7.74
License & Permits	1893	2020	6.71	2488	23.17	2443	2443	2443	0.00	2418	1.03		11.89		18.28		9.19		7.74
Agency Fees	13388	16671	24.53	15962	4.44	20165	20165	20165	0.00	22481	10.30		11.89		18.28		9.19		7.74
Grants, Donations	266445	279726	-8.57	305586	45.51	199663	199663	199663	0.00	213664	6.55	239067	11.89	282770	18.28	308757	9.19	332655	7.74
Grants						164633	164633	164633	0.00	179302	8.18	200621	11.89	237295	18.28	259102	9.19	279156	7.74

Capital																			
Gains/Loss on PPE		2555	100							150	100								
Total																			

Table 10.1 Operating Revenue by Source

11.7.2 Analysis of Projected Operating Revenue

Forecast operating revenue for Rates reflects an increase for the financial years 2010/11 of 19.36% to an amount of R204 million compared with the projected revenue of R298 million for 2014/15 financial year and a forecast of 11.89%, 18.28%, 9.19% and 7.74 in year five forecast to an amount of R564 million.

Electricity revenue has decreased from 20.01% to -1.28 in the 2014/15 forecast as a result of over-budgeting for the year 2012/14. However, the trend increases from year 2015/16 by 11.89% recovering to R888 million in 2015/16 and R1.235 billion in 2018/19. Water revenue has increased from 13.73% in 2010/11 to 32.62% in 2014/15 and reflects an increase of 7.74% amounting to 498 million in 2018/19. Sewer revenue has increased to 23.86% R117 million in 2014/15 from 18.42% (67 million) in 2010/11. Refuse increased to R70 million in 2014/15 from R55 million in 2010/11, and increases to R109 million in 2018/19.

Government Grants revenue of R229 million in 2010/11 are and R214 million in 2014/15 represent the fourth highest source of revenue.

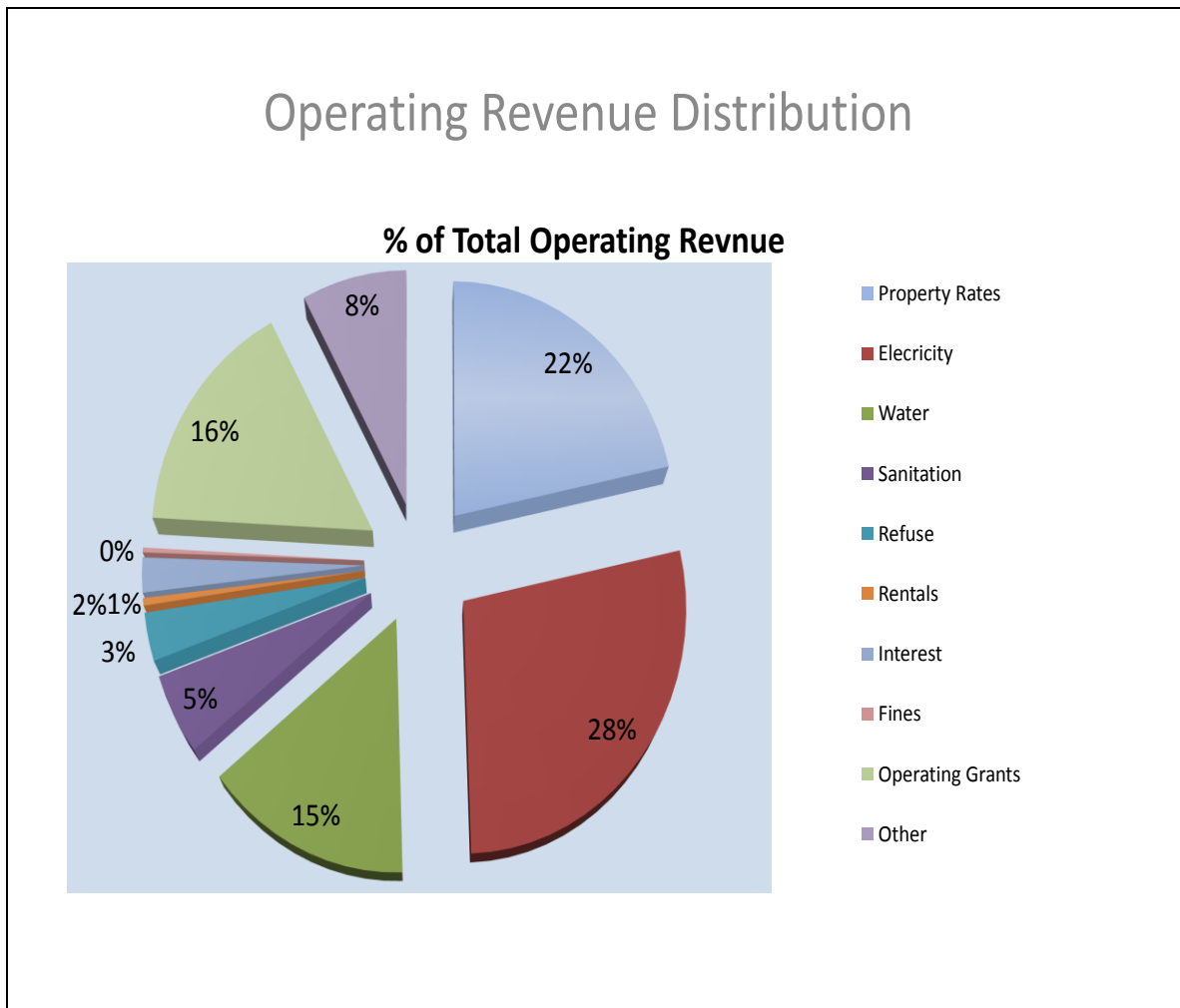


Fig 10.1: Operating Revenue Distribution 2014/15

Electricity is the highest source of total operating revenue (28%) followed by property rates (22%). Grant revenue represents 16.92% and water 15%.

Other revenue i.e. Rentals, Interest Earned, Agency Fees, Fines and Licences and Permits and gains on sales of PPE represent the remaining revenue sources. Even combined in a cluster they contribute the least to eMalahleni operating revenue base.

Operating Revenue in Main Cluster

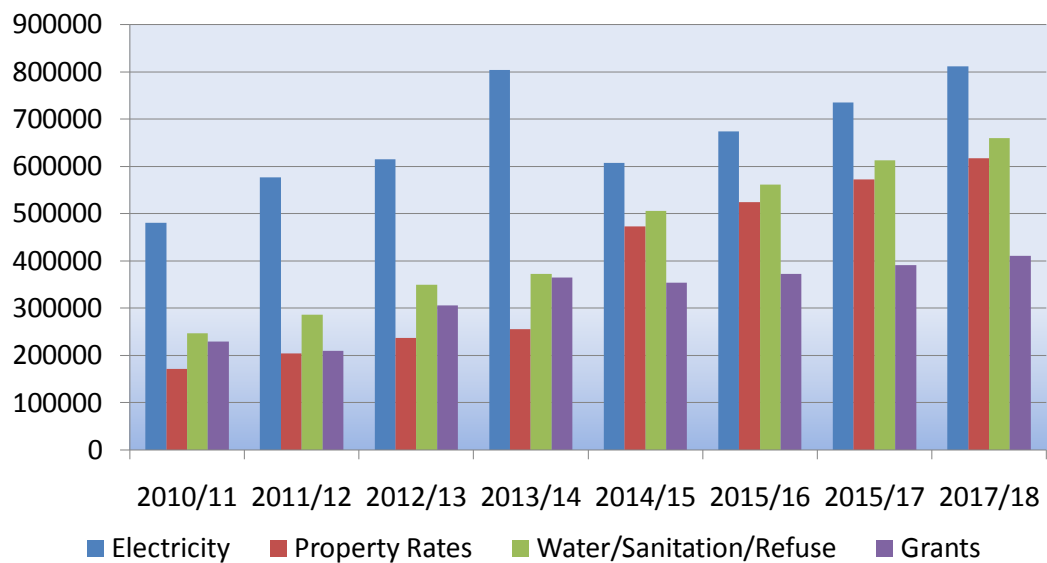


Table 10.2: Operating Revenue in Main Clusters

11.8 OPERATING EXPENDITURE

Operating expenditure budgeting has been done on a zero base budget approach. Budgeted expenditure should be funded by realistically anticipated cash backed revenues, and, operational gains and efficiencies to result in operating surpluses to fund capital expenditure from own cash backed funds.

Description	2010/11			2011/12		2012/13		Current Year 2013/14				2014/15 Medium Term Revenue & Expenditure Framework					Long Term Financial Framework			
	Audited Outcome	Audited Outcome	% Increase (Decrease)	Audited Outcome	% Increase Decrease	Original Budget	Adjusted Budget	Full Year Forecast	% Increase Decrease	Budget Year 2014/15	% Increase Decrease	Budget Year +1 2015/16	% Increase Decrease	Budget Year +2 2016/17	% Increase Decrease	Budget Year +2 2017/18	% Increase Decrease	Budget Year +2 2018/19	% Increase Decrease	
R'000																				
Revenue by source																				
Employee Costs	310607	341212	9.9	340596	-0.18	411829	384607	384607	7.08	504411	22.48	564385	11.89	667555	18.28	728903	9.19	785320	7.74	
Depreciation	161602	167063	3.4	162911	-2.55	165000	164448	164448	0.34	165000	0.00	184619	11.89	218367	18.28	238435	9.19	256890	7.74	
Finance Charges	33005	28404	-16.2	24602	15.45	18482	14883	14883	19.47	16130	-12.73	18048	11.89	21347	18.28	23308	9.19	25113	7.74	
Bulk Purchases	444245	589308	32.7	647157	9.82	684216	762213	762213	11.40	738298	11.6	826082	11.89	977090	18.28	1066884	9.19	1149461	7.74	
General Expenditure	114090	119496	4.7	134668	12.7	196820	194543	194543	1.17	193680	9.94	216709	11.89	256323	18.28	279880	9.19	301542	7.74	
Repairs & Maintenance	56130	60460	7.7	73838	22.13	86215	87410	87410	1.39	83752	-4.02	93721	11.89	110823	18.28	121041	9.19	130409	7.74	
Bad Debts	125982	119307	-5.6	197986	65.95	160206	160106	160106	0.006	215357	34.45	240963	11.89	285011	18.28	311204	9.19	335291	7.74	
Contribution to Capital						164633				179302	8.91	200621	11.89	238295	18.28	259102	9.19	279156	7.74	

Table 10.2 depicts the main types of operating expenditure

11.8.1 Analysis of operating Expenditure

Employee related expenditure forecast for 2014/15 reflects an increase of 7.08% R504 million from R412 million in 2013/14. Five year forecast reflects an increase of R785 million in 2018/19

Bulk purchases forms part of one of biggest expenditure items of total expenditure. Bulk purchases rose from R684 million to R738 million reflecting an increase of 11.4% year on year. The end result at 2018/19 will result in a total expenditure for bulk expenditure of R1.114 billion. General expenditure forms the third highest expenditure item by a 9.94% increase in 2014/15 from a decrease of 1.17% R196 million in 2013/14.

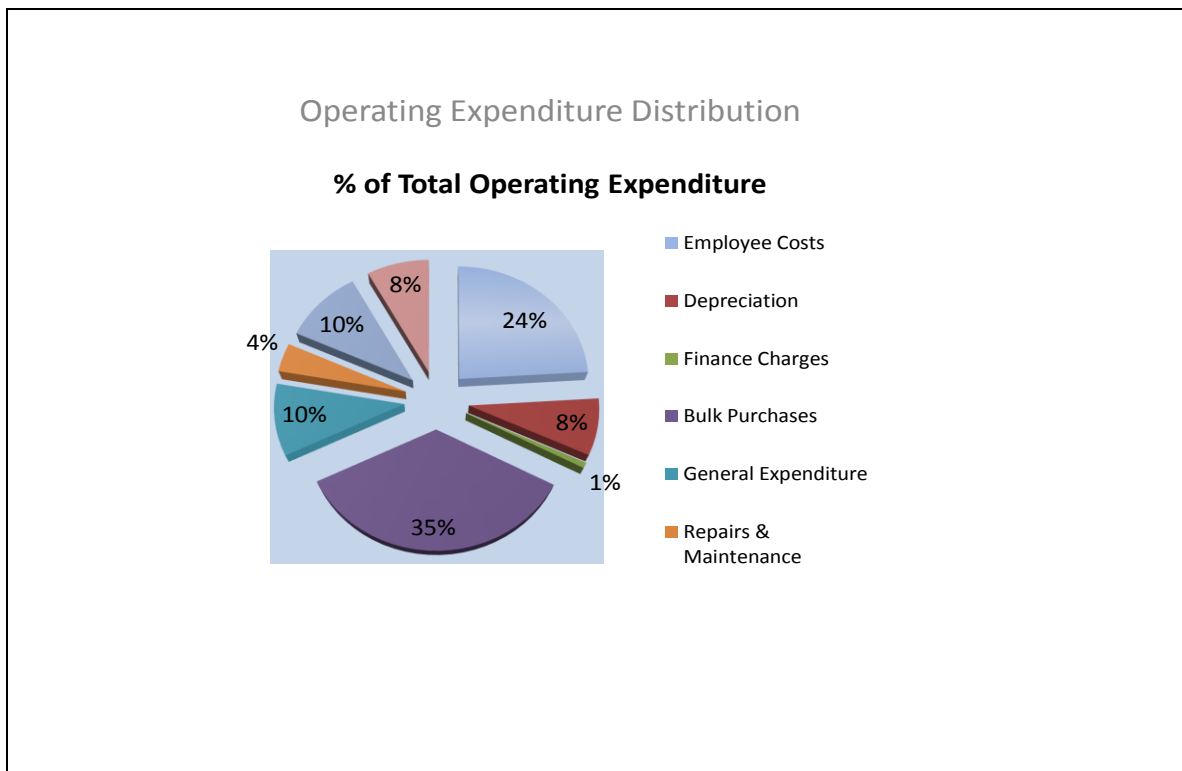


Fig 10.3: Operating Expenditure Distribution 2014/15

The highest expenditure item is bulk purchases by 35% followed by employee related costs at 24%. Bad Debt and General Expenditure contribute 10% each and Repairs and Maintenance only 4%.

11.9 CAPITAL EXPENDITURE

Capital Expenditure should be done on capital prioritisation model. Such a model is not yet operational and will be developed for future allocation of scarce resources.

11.9.1 Capital Expenditure by Standard Classification

Description	Budget Year 2014/15	Budget & Forecast Year +1 2015/16	% Increase Decrease	Budget & Forecast Year +2 2016/17	% Increase Decrease	Forecast Year +2 2017/18	% Increase Decrease	Forecast Year +2 2018/19	% Increase Decrease
R'000									
<u>Expenditure per Standard Classification</u>									
Roads & Storm Water	39124	42253	7.41	60000	29.58	66600	11.00	74259	11.50
Water Services	30180	32293	6.54	34876	7.41	38014	9.00	42576	12.00
Sanitation	82564	97000	14.88	73000	-32.88	78110	7.00	85609	9.60
Electrical	20080	21204	5.30	23560	10.00	25445	8.00	27608	8.50
Spatial Planning	7356	8000	8.05	7500	-6.67	8550	14.00	9619	12.50
Other		15000	100	11500	-30.43	12765	11.00	13914	9.00
Total	179304	215750	16.89	142000	-51.94	229484	13.00	253585	12.50

Table 3: Capital Expenditure by Classification

Total capital Expenditure forecast for 2014/15 is R179 million. Total forecast capital expenditure forecast for 2016/17 decreases by 51.94% compared to the increase of 16.89% forecast in 2015/16. Forecast capital expenditure increases from 13% to 12.5% R253 million in 2018/19.

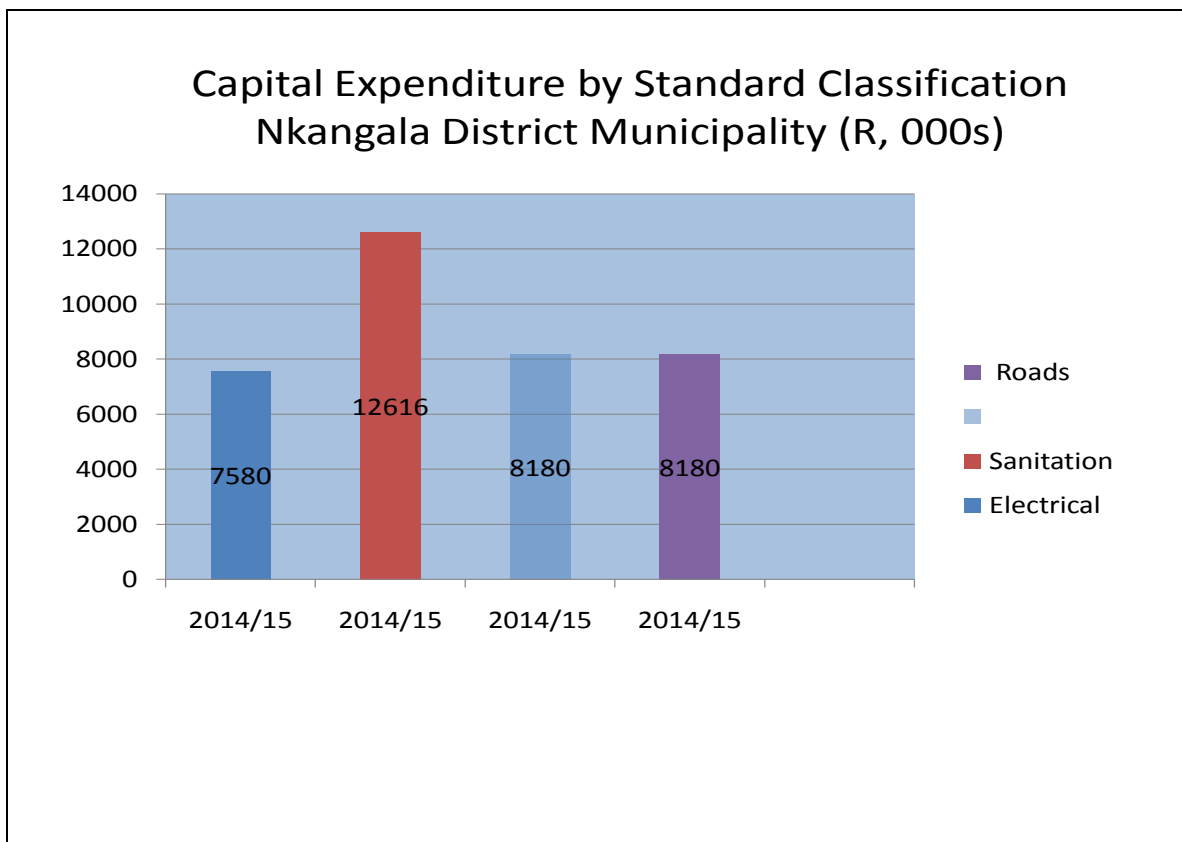
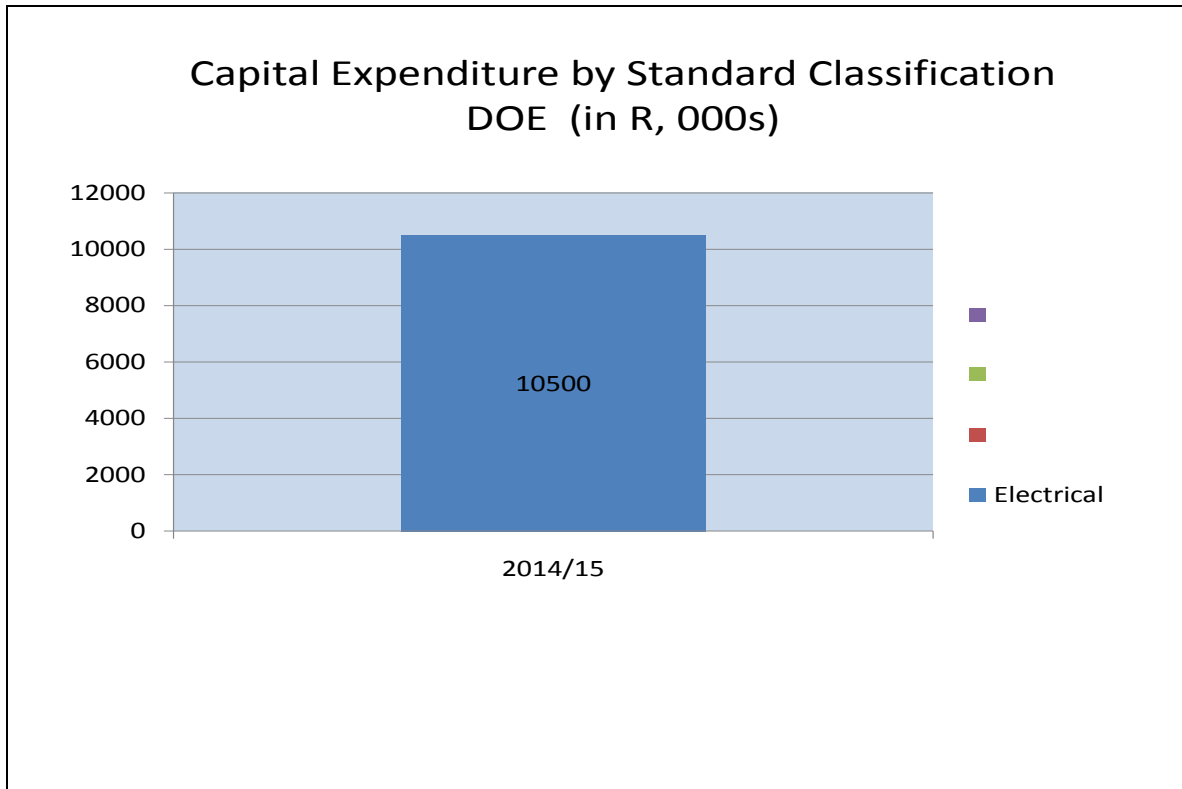


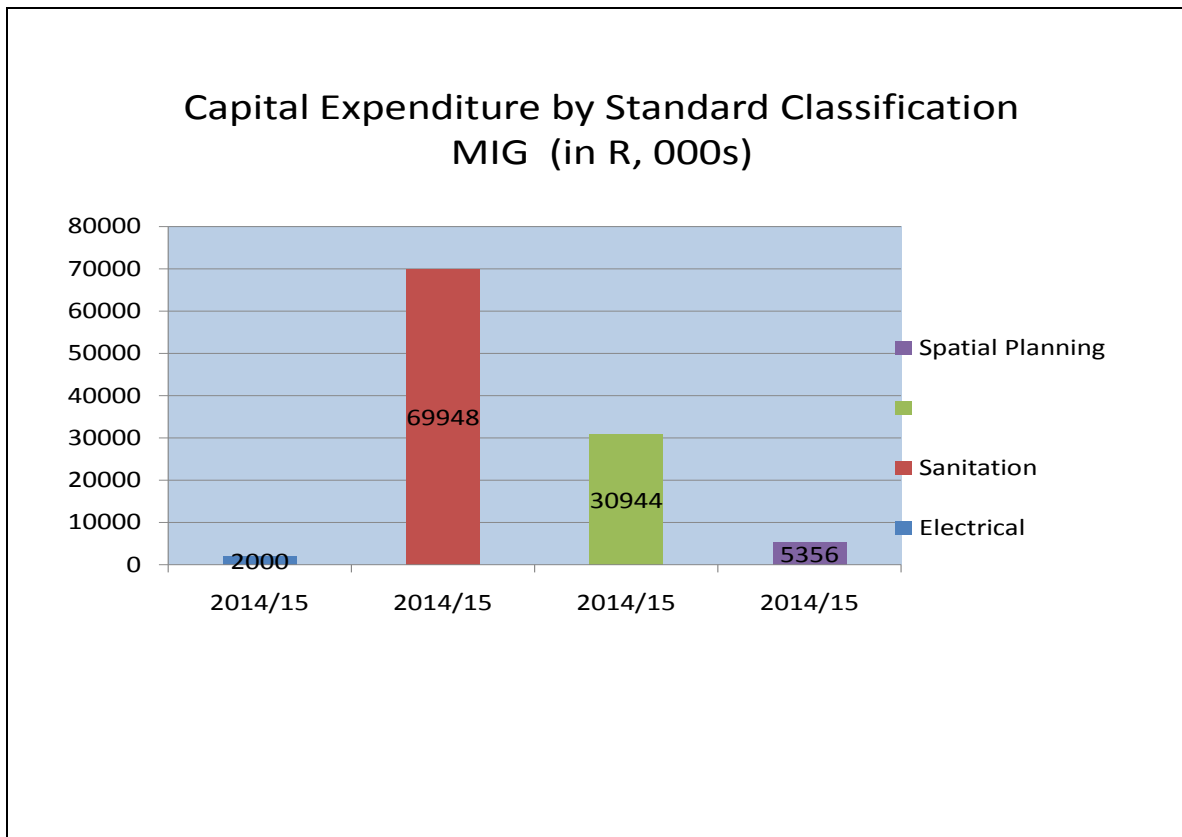
Figure 10.4: Capital Expenditure by Source

11.10 CAPITAL EXPENDITURE BY SOURCE ANALYSIS

Sanitation has received R13 million and Electrical R million. Roads and Water have shared R8 million each.



Electrical has received R1.5 million for the electrification of houses from DOE



Sanitation received a big chunk of R70 million while Water received R31 million. Electrical and Spatial planning received R2 million and R5 million respectively.

11.11 CONCLUSION

The continued improvement and development of an effective financial planning process aid the actualisation of fulfilling its facilitating role to capacitate the community to build a prosperous future for all. This Financial Plan with its financial framework, financial strategies and financial policy framework contribute to ensuring that eMalahleni remains financially viable and sustainable and that quality municipal services are provided economically to all communities within its area of jurisdiction.

The multi-year Financial Plan contains realistic and credible revenue and expenditure forecasts which should provide a sound basis for improved financial management and institutional development as well as service delivery improvements and implementation.

Strategy towards cash backing and cash funded budgets will certainly ensure the sustainability of the municipality over short-term, medium-term and long-term.

11.12 FINANCIAL SUSTAINABILITY STRATEGIES AND SECTOR PLANS STATUS

Sector Plan	Existing Yes/No	Draft / Adopted	Date of adoption	Last, Reviewed when?	Comments on the current status
The Capital Financing Strategy	NO				Will be developed 2014/15
Supply Chain Management Policy	Yes	Adopted	2005/09/29	2011/12	Will be reviewed 2014/15
Capital Prioritization Model	NO				Will be developed 2014/15

11.12.1 FINANCIAL SUSTAINABILITY 5 YEAR PLAN

SUB KPA8: FINANCIAL SUSTAINABILITY												
Strategic Objective	Adequately improve controls of the level of revenue and expenditure.			Policies:								
				Bylaws:								
IDP/Ref no	Key Focus Area (KFA)	Activity/project/ programme	Wards	KPI	Budget	2014/15	2015/16	2016/17	2017/18	2018/19	Delivery Int. /Ext	Funding Source
KFA 35.1	KFA 35: Revenue Management	Revenue enhancement strategy		Approved Revenue Enhancement Strategy developed		Draft Revenue Enhancement Strategy and implement	Implement and monitor	Implement and monitor	Review, Implement and monitor	Implement and monitor	Internal	N/A
KFA 35.2	KFA 35: Revenue Management	Billing System		Upgraded Billing System	R7 500 000	Upgrade Billing System and Implement	Monitor Upgraded Billing System	Monitor Upgraded Billing System	Monitor Upgraded Billing System	Monitor Upgraded Billing System	External	Own Revenue
KFA 35.3	KFA 35: Revenue Management	Valuation Roll		Reconciled and Balanced Valuation Roll to Billing System		Implementation and monitoring of Valuation Roll to Billing System	Implementation and monitoring of Valuation Roll to Billing System	Monitoring of Valuation Roll to Billing System	Update Valuation Roll to Billing System	Implementation and monitoring of Valuation Roll and Billing System	External	MFS G
KFA 35.4	KFA 35: Revenue Management	Writing-Off of Irrecoverable Debt Policy		Develop a Writing-Off of Irrecoverable Debt Policy		Draft a Writing-Off of Irrecoverable Debt Policy	Approve a Writing-Off of Irrecoverable Debt Policy and Implement	Monitor a Writing-Off of Irrecoverable Debt Policy	Monitor a Writing-Off of Irrecoverable Debt Policy	Review a Writing-Off of Irrecoverable Debt Policy and Implement	Internal	

KFA 36.1	KFA 36: Cost Management	The Capital Financing Strategy		Develop the Capital Financing Strategy		Develop the Capital Financing Strategy and implement	Monitor the Capital Financing Strategy	Monitor the Capital Financing Strategy	Review the Financing Strategy and implement	Monitor the Financing Strategy	Internal	
KFA 36.2	KFA 36: Cost Management	Capital Prioritization Model		Develop a Capital Prioritization Model		Develop a Capital Prioritization and implement	Monitor Capital Prioritization Model	Monitor Capital Prioritization Model	Review and implement Reviewed Prioritization Model	Monitor Capital Prioritization Model	Internal	
KFA 36.3	KFA 36: Cost Management	Cost Accounting		Drafted Cost Accounting Model		Approve the Cost Accounting Model and Implement	Implement the Cost Accounting Model	Monitor the Implementation of the Cost Accounting Model	Monitor the Implementation of the Cost Accounting Model	Review the Cost Accounting Model and Implement	Internal	
KFA 36.4	KFA 36: Cost Management	Budget and Management Oversight Policy		Develop a Budget and Management Oversight Policy		Draft a Budget and Management Oversight Policy	Approve Draft Budget and Management Oversight Policy and Implement	Monitor Budget and Management Oversight Policy	Monitor Budget and Management Oversight Policy	Review the Budget and Management Oversight Policy and Monitor Implementation	Internal	
KFA 37.1	KFA 37: Asset Management	Manage the Insurance Portfolio		Effectively Manage Insurance Portfolio		Manage the Insurance Portfolio	Manage the Insurance Portfolio	Manage the Insurance Portfolio	Review the Insurance Portfolio	Manage the Insurance Portfolio	Internal	
KFA 37.2	KFA 37: Asset Management	Asset Verification		Internally Verified Movable Assets		Verify Assets Internally	Verify Assets Internally	Verify Assets Internally	Verify Assets Internally	Verify Assets Internally	Internal	
KFA 37.3	Asset Management	Asset Verification		Verify Assets Externally	R300000	Source Service Provider and verify Infrastructure Assets	Source Service Provider and verify Infrastructure Assets	Source Service Provider and verify Infrastructure Assets	Source Service Provider and verify Infrastructure Assets	Source Service Provider and verify Infrastructure Assets	External	
KFA 38.1	KFA 38:	Contracts		Developed		Develop a	Monitor a	Monitor a	Review	Monitor a	Internal	

	Supply Chain Management	Register		Contracts Register		Contracts Register for Implementation	Contracts Register	Contracts Register	Contracts Register and Implement	Contracts Register		
KFA 38.2	KFA 38: Supply Chain Management	Supplier Performance and Monitoring Policy		Develop a Supplier Performance and Monitoring and Evaluation Policy		Draft a Supplier Performance and Monitoring Policy, Approve and Implement	Monitor a Supplier Performance and Monitoring Policy	Monitor a Supplier Performance and Monitoring Policy	Review Supplier Performance and Monitoring Policy and Implement	Monitor a Supplier Performance and Monitoring Policy	Internal	
KFA 38.3	KFA 38: Supply Chain Management	Supply Chain Management Policy		Reviewed Supply Chain Management Policy		Draft an SCM Policy for Approval and Implement	Monitor SCM Policy	Monitor SCM Policy	Review the SCM Policy and Implement	Monitor SCM Policy	Internal	

12 EMALAHLENI DEVELOPMENT STRATEGY

12.1 DEVELOPMENT VISION



The vision clearly highlights the importance of creating partnerships with our social partners, with an aim of establishing a highly effective and efficient public service institution that excels in providing basic services to its communities and creating a centre for future growth and knowledge management. Council has an understanding of our existing challenges, economic & cultural diversity and yet is determined to become the hub of efficient and effective service delivery. With an understanding of the challenges, potentials and capabilities that are existing in eMalahleni to enhance and where possible to turn around the architectural designs, planning and socio-economical limitations that were engineered and imposed on our society through the systems of the past.

12.2 MISSION STATEMENT

“Providing affordable, accessible and sustainable quality service, enhancing community participation and creating a climate for social and economic development”

12.3 CORE VALUES

To realize the organizational Vision and Mission eMalahleni adopted the following values:

- Accountability
- Transparency
- Excellence
- Accessibility
- Integrity
- Responsiveness

12.4 STRATEGIC OBJECTIVES

- To promote proper governance and public participation.
- To ensure efficient infrastructure and energy supply that will contribute to the improvement of quality of life for all citizens within eMalahleni
- To improve our public relations thereby pledging that our customers are serviced with dignity and care
- To create an attractive and conducive environment for sustainable economic growth and empowerment for the business and broader communities within ELM
- To contribute to the health and safety of communities in eMalahleni through the pro-active identification, mitigation and management of health including environmental health, fire and disaster risks.
- To ensure proper facilitation of sustainable human settlement and social facilities for the betterment of our communities.
- To provide effective and efficient workforce by aligning our institutional arrangements to our overall policies, processes, procedures and strategies in order to deliver quality services.
- To ensure the financial sustainability of the municipality in order to fulfil the statutory requirement

12.5 IDP PRIORITIES

Projects identification and implementation is informed by 2011 statistics SA information, community needs and the realities on the ground. The statistics SA revealed Population Growth in the Municipal area of jurisdiction, which will require:

- Upgrading and refurbishment of Infrastructure
- Land Development and Human Settlement needs
- LED
- Institutional Development and Transformation

Currently the municipality is experiencing huge challenges in respects to governance, institution and financial capacity and this has impacted severely on service delivery and sustainability. Contributing factors and challenges in this respect are:

- In addition rapid urbanisation and the economic growth of the mining and industry sectors have place pressure on the bulk infrastructure and over utilisation of the networks, accelerating the rapid deterioration of service infrastructure, resulting in amongst others in Water losses of 55%, electricity losses of 23%.
- A culture of non-compliance has developed amongst staff and this led to the encroaching of labour unions in their activities into managerial activities and decision making, also affecting work discipline especially at senior levels together with entitlement culture amongst staff.
- This culture is also dominant amongst vast groups in the community, with non-payment for services, illegal activities and a high crime rate dominant. Revenue stream under threat and more than R40 million per month losses due to large scale fraudulent activities.
- Dysfunctional service delivery and a lack of equipment and tools of the trade, especially vehicles.
- Continued dysfunctional operations and non-compliance leading to successive disclaimer audit findings.

This prioritization adopted a multi-facetted approach focusing on the key performance areas in line with the Constitutional objectives of Local Government and outcome 9, NDP, state of Nation and Province Address. The 2014/15 priorities will be as follows:

- Institutional Development and Transformation
 - Staff stability
 - Reporting systems and compliance
 - Planning (IDP, 5 year delivery plan)
 - Staff capacity and empowerment
 - Establish environment conducive for service delivery
 - Community participation
- Financial Viability
 - Credit management
 - Debtors management
 - Revenue enhancement
 - Improvement of systems
- Service delivery
 - Water
 - Waste removal and grass cutting
 - Sanitation
 - Electricity
 - Roads and stormwater
 - Human Settlement
- Good governance and Public Participation
 - Law enforcement
 - Strengthening governance structures/ committees
- Local Economic Development and Job Creation

13 2014/15 EXTERNALLY FUNDED PROJECTS

13.1 2014/15 MUNICIPAL INFRASTRUCTURE GRANT FUNDED PROJECTS

No	Project Title	2014/15	2015/16	2016/17
SANITATION				
1	Construction of Sewer Network in Hlalanikahle (completion)	R 2 531 115.53	R -	
2	Ga-Nala/Thubelihle Bulk Outfall Sewerline (completion)	R 3 748 432.70	R -	
3	Empumelelweni Bulk Outfall Sewerline and Pump Station -	R 8 800 000.00	R 8 000 000.00	
4	Upgrading of Sewer Network for Hostels 1-4 -	R 2 000 000.00	R -	
5	Upgrading and refurbishment of WWTP Klipspruit - 15MI to 30MI	R 57 000 000.00	R 57 000 000.00	R 48 000 000.00
6	Refurbishment of Riverview WTW	R 600 000.00	R -	
7	Refurbishment of Rietspruit WTW (Green Drop) (completion)	R 600 000.00	R -	
8	Refurbishment & Upgrading Nuupoort WWTW	R 7 000 000.00	R 12 000 000.00	R 5 000 000.00
9	Refurbishment & Upgrading Ferrobank WWTW	R 7 000 000.00	R 20 000 000.00	R 20 000 000.00
1	Upgrading of	R	R	

0	Phola WWT Works (completion)	4 500 000.00	-	
ROADS				
1 1	Construction of roads Kwa Mthunzini Vilakazi	R 1 500 000.00	R 5 000 000.00	R 10 000 000.00
1 2	Construction of roads Kwa Thomas Mahlanguville	R 1 450 051.26	R 5 000 000.00	R 10 000 000.00
1 3	Construction of roads Kwa Guqa Ext 9 & Hlalanikahle	R 2 862 000.00	R 5 000 000.00	R 10 000 000.00
1 4	Construction of roads at Klarinet Development	R 11 000 000.00	R 5 000 000.00	R 15 000 000.00
1 5	Construction of roads Empumelelweni	R 456 756.03	R 5 000 000.00	R 15 000 000.00
OTHER				
1 6	Installation of High Mast Lights.	R 6 112 099.00	R -	R -
1 7	Installation of Street Lights		R -	R -
1 8	Fencing of Municipal Infrastructure(Reservoirs, water Treatment Plant and substations etc.	R 4 000 000.00	R 5 000 000.00	R 1 500 000.00
1 9	Construction works at Leeuwoort Landfill Site	R 5 000 000.00	R 8 000 000.00	R 7 500 000.00
2 0	Pine Ridge Stadium Completion	R 400 000.00	R -	R -
2 1	Construction of Pavilion at SY Mthimunye Stadium	R 600 000.00	R 10 000 000.00	R 10 000 000.00
		R 132 238 404.52	R 150 500 000.00	R 152 000 000.00

13.2 NKANGALA DISTRICT 2014/15 PRIORITISED PROJECTS

ROADS					
No	Division	Projects	Scope (Specification / Purpose)	Unit Measure	Total Cost Estimate
1	Roads	Flatbed Trucks	2-Tons Flatbed Trucks (with passenger canopies & town bar)	No.	R 2 100 000.00
2	Roads	TLB (4x4)	(4x4) TLB for road construction purpose	No.	R 2 700 000.00
3	Roads	Tipper Trucks (6m ³)	6 cubes Tipper Trucks for loading and easy re-gravelling	No.	R 2 100 000.00
4	Roads	Patching Work	Pothole Pachtwork with hot Asphalt mix	m ²	R 10 000 000.00
5	Roads	Reseal	Resealling of patched roads & cracked surfacing (Asphalt / Double Chip & Spray Seal)	km	R 10 000 000.00
6	Roads	Rehabilitation of damages roads	Re-construction of delapidated Bus and Taxi routes (Main streets)	km	R 10 000 000.00
7	Storm water	Reconstruction of storm water drainages	Re-construction of storm water drains (Critical Areas)	km	R 5 000 000.00
8	Roads & Storm Water	Construction of new roads (Storm water drains & Bridges)	Construction of new street (90mm interlocking Block Pavements)	km	R 10 000 000.00
9	Roads	Construction of Pedestrian walkways	60mm Block pavement (1.5m wide) along main street (for easy movement for physically challenged people)	km	R 2 000 000.00
					R 53 900 000.00

ELECTRICAL					
No	Division	Projects	Scope (Specification / Purpose)	Unit Measure	Total Cost Estimate
10	Electrical	Cherry Picker Truck	Flatbed Truck fitted with Cherry Picker (13m reach)	No.	R 700 000.00
					R 700 000.00

WATER					
No	Division	Projects	Scope (Specification / Purpose)	Unit Measure	Total Cost Estimate
11	Water	On site Laboratory	Equipping the Laboratory at Witbank Water Purification Plant	No.	R 1 500 000.00
					R 1 500 000.00

SANITATION					
No	Division	Projects	Scope (Specification / Purpose)	Unit Measure	Total Cost Estimate
12	Sanitation	Installation of bulk meters	Installation of bulk Inflow & Outflow meters at seven Waste Water Treatment Works (DWA GD Compliance purpose)	No.	R 3 500 000.00
13	Sanitation	Sewer Jet Truck	Double Axle Sewer Jet Truck (High pressure for Sewer Bulkline)	No.	R 3 000 000.00
					R 6 500 000.00

LED AND TOURISM PROJECTS	
PROJECT NAME	BUDGETED AMOUNT
Cultural Centre	R 4 million
Upgrading of King George Park and Entrance into Witbank at Eadie Street.	R 3 million
Upgrading of Nature Reserve	R 7 million
Training of atleast 50 SMME's on Project Management and Financial Management	R500 000
Upgrading and erection of 2 Lapa's and landscaping in the community Park of Phola	R 300 000
Upgrading of Klipfontein Dam	R 3 million

EMERGENCY SERVICES	
PROJECT NAME	BUDGETED AMOUNT
Fire station	R38,000,00.00
Support Vehicle	R550,000.00
Small Pump	R1,500,000.00
Fire Engine	R3,000,000.00
Grass Fire	R560,000.00
Rescue Vehicle	R1,500,000.00
Hazmad Vehicle	R1,800,000.00
Fire Tanker	R2,200,000.00

13.2.1 Department Of Public Works, Roads & Transport 2014/15

Project Description	Ward	Budget
Rehabilitation of Coal Haul Road P120/1 from eMalahleni to D914 (14km) (km 5.0 - 19.0)	19 and 21	R130, 106,000.00
Rehabilitation of Coal Haul Road P120/1 from eMalahleni to D914 (14km) (km 5.0 - 19.0)	19 and 21	R88, 265,000.00
Rehabilitation of Coal Haul Road P52/3 between Kriel and Ogies (27 km)	32	R10, 815,000.00
Rehabilitation of Coal Haul Road P182/1 (R542) between P120/1 (van Dyksdrift) and R35 (13 km) (Phase 1)	4	R111, 841,000
Design Review: Rehabilitation of Coal Haul Road P29/1 between Ogies and Kendal (11 km)	3 & 7	R63, 258,000.00
Design Review: Rehabilitation of Coal Haul Road P29/1 between Ogies and Kendal (11 km)	3 & 7	R63, 258,000.00
Procure construction equipment and vehicles -Nkangala District	All	R5,000,000.00

13.2.2 Department Of Health

Project name	Municipality	Project Beneficiary	Project Objective	Key Performance Indicator	Period	2014/15 Budget Allocation (Annual) R'000
IMPUNGWE HOSPITAL: Bulk sewer, water and electricity	Emalahleni	Community	Construction of bulk sewer, water and electricity	Bulk sewer, water and electricity constructed	1 April 14 to 31 Mar 16	16,108

13.2.3 Department of Community Safety, Security and Liaison

2014/15 projects to municipalities						
Project	Municipalit	Project Beneficiar	Project	Key Performance	Budget allocatio	Project

Name	y	y	Objective	Indicator	n 2014/15	Name
TSMs (Tourism Safety Monitors)	All the municipalities	GMLM: 29 MSLM:20 DLM: 4 LLM:12 CALLM: 34 PKISLM: 16 EMAKM: 34 DJSMLM: 30 THLM:18 EMALM:16 STLM: 18 MLM:110 TCLM:62 NMLM:101 BBRLM:19 UMLM18	To involve communities in the fight against crime	588 TSMS recruited, deployed and supported @ 1859,77/month/annum	R 13,122,537,00	TSMs (Tourism Safety Monitors)

13.2.4 Department of human settlement projects

Programme	Areas	Sites		Other		Units		Budget R'000			SOURCE OF FUNDING	RESPONSIBILITY
		Rollover	New Allocation	Rollover	New Allocation	Rollover	New Allocation	Rollover	New Allocation	Other source of funding		
1. Financial Intervention												
1.1a Individual housing subsidies (R0 - R3 500) credit linked												
1.1b Individual housing subsidies (R0 - R3 500) Non -												

Credit Linked												
1.2 Housing finance linked Individual subsidies (FLISP)-(R3 501 - R7 000)												
1.5b Rectification of Housing Stock(pre 1994)												
1.6 Social and Economic Facilities	Klarinet : ABSA Land		-		Planning		-		5 000		HSDG	DHS
1.7 Accredited Municipalities (level 1 & 2):												
1.8 Operational Capital Budget												
1.10 NHBRC enrolment (related to grant)												
1.11a Land parcels procured(IHA HSD) *	Klarinet : ABSA Land		-		1		-		28 400		HSDG - MTG	DHS
1.12 Military Veterans							15		1 545		HSDG	DHS
Sub-total: Financial Intervention												
2. Incremental Housing Programmes												
2.1 Project Linked Subsidies(current commitments approved up to 31/03/07)												
2.2a Integrated Residential Development Programme :Phase	Klarinet : ABSA Land		500				-		21 500		HSDG - MTG	DHS

1:Planning and Services *											
2.2b Integrated Residential Development Programme :Phase 1:Planning and Services INFORMAL SETTLEMENTS											
2.2c Integrated Residential Development Programme :Phase 2:Top Structure Construction	Blesboklaaget Klarinet		-	0	425	775	43		HSDG	DHS	
2.3a People's Housing process											
2.3b People's Housing Process INFORMAL SETTLEMENTS											
2.4 Informal Settlement Upgrading	Kwa Guqa Ext 11		-	0	50	150	5		HSDG	DHS	
2.4 Informal Settlement Upgrading	Hlalanika hle Ext2		-	0	50	150	5		HSDG	DHS	
2.5a Consolidation Subsidies (Excluding Blocked Projects)											
2.6 Emergency Housing Assistance											
Sub-total: Incremental Housing Programmes											
3. Social & Rental Housing											
3.1	EHA -		-	1	-	5			HSDG	DHS	

Institutional Subsidies	Klarinet								000			
3.3a Community residential units (CRU) Converted/Up graded	Kwa Guqa Phase 3								20 000		HSDG	DHS
Sub-total: Social & Rental Housing												
4. Rural Housing												
4.1 Farm Worker Housing Assistance												
4.2 Rural Housing: Communal land rights												
Sub-total: Rural Housing									135			
		0	500	0	71	0	540	0	520	0		

14 MINING HOUSES PROJECTS & PROGRAMMES

14.1.1 Anglo-Coal

2011/ 12 – 2016/17

Year of Implementation	Category	Project Name	Location	Budget Allocation
2011-2015	Environmental management	Phola Waste management	Phola	R10 million
2010 - 2013	infrastructure	Phola Sewerage Works upgrade	Phola	R40 million
2012-2014	Education /Infrastructure	Sbongamandla High School	Thubelihe	R18 million
	Urban Renewal	Integrated Waste management and greening	Emalahleni, Ogies, Ga-Nala	
	Urban Renewal	Community Health Centres	Kwa-Mthunzi Vilakazi, Klarinet	
	Urban Renewal	Community Service Centre	Kwa- Mthunzi Vilakazi	
	Urban Renewal	Bulk services Pump Stations	ThubelihleSchoonie,Vosman	
	Urban Renewal	Emalahleni landfill site	Coronation	
	Education and Skills Development	Learner and teacher support programmes	Emalahleni, Ogies, Ga-Nala	
	Education and Skills Development	Technical and potable skills programmes	Kwa-Mthunzi Vilakazi, Klarinet	
	Education and Skills Development	Community Bursary Scheme	Kwa- Mthunzi Vilakazi	
	Education and Skills Development	Bonginhlanhla Primary School	Thubelihle	
	Enterprise Development	Zimele Communities Fund	Emalahleni, Ogies, Ga-Nala	
	Enterprise Development	Supplier Development programmes	Emalahleni, Ogies, Ga-Nala	
	Enterprise Development	Supplier Park	Emalahleni	
	Institutional Capacity Building	DBSA Municipal Capacity Building Programme	Emalahleni Local Municipality	
	Institutional Capacity Building	ELM Call Centre	ELM	

14.1.2 BHP Billiton

Name of Identified Project	Project Description	Total (2012 to 2016)	Projected Spend FY14/15	Project Feedback as at February 2014
Dreamfields	Construction of a sports field in Phola	R3 000 000	R3 000 000	Completed awaiting official handover to ELM
Bambanani Bomama	Establishment of a farming project to be run solely by women	R 400 000	R 125 000. 00	The Project has commenced and on track. Purchasing of seedlings for the ploughing season in progress
Tholulwazi Centre for Disabled	construction of a centre for development and training for people with disabilities	R 1 500 000	R 500 000. 00	MOU with Department of Social Services and Tholulwazi signed on the 26 February 2013. Project manager appointed and scope of work is currently being finalized and will be presented to Local contractors during the first week of October 2013.
Building of low cost housing Phola Ext 4	Construction of 250 Low Cost Houses to be handed over to the municipality for allocation as per Housing Policy	R 30 000 000 000	R 500 000. 00	Discussions currently underway with the local Municipality for provision of serviced stands as previously agreed. Other Mining Houses have been engaged to look at various options for bulk infrastructure and serviced stands.
Phola Operator Training	To train 30 young people per year from the local community to access employment and business opportunities	R 7 500 000	R 2 000 000. 00	30 ADT operators have completed the training. MQA provided certificates to BECSA and there will be graduation ceremony in May 2013. Proposal sent through for aligning training with available job opportunities
Rietspruit Agricultural Project	Establishment of a farming project to address challenges of unemployment, poverty, inequality and contribute towards food security and commercial farming	R 3 000 000	R 890 000. 00	A representative Project Steering Committee has been established, a Comprehensive Feasibility Study has been completed and it has been confirmed that the project will be economically viable

Supplier Development Project	To support and develop 20 SMMEs and suppliers with the possibility of some entering our Supply Chain and others accessing business opportunities from other Mining Houses and Industry in general with the view of enhancing their viability and contribution to their sustainability	R 7 500 000	R5 000 000. 00	Application for funding submitted to Manager Compliance for endorsement- project to commence in FY15
Community Health Centre	To construct a 24 hour Community Health Centre to provide the community with needed services and facilities	R 15 000 000.00	R500 000. 00	Discussions regarding the implementation of the project have commenced. Letters submitted to the Local Municipality to confirm availability of land.
Technical skills Training	To train 100 young people per year from the local community to access employment and business opportunities	R 9 500 000.00	R 2 130 000. 00	Project currently under review as community requested Learnerships
Phola waste Recycling project	To provide employment opportunities through the establishment of a Waste Recycling Project to address health hazards and negative environmental impacts	R1 700 000.00	R 500 000. 00	Discussions with the beneficiaries and other Mining Houses with similar projects continuing.
Mpuma Waste Buy Back Centre: Phase 2	Establishment of a Waste Buy Back Centre for collection and recycling of waste	R 3 500 000	R 500 000. 00	Purchase of additional equipment continuing. Co-operative currently being assisted to have a memorandum of understanding as per legal requirement.
Phola Brick Making Factory	Establishment of a brickmaking factory to provide employment	R2 000 000. 00	R 125 000. 00	Purchase of additional equipment in progress.

	opportunities to local people			
Mathematics, Science and Technology Centre	Establishment of a MSTA and lead the Improvement of Maths, Science and Technology in Mpumalanga by targeting educators of these subjects	R 60 000 000.00	R 7 800 000. 00	Reconfiguration of the building to commence once MOA has been signed by BECSA and MPG.
BECSA Business Support Centre	BECSA incubation centre located in Witbank has been operational since 2010 and successfully developed and assisted 20 small businesses.	R23 000 000.00	R 4 000 000. 00	R 19 3 m has been spent on the project which benefited 20 SMMEs.
Allendale Saturday Classes	Allendale Saturday Classes that are offered by BECSA to learners from Grade 10 – 12 in Maths, Science, Accounting, English and Economics. The classes have assisted a lot of learners from surrounding schools to improve their skills in the subjects offered.		R 1 600 000. 00	Allendale Saturday Classes offered by BECSA to learners from Grade 10 – 12 in Maths, Science, Accounting, English and Economics. The classes have assisted a lot of learners from surrounding schools to improve their skills in the subjects offered.

14.1.3 Total Coal SA

SUBMITTED <u>UNFUNDED</u> PROJECTS FROM GA-NALA UNIT			PROPOSED FOR DCM COMPLEX 2013-2016		
PROJECT DESCRIPTION	WARD	AMOUNT	FOCUS AREA	SOURCE OF FUNDING	POSSIBLE PARTNERSHIP
Upgrading of Thubelihle entrance	25	R300 000	Environmental Management, Infrastructure Development and Enterprise Development	CSR	Consider for Enterprise Development Waste management : Enviro initiative SMME's – SLP:LED
Housing drainage system for EXT.1.2.&3	25	R3.5M	Unless we partner - NO		
Construction of community hall	27	R13M	NO		
Upgrading of Kriel stadium	27	R7M	?		
Construction of community facility (pay point)	25	R4M			
Development of ext.5 with internal infrastructure and bulk services for housing	25	R4M	To consider for 2014-2015	SLP: Infrastructure and contribution to housing commitments	Strategic projects (relocation of 5 families from ward 25)
Construction of library	25	7M	For consideration		Collaboration with other mining houses
Waste Compactor Truck	All	R1.8m	?	SLP	
4 X LDVS (Bakkies)	All	400 000	?	CSR	

Total coal CSR Focus Areas and resources allocation

Intervention	Category	Beneficiaries	Investment Value	Seeking Partnerships	Status
CSI Bursaries	Education	ELM: Ga-Nala Unit Bursars GMLM Bursars STLM	R290k R290K R92K	Yes, but welcome to increase	Ongoing
Career Guidance Initiative	Education	Sbongamandla and Mzinoni High School Learners X 420	R450K	For year 2014	Completed
TBC	Social Welfare	Various CBO's, NGO's and PBO's	R320k		
National events	Preferably Health(Cancer and or HIV and AIDS)	BBBEE beneficiaries	R150k		
Environmental Project	Sustainability	BBBEE beneficiaries	R150k		
Ad hoc donations	Community Development	Special focus on children with special needs and People living with Disabilities	R100k (from R2k to 40k each)		
Emergency Relief fund	Emergency Relief	BBBEE beneficiaries	R80k		
TOTAL COMMITTED			R1 922 000	This is not a final budget, companies are welcome to increase as per their CSR priorities	

14.1.4 XCSA Projects (XTRATA COAL, GLENCORE)

Project	Description	Area	Amount
STEP Programme	Holistic school development programme focussing on teacher improvement, school management & governance	Phola, Vosman, Kwaguqa, Rietspruit	ZAR 500 000
Careers Project Mpumalanga (Funda Africa)	Gr 10- 12 Maths / Science / English -Development	Phola, Vosman, Kwaguqa, Rietspruit	ZAR 1 000 000
TUT Community Students - Practical	Practical training p1/p2 (Learnerships)	Students from around eMalahleni	ZAR 800 000

Centurion Academy	XCSA project managed at group services for ex matric female community students	Students from around eMalahleni	ZAR 300 000
Mpumalanga Education Development Trust	XCSA project managed at group services for ex matric community students	Students from around Mpumalanga	ZAR 500 000
Mpumalanga Premier Development Trust	XCSA project managed at group services for ex matric community students	Students from around Mpumalanga	ZAR 800 000
Dept. of Minerals & Energy : Bursaries	XCSA project managed at group services for ex matric community students	Students from around Mpumalanga	ZAR 250 000
E - Learning (Phola, Rietspruit, Ogies schools)	E- learning roll out and maintenance	Phola, Vosman, Kwaguqa, Rietspruit	ZAR 1 000 000
Conservation Education - Eco schools	Environmental educational awareness programme for schools in Mpumalanga	Phola, Vosman, Kwaguqa, Rietspruit	ZAR 1 415 000
SAPS Partnerships	Corporate contribution towards crime prevention in the eMalahleni Local Municipality (Ogies, Witbank, Vosman, Kriel Police stations)	Ogies, Witbank, Vosman, Kriel Police stations	ZAR 620 000
Rotary Greatest Train Race	Annual contribution to the Rotary Foundation for charity work	Beneficiaries in eMalahleni	ZAR 500 000
Environmental Project (Park development in Kriel)	Waste Management and converting a dumping spot into a park	Rietspruit	ZAR 250 000
School Internet	Internet café for the school and community (Rietspruit)		ZAR 1 000 000
Rietspruit Sewage Upgrade	Sewage upgrade	Rietspruit	ZAR600 000
Rietspruit housing development	Development of houses	Rietspruit	ZAR 8,000,000
Mobile Science Labs	Science labs in 08 schools (Kriel, Thubelihle, Rietspruit)	(Kriel, Thubelihle, Rietspruit)	ZAR 660 000
Hope and Homes	Orphans and vulnerable children (Phola)	(Phola)	ZAR 600 000
Bursaries Izithethe Arts Institute	Awarding of bursaries from Ogies/Phola and Witbank to attend Izithethe Arts Institute	Ogies/Phola and eMalahleni	ZAR 350 000
Community Health Work Training	NQF level 4 training on Community Health Work	Phola and Ogies	ZAR 350 000
Social entrepreneurship schools programme	Project aimed at promoting social entrepreneurship in schools	All high schools in Phola and Ogies	ZAR 470 000

Phola Landfill site	Central waste collection for Ogies and Phola	Ogies and Phola	ZAR3 200 000
Ogies Waste Management	Project to assist in the waste management of Ogies areas	Ogies	ZAR 250 000
Ogies Upliftment	Give Ogies Town a facelift by paving the road side, fixing potholes drains and installing street lights	Ogies	ZAR 800 000
Women and the environment	Renovate Witbank Nature Reserve	eMalahleni	ZAR 300 000
White Rose Hospice	Hospice	eMalahleni	ZAR 300 000
Community Capacity Building Training	Training of Social Auxillary Social Workers for drug abuse intervention. Level 6 accredited 12 month programme	eMalahleni – Vosman, KwaGuqa	ZAR 970 000
Pre-school project	Funding of vulnerable pre-school children to pay preschool fees	eMalahleni – Vosman, KwaGuqa	ZAR 100 000
Early Childhood Development	Training for pre-school care givers and teachers from level 3- 6	eMalahleni – Vosman, KwaGuqa	ZAR 300 000
Malethlohonolo Stimulation Centre	Renovate structure of the centre	eMalahleni – Vosman	ZAR 1600 000
Malethlohonolo	Palisade & paving	Vosman	ZAR 700 000
Training for Municipality Employees	Training of technical services personnel	eMalahleni Local Municipality	ZAR 200 000
Water Infrastructure	Water services aligned to the Municipal IDP	eMalahleni	ZAR 15 000 000
Makause School	School relocation	Phola	ZAR 21 333 333
Housing stands	Servicing of stands	Phola and Rietspruit	ZAR 25 000 000
Sewerage Upgrade	Upgrade of sewer system	Rietspruit	ZAR 600 000
KwaGuqa Adult Learning Centre	Completed Community Hall & Care and maintenance of facility	KwaGuqa	ZAR 3 300 000
Total			90 718 333

14.1.5 EXXARO PROJECTS

EXXARO PROJECTS – NYANDA

SLP PERIOD	PROJECT NAME	BUDGETING AMOUNT FOR FIVE YEARS PERIOD	ESTIMATED IMPLEMENTATION PERIOD
2013 - 2017	Klarinet Community Library	R5,000,000.00	2014 - 2015
2013 - 2017	Community based artisan development	R3,000,000.00	2013 - 2016
2013 - 2017	Saturday school Emalahleni circuit 3	R7,500,000.00	2013 - 2017
2013 - 2017	Enterprise development Hub	R6,500,000.00	2013 -17

EXXORO PROJECTS – MATLA

PROJECT NAME	BUDGET
Business incubator hub	R6,880,000.00
Whole school development	R7,650,000.00
Landfill site (Ga-Nala)	R1,950,000.00
Ga-Nala refuse truck removal	R6,400,000.00
Ga-Nala sport Fields (refurbishment and upgrading of Kriel Rugby and Soccer sport field)	R1,000,000.00
Underground Pole reflector manufacturing – SMME	R1,600,000.00
Brick Making – SMME	R1,450,000.00
Allien Vegetation removal - SMME	

ANNEXURES

14.2 ANNEXURE1: SDF

14.3 ANNEXURE 2: FINANCIAL RECOVERY PLAN

14.4 ANNEXURE 3: DISASTOR PLAN

14.5 ANNEXURE4: COMMUNITY NEEDS

14.6 ANNEXURE 5: 2014/15 UNFUNDED PRIORITY PROJECTS

14.7 ANNEXURE 6: MUNICIPAL ORGANISATIONAL SCORE CARD