

**EHLANZENI DISTRICT
INTEGRATED DEVELOPMENT PLAN
2009/10 REVIEW**



The best performing district of the 21st Century

Siya Deliver Manje!

STATEMENT OF DECLARATION

The 2009/2010 to 2011/2012 Integrated Development Plan of Ehlanzeni District Municipality has been approved by Council as per Council resolution A71/2009. In the preparation of this document, every effort has been made to offer the most current, correct and clearly expressed information possible. The content herein may nonetheless, inadvertent errors occur, and applicable legislation, rules and regulations may apply.

TABLE OF CONTENTS

| | |
|--|-----------|
| 1. INTRODUCTION | 14 |
| 1.1 LOCATION OF EHLANZENI DISTRICT MUNICIPALITY..... | 14 |
| 1.2 LEGISLATIVE CONTEXT..... | 16 |
| 2. INTEGRATED DEVELOPMENT PLANNING OVERVIEW..... | 19 |
| 2.1 THE IDP..... | 19 |
| 2.2 IDP REVIEW PROCESS..... | 20 |
| 2.3 STAKEHOLDER AND COMMUNITY CONSULTATION..... | 23 |
| 2.4 MACRO POLICIES AND STRATEGIC IMPERATIVES | 25 |
| 2.4.1 NATIONAL SPATIAL DEVELOPMENT PERSPECTIVE | 26 |
| 2.4.2 MILLENNIUM DEVELOPMENT GOALS (2014 VISION) | 28 |
| 2.4.3 MEDIUM TERM STRATEGIC FRAMEWORK | 30 |
| 2.4.4 MPUMALANGA INTEGRATED SPATIAL FRAMEWORK..... | 31 |
| 2.4.5 MPUMALANGA PROVINCIAL GROWTH AND DEVELOPMENT STRATEGY..... | 32 |
| 2.4.6 2010 SOCCER WORLD CUP..... | 35 |
| 2.4.7 KEY SECTOR PLANS..... | 35 |
| 2.4.8 PROVINCIAL FLAG-SHIP PROGRAMMES..... | 36 |
| 2.5 SPATIAL ANALYSIS..... | 39 |
| 2.5.1 SPATIAL CONTEXT OF THE DISTRICT | 39 |
| 2.5.2 SPATIAL ECONOMIC DEVELOPMENT INITIATIVES..... | 43 |
| 2.5.2.1 <i>The Maputo Development Corridor</i> | 43 |
| 2.5.2.2 <i>The Nelspruit- Phalaborwa SDI</i> | 43 |
| 2.5.2.3 <i>The Limpopo Trans Frontier Park</i> | 44 |
| 2.5.2.4 <i>The Tourism and Biodiversity Corridor</i> | 44 |
| 2.5.3 SPATIAL DEVELOPMENT PRIORITIES | 45 |
| 2.5.4 LOCAL MUNICIPAL SPATIAL DEVELOPMENT FRAMEWORKS..... | 47 |
| 3. SOCIAL ECONOMIC OVERVIEW | 48 |
| 3.1 DEMOGRAPHIC PROFILE | 48 |
| 3.1.1 POPULATION SIZE | 48 |
| 3.1.2 POPULATION GROWTH RATE | 49 |
| 3.1.3 AVERAGE HOUSEHOLD SIZES..... | 51 |
| 3.1.4 AGE PROFILE..... | 52 |
| 3.1.5 GENDER PROFILE | 52 |
| 3.1.6 RACIAL PROFILE | 53 |
| 3.1.7 INCOME PROFILE..... | 54 |
| 3.1.8 EMPLOYMENT STATUS..... | 55 |
| 3.1.9 EDUCATIONAL PROFILE..... | 57 |

| | | |
|-----------|---|-----------|
| 3.1.10 | OCCUPATIONAL PROFILE..... | 58 |
| 3.1.11 | SKILLS PROFILE..... | 59 |
| 3.2 | ECONOMIC PROFILE | 60 |
| 3.2.1 | AGRICULTURE..... | 60 |
| 3.2.2 | MINING | 60 |
| 3.2.3 | FORESTRY | 61 |
| 3.2.4 | MANUFACTURING AND AGRO-PROCESSING..... | 61 |
| 3.2.5 | TOURISM..... | 62 |
| 3.2.6 | ECONOMIC GROWTH | 63 |
| 3.2.7 | JOB CREATION..... | 67 |
| 3.2.8 | THREATS AND OPPORTUNITIES..... | 69 |
| 3.2.9 | THE MAPUTO DEVELOPMENT CORRIDOR..... | 69 |
| 3.3 | SERVICE DELIVERY PROBLEM ISSUES | 71 |
| 3.3.1 | WATER..... | 71 |
| 3.3.2 | SANITATION..... | 75 |
| 3.3.3 | ELECTRICITY..... | 77 |
| 3.3.4 | ROADS & PUBLIC TRANSPORT | 78 |
| 3.3.5 | WASTE MANAGEMENT | 81 |
| 3.3.6 | HOUSING | 81 |
| 3.3.7 | LAND AND SPATIAL PLANNING..... | 82 |
| 3.3.8 | POSTS AND TELECOMMUNICATIONS | 83 |
| 3.3.9 | CEMETERIES | 83 |
| 3.4 | SOCIAL DEVELOPMENT..... | 83 |
| 3.4.1 | SOCIAL SERVICES..... | 83 |
| 3.4.2 | EDUCATIONAL FACILITIES | 84 |
| 3.4.3 | HEALTH SERVICES | 85 |
| 3.4.4 | SAFETY AND SECURITY | 85 |
| 3.4.5 | ARTS AND CULTURE | 86 |
| 3.4.6 | SPORTS AND RECREATION | 87 |
| 3.5 | COMMUNITY SERVICES | 88 |
| 3.5.1 | DISASTER MANAGEMENT | 88 |
| 3.5.2 | MUNICIPAL HEALTH | 88 |
| 3.5.3 | ENVIRONMENTAL MANAGEMENT..... | 89 |
| 4. | BACKGROUND TO THE DISTRICT STRATEGY..... | 91 |
| 4.1 | STRATEGIC OVERVIEW | 91 |
| 4.2 | INSTITUTIONAL CHALLENGES | 91 |
| 4.3 | CURRENT SERVICE DELIVERY CHALLENGES..... | 93 |
| 4.4 | DEVELOPMENT POTENTIAL AND OPPORTUNITIES | 102 |

| | | |
|-----------|--|------------|
| 5. | MUNICIPAL COUNCIL STRATEGY | 103 |
| 5.1 | MISSION..... | 103 |
| 5.2 | CORE VALUES..... | 103 |
| 5.3 | VISION | 103 |
| 5.4 | IDENTIFIED DISTRICT PRIORITY NEEDS | 104 |
| 5.4.1 | BASIC SERVICES & INFRASTRUCTURE DEVELOPMENT | 104 |
| 5.4.2 | LOCAL ECONOMIC DEVELOPMENT..... | 104 |
| 5.4.3 | INSTITUTIONAL TRANSFORMATION AND DEVELOPMENT | 104 |
| 5.4.4 | FINANCIAL VIABILITY AND MANAGEMENT | 105 |
| 5.4.5 | PUBLIC PARTICIPATION AND GOOD GOVERNANCE..... | 105 |
| 5.6 | DISTRICT GOALS AND STRATEGIC OBJECTIVES | 106 |
| 5.7 | PERFORMANCE MEASURES AND INITIATIVES..... | 111 |
| 5.8 | ORGANISATIONAL STRUCTURE | 114 |
| 5.9 | SPECIAL PROGRAMMES | 115 |
| 5.9.1 | YOUTH DEVELOPMENT | 115 |
| 5.9.2 | WOMEN DEVELOPMENT..... | 115 |
| 5.9.3 | HIV/AIDS..... | 116 |
| 5.9.4 | PEOPLE WITH DISABILITIES..... | 117 |
| 6. | SERVICE DELIVERY & BUDGET IMPLEMENTATION PLAN | 118 |
| 7. | CORPORATE GOVERNANCE | 163 |
| 7.1 | INSTITUTIONAL ARRANGEMENTS & GOVERNANCE | 163 |
| 7.1.1 | AUDIT COMMITTEE | 163 |
| 7.1.2 | INCORPORATION OF TRADITIONAL LEADERS | 163 |
| 7.1.3 | FRAUD PREVENTION POLICY & RESPONSE PLAN | 164 |
| 7.1.4 | RISK MANAGEMENT POLICY..... | 164 |
| 7.1.5 | HUMAN RESOURCE STRATEGY..... | 164 |
| 7.2 | PERFORMANCE MONITORING & EVALUATION..... | 165 |
| 8. | INSTITUTIONAL PLANS AND SECTOR STRATEGIES | 168 |
| 9. | REFERENCES | 170 |

FOREWORD FROM THE EXECUTIVE MAYOR



The introduction of Integrated Development Plans in municipalities inspired hope for the future of our country. The District IDP review of 2009/2010 seeks to focus on planning, coordination and support to our local municipalities through consultation to ensure upliftment in the standard of living for all. We are pleased to have been able to re-align our 2009/2010 IDP with the Medium Term Strategic Framework and the priorities of Vision 2014 in pursuit of the development needs in our communities.

The construction of our district offices is our greatest institutional development in the current strategic planning period of 2007-2012 and with this we aim to increase our effectiveness and impact in service delivery to our communities thereof.

The 2010 FIFA World Cup hosted by Mbombela will bring economic development to the region through job creation and business opportunities of which we embrace these opportunities and use this once in a lifetime event as leverage towards improving the standard of living for all.

We wish to take this opportunity and thank the community, all stakeholders, role players and participants in our municipal affairs for giving us their enthusiastic and courageous support during the review of our IDP.

A handwritten signature in blue ink, appearing to read 'C.N Mkhonto', written over a horizontal line.

Councillor C.N Mkhonto
Executive Mayor

OVERVIEW BY THE MUNICIPAL MANAGER



Since the dawn of democracy, municipalities, including Ehlanzeni District Municipality have indeed been grappling with the concept of sustainable development for our communities. The concept of sustainable development is usually defined as “development that meets the needs of the present without compromising the ability of future generations to meet their own needs”.

The programmes that we plan and execute should clearly address the needs of our communities and afford the next generations with opportunities to meet their own needs. Quality service delivery becomes an imperative, considering the amount of resources we put in, to deal with huge backlogs that are experienced by our communities. Coordinated planning becomes a milestone instrument by all organs of state in contributing to the delivery of services to our communities.

It has become imperative on us to reposition ourselves as a District Municipality, in order to be able to play our meaningful role of supporting our five local municipalities. We exist because of these five local municipalities; our support should therefore be seen in the way we support our local municipalities to be better, reliable and responsive service providers.

One also believes that the time to engage in opulence is long overdue. This is the time to make real the promises of democracy since the first democratic elections. As leaders of municipalities, we need to intensify the People’s contract and display resilience against the frontiers of poverty and underdevelopment. We exist to meet social objectives, human needs and national priorities that cannot be priced at a profit; hence a responsive, transparent, accountable and ethical local government is necessary for deepening our democracy and meeting our Constitutional obligations.

This Integrated Development Plan further seeks to develop a sustainable resource engine to deliver superior performance relative to our purpose. This strategy will include creation of new skill packages for our human resource capital and those of our local municipalities, leverage new technological development, simplifying rules and introduce reward strategies necessary to attract and retain good talent.

Being effective and efficient should not just be words; they should be identifiable actions that are integrated into a plan that ultimately elevate the performance of individuals and organisations. Again, this is what this Integrated Development Plan seeks to achieve.

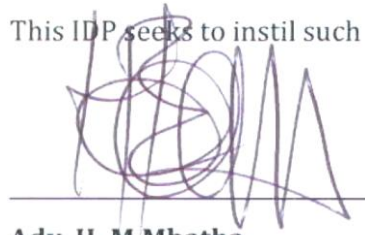
We should inculcate a culture of performance at all levels. All our employees as from 2009/2010 financial year will participate in a clearly defined Performance Management System with well defined targets.

“Good thoughts are no better than dreams unless they are executed”. Government’s performance is judged by realising policy objectives efficiently and effectively, as well as communicating openly thereon and providing an account thereof for the benefit of the stakeholders. Equally so, our Councillors’ have a responsibility to ensure that our municipalities’ both at District and Local level, do achieve these policy objectives.

For effective performance of this responsibility, our Councillors MUST have the right skills, right attitudes, right attributes and safeguards. In his speech during the annual ILGM 2008 conference, the Minister of Cooperative Governance and Traditional Affairs, Mr. S Shiceka said “the closer we get to the citizens, the more likely impacts can be identified and appreciated by the recipients.”

This Integrated Development Plan seeks to deal with all these policy issues, the local Government strategic agenda and the Government’s service delivery priorities.

This IDP seeks to instil such culture in the manner we do business.

A handwritten signature in purple ink, consisting of several overlapping loops and a long horizontal stroke at the end, positioned above a horizontal line.

Adv. H. M Mbatha
Municipal Manager

ACRONYMS

| | |
|---------|--|
| ABET | : Adult Based Education and Training |
| ASGI-SA | : Accelerated and Shared Growth Initiative of South Africa |
| CBD | : Central Business District |
| CDW | : Community Development Worker |
| DALA | : Department of Agriculture and Land Administration |
| DBSA | : Development Bank of Southern Africa |
| DCSR | : Department of Culture, Sports and Recreation |
| DEAT | : Department of Environmental Affairs and Tourism |
| DEDP | : Department of Economic Development and Planning |
| DHSS | : Department of Health and Social Services |
| DLGH | : Department of Local Government and Housing |
| DMA | : District Management Area |
| DME | : Department of Minerals and Energy |
| DOE | : Department of Education |
| DORT | : Department of Roads and Transport |
| DSS | : Department of Safety and Security |
| DWAF | : Department of Water Affairs and Forestry |
| EDM | : Ehlanzeni District Municipality |
| EMS | : Environmental Management System |
| EPWP | : Expanded Public Works Programme |
| ESKOM | : Electricity Supply Commission |
| FBS | : Free Basic Services |
| FET | : Further Education and Training |
| FIFA | : Federation of International Football Associations |
| GDP | : Gross Domestic Product |
| GIS | : Geographic Information System |
| GDS | : Growth and Development Summit |
| HDI | : Historically Disadvantaged Individual |
| HRD | : Human Resource Development |
| ICC | : International Conference Centre |
| IDP | : Integrated Development Plan |
| ISDF | : Integrated Spatial Development Framework |
| ISRDP | : Integrated Sustainable Rural Development Program |
| IWMP | : Integrated Waste Management Plan |

| | |
|-------|--|
| KMIA | : Kruger Mpumalanga International Airport |
| KNP | : Kruger National Park |
| KPI | : Key Performance Indicator |
| LED | : Local Economic Development |
| LRAD | : Land Reform for Agricultural Development |
| MAM | : Multi Agency Mechanism |
| MDG | : Millennium Development Goals |
| M&E | : Monitoring and Evaluation |
| MFMA | : Municipal Finance Management Act |
| MIG | : Municipal Infrastructure Grant |
| MLM | : Mbombela Local Municipality |
| MPCC | : Multi Purpose Community Centre |
| MRTT | : Mpumalanga Regional Training Trust |
| MSA | : Local Government Municipal Systems Act |
| NDOT | : National Department of Transport |
| NEMA | : National Environmental Management Act no. |
| NEPAD | : New Partnership for Africa's Development |
| NSDP | : National Spatial Development Perspective |
| PGDS | : Provincial Growth and Development Strategy |
| PPP | : Public Private Partnership |
| PMS | : Performance Management System |
| RLCC | : Regional Land Claims Commission |
| RSC | : Regional Service Council levies |
| SASSA | : South African Social Security Agency |
| SDF | : Spatial Development Framework |
| SDI | : Spatial Development Initiatives |
| SMME | : Small Medium Micro Enterprises |
| SWOT | : Strength, Weaknesses, Opportunity and Threat |
| WSDP | : Water Services Development Plan |

STRUCTURE OF THE IDP

Ehlanzeni District Municipality reviewed its IDP based on national guidelines for “credible” Integrated Development Plans of district municipalities as expounded by the then Department of Provincial and Local Government (DPLG)¹. This IDP is thus made up of two parts, namely (Part 1) Ehlanzeni District Development Perspective which provides the context in which the district strategy and long term development trajectory is formulated; and (Part 2) Long Term Growth and Development Strategy which highlights the vision, mission and strategy of the municipality.

Part 1 of the document details the consultation process followed during the IDP review, and focuses on:-

- the study of *macro policies and strategies* (international, national and provincial e.g. Millennium Development Goals, Provincial Growth and Development Strategy, Medium Term Strategic Framework), and their implication thereof;
- *spatial analysis* including key spatial economic development initiatives and priorities of the district;
- *socio-economic analysis* of district statistics, giving a reflection on the demographic and economic profile of the district;
- *service delivery problem issues* which includes water, sanitation, refuse removal, electricity, roads, etc;
- *social development* issues which covers education, health, social services, safety and security, etc; and
- *community services* with emphasis on municipal health, disaster management and environmental management.

Part 2 of the IDP provides the long-term growth and development strategy of the district which articulates the mission, core values, and vision. The district strategy highlights:-

- *institutional challenges, current service delivery challenges and development opportunities and potential* in the district;
- the identified *district priorities* according to the five (5) key performance areas of local government (Basic Services and Infrastructure; Local Economic Development; Financial Viability and Management; Institutional Transformation and Development; and Public Participation and Good Governance);
- *district goals and strategic objectives* based on the district legislative mandate;

¹ DPLG is now the Department of Cooperative Governance and Traditional Affairs

- *performance measures and initiatives* which form the basis for monitoring and evaluation (M&E) of the IDP and strategy implementation;
- the political leadership and top management *organisational structure* that was approved during 2007;
- *special programmes* on youth development, people with disabilities, women, elderly and HIV/Aids;
- *implementation budget* for the year 2009/2010 and outer years for all the other identified multi-year projects;
- *performance monitoring and evaluation* of priorities and programmes across all municipalities in the district; and
- a list of *institutional plans and sector strategies* that are in place and those still to be developed by the district.

While an attempt was made to ensure that the district IDP meets all the requirements of the credible IDP framework, EDM took a decision to continuously refine its IDP during the next review process, including those of local municipalities within its jurisdiction to ensure that all IDPs meet the requirements and standards of a “credible” IDP.

PART 1
EHLANZENI DISTRICT DEVELOPMENT PERSPECTIVE

1. INTRODUCTION

1.1 LOCATION OF EHLANZENI DISTRICT MUNICIPALITY

Ehlanzeni District Municipality (EDM) is one of the three district municipalities located in the north eastern part of Mpumalanga Province. EDM is bordered by Mozambique and Swaziland in the east, Gert Sibande District in the south, Mopani and Sekhukhune Districts of Limpopo in the north and Nkangala District Municipality in the west.

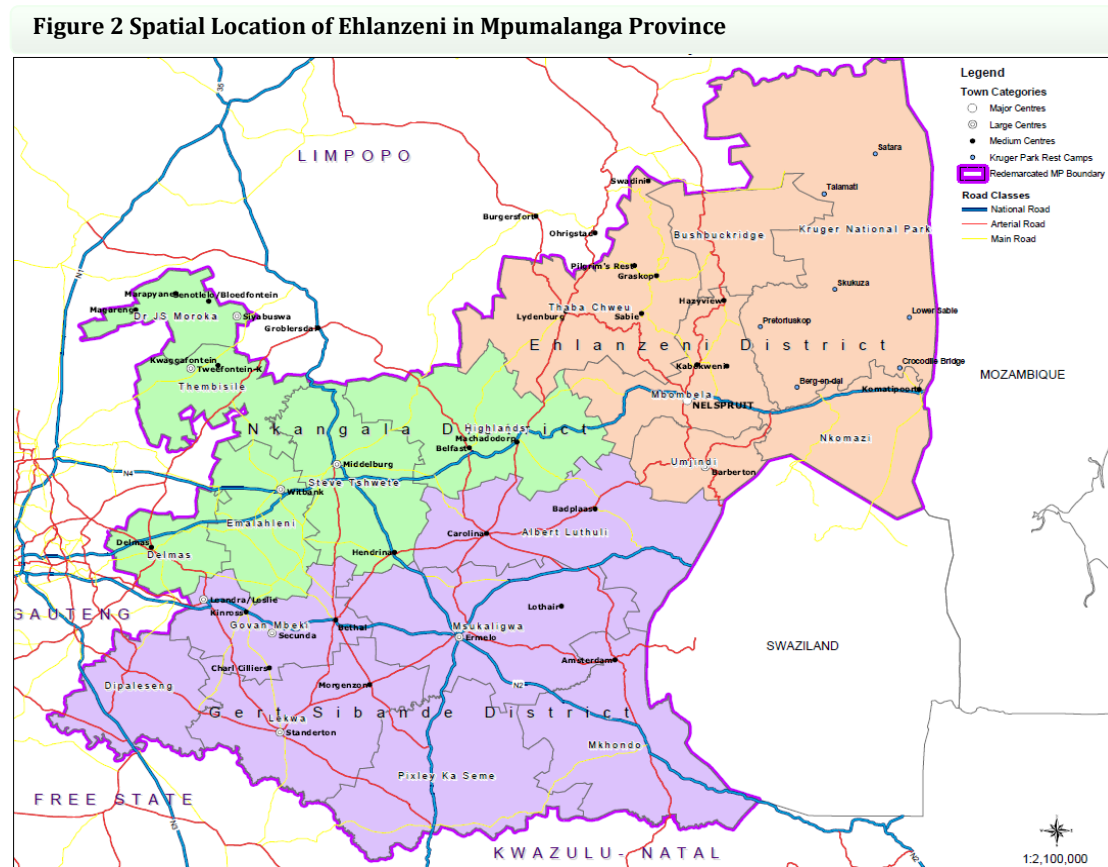
The municipality comprises of five local municipalities namely: Thaba Chweu, Mbombela, Umjindi, Nkomazi, and Bushbuckridge² local municipalities. EDM also comprises a District Management Area (DMA) in the southern part of Kruger National Park. With the incorporation of Bushbuckridge into Ehlanzeni the total area coverage of the district is approximately 27,895.47 Km². Figure 1 below shows a map of South Africa and the location of Ehlanzeni in Mpumalanga Province.

Figure 1 Location of Ehlanzeni in South Africa



² Bushbuckridge was declared a Presidential Node in 2002, and forms part of the Integrated Sustainable Rural Development Programme (ISRDP).

Mpumalanga Province is entirely landlocked. Figure 2 shows the spatial location of Ehlanzeni and the bordering district municipalities and countries.



Source: Ehlanzeni District Municipality GIS Unit (2008)

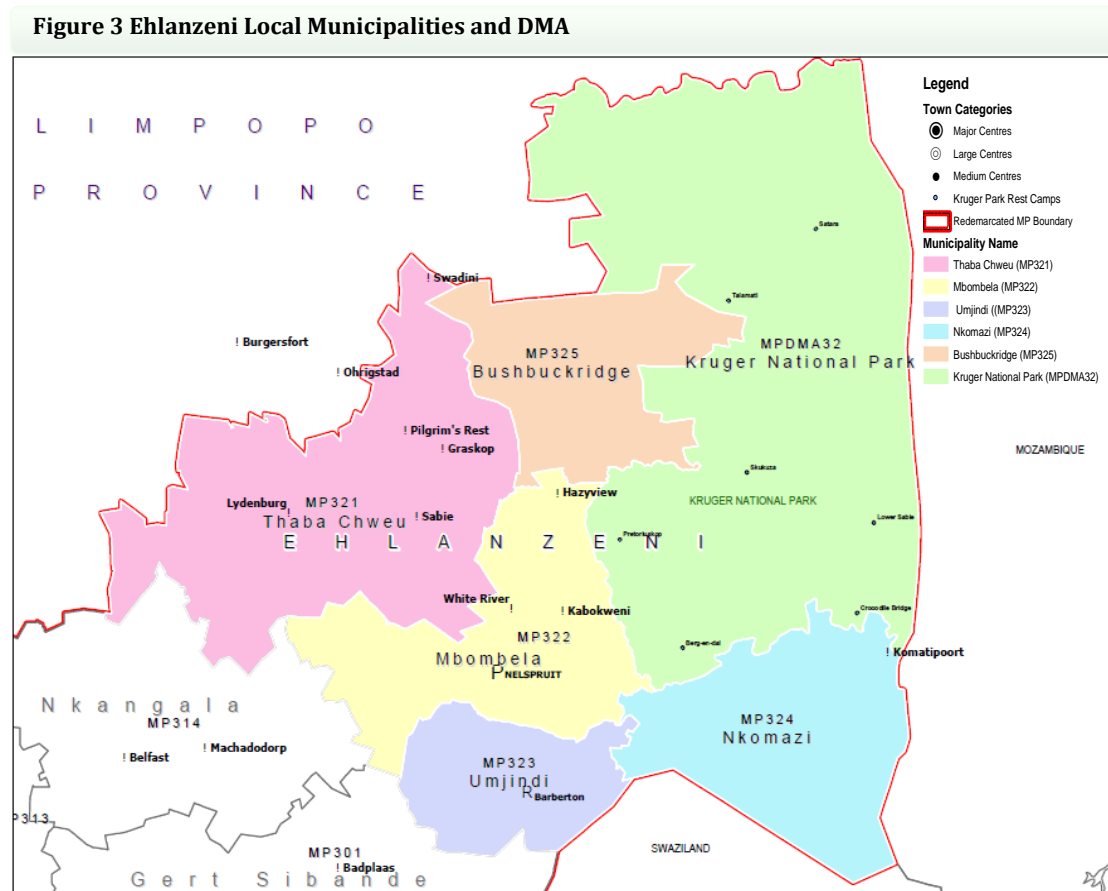
EDM is based in Nelspruit the provincial capital of Mpumalanga. Its main route the N4 Maputo corridor transverse the district from the east of Maputo harbour – that is in Mozambique – through Gauteng province to the North-West Province in the west; and the R40 Maputo sub-corridor transverse the district from Barberton in the south linking Swaziland to Phalaborwa that is Limpopo Province in the north.

Table 1 Area coverage of the Municipalities in the District

| Municipality | Area Km ² |
|------------------------------------|----------------------|
| Thaba Chweu (MP321) | 5 719.06 |
| Mbombela (MP322) | 3 411.75 |
| Umjindi (MP323) | 1 745.38 |
| Nkomazi (MP324) | 3 240.37 |
| Bushbuckridge (MP325) | 2 589.59 |
| District Management Area (MPDMA32) | 11 189.32 |
| Ehlanzeni | 27 895.47 |

Source: Demarcation Board GIS Spatial data files (December 2005)

Figure 3 below indicates the five local Municipalities and the DMA (southern part of Kruger National Park) which constitute the Ehlanzeni District Municipality.



Source: Ehlanzeni District Municipality GIS Unit (2007)

1.2 LEGISLATIVE CONTEXT

The strategic focus areas of Ehlanzeni District Council are derived in the context of specific legislative prescripts which aim to improve the lives of people in South Africa.

Chapter 7 Section 152 of the **South African Constitution (1996)** outlines the key objects of local government:-

- 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 organisations in the matters of local government.

Chapter 3 Section 19 of the **Municipal Structures Act (1998)** further states that a municipal council must strive within its capacity to achieve the objectives set out in Section 152 of the Constitution, and must develop mechanisms to consult the community and community organisations in performing its functions and exercising its powers.

Chapter 5 Section 83 (3) of the **Municipal Structures Act (1998)** states that – a district municipality must seek to achieve the integrated, sustainable and equitable social and economic development of its area as a whole by:-

- a) ensuring integrated development planning for the district as a whole;
- b) promoting bulk infrastructural development and services for the district as a whole;
- c) building the capacity of local municipalities in its area to perform their functions and exercise their powers where such capacity is lacking; and
- d) promoting the equitable distribution of resources between the local municipalities in its area to ensure appropriate levels of municipal services within the area.

Ehlanzeni District Council thus derives its mandate from the legislative prescripts above. And in order to achieve these objectives EDM is governed by the following local government strategic focus areas:-

- 1) Basic Service Delivery.
- 2) Local Economic Development.
- 3) Financial Viability and Management.
- 4) Institutional Transformation and Development.
- 5) Public/Stakeholder Participation and Good Governance.

All local municipalities in Ehlanzeni district are equally governed by the aforementioned strategic focus areas which are also key performance areas of local government as promulgated by the Minister of the then Department of Provincial and Local Government (DPLG). However, the reference of the community used in the legislation with regard to the district of Ehlanzeni refers to its local municipalities and the DMA.

During the strategy review, priority initiatives of the district were identified according to strategic focus areas highlighted above. These priority initiatives signify the result of a consultative process on which the district strategy was formulated.

The last allocation of powers and function of category B and C municipalities were authorised in 2003 and published in Government Gazette No 24228 of 3 January 2003 as follows:

Table 2 District Powers and Functions

| DISTRICT POWERS & FUNCTION | | LOCAL MUNICIPALITIES | | | | |
|----------------------------|---|--|----------|--------------|--------------|---------------|
| | | Thaba Chweu | Mbombela | Umjindi | Nkomazi | Bushbuckridge |
| a. | District Integrated Development Planning | This is a function of the district of ensuring horizontal and vertical integration of service delivery priorities | | | | |
| b. | Potable Water Supply System | ✓ | ✓ | ✓ | ✓ | ✓ |
| c. | Bulk Electricity (Transmission, Distribution and Generation) | ✓ | ✓ | ✓ | ✓ | ✓ |
| d. | Domestic Waste-Water and Sewage Disposal System | This is a district function that will form part of the envisaged Integrated Waste Management Plan to be developed | | | | |
| e. | Bulk Solid Waste Disposal Sites | ✓ | ✓ | ✓ | ✓ | ✓ |
| f. | District Roads Transport System | This is a District function as per the District Roads Master Plan | | | | |
| g. | Regulation of Passenger Transport Services | This is a District function as per the District Integrated Transport Plan | | | | |
| h. | Municipal Airports | This is a district function which requires consultation with all relevant stakeholders | | | | |
| i. | Municipal Health Services | This is a district function and remains as such | | | | |
| j. | Fire Fighting Services | ✓ | ✓ | Not assigned | Not assigned | ✓ |
| k. | Major Area Fresh Produce Markets & Abattoirs | This is a district function and has remained as such. Some local municipalities have established fresh produce markets | | | | |
| l. | Major Area Cemeteries and Crematoria | ✓ | ✓ | ✓ | ✓ | ✓ |
| m. | Promotion of Local Tourism | This is a District function as per the District Tourism Strategy | | | | |
| n. | Municipal Public Works related to the above | ✓ | ✓ | ✓ | ✓ | ✓ |
| o. | Distribution of allocated Grants | This is no longer a district function. It is a function currently performed by Treasury | | | | |
| p. | Collection of Taxes, Levies and Duties on the above functions | The district does not collect any taxes, levies and duties. This is a Local municipalities function | | | | |

2. INTEGRATED DEVELOPMENT PLANNING OVERVIEW

2.1 THE IDP

According to the Department of Provincial and Local Government (DPLG) a contrast need to be made against the first cycle of IDPs prepared in terms of the Municipal Systems Act No. 32 of 2000 with a new approach of developing IDPs that provide a far greater clarity after the many lessons learnt during the IDP reviews, hearings and provincial engagements which were undertaken by key sector players and stakeholders.

Municipalities are required to prepare credible IDPs³ that should link their service delivery mandate by taking government forward in its pursuit of a vision of a better life for all South Africans. Credible IDPs are envisaged to ensure greater developmental focus and to broaden horizons that stretch the envelope of development-in-action even further.

The national framework for preparing and reviewing credible IDPs outlines critical components that were considered during the review of the 2009/2010 district IDP. In order to conform to credible standards as provided in the national credible framework, it is however, important to mention that not all components are included in this IDP. The framework has set the tone of improving the credibility of the district IDP. EDM will continue to refine the IDP so that it embodies the long-term development vision of the region as well as reflects the development aspirations of its communities.

The process of reviewing the IDP was undertaken in terms of Section 34 and 41 (c) and (d) of the Local Government Municipal Systems Act 32 of 2000. Provisions of these sections require that a Municipality annually review and amend its Integrated Development Plan to the extent which changing circumstances so demand, and according to the development priorities and objectives measured against set key performance indicators and targets for the period under review.

³ "Credible IDP" is a term coined by the Department of Provincial and Local Government (DPLG).

2.2 IDP REVIEW PROCESS

The Ehlanzeni District Municipality Council approved the Process Plan and Framework on 30 July 2008 through a Council resolution A126/2008 that had to guide the review process of the current IDP, as part of ensuring compliance with the provisions of Chapter 5 of the Municipal Systems Act. However, due to unforeseen events the review process had been delayed not until February 2008 of which this IDP was fast tracked in line with the legislative prescripts and requirements of a credible IDP.

Figure 4 Process Plan for the EDM IDP Review Process

| PHASE | TASK | PERIOD | OUTCOMES |
|--|---|--|---|
| ANALYSIS PHASE | Stakeholder Consultation Template design | 25 – 26 February 2009 | Draft template for data gathering designed & circulated to EDM Management for comment and final draft distributed to all Local municipalities & district stakeholders |
| | Collation of LM & Stakeholder responses | 06 -13 March 2009 | Alignment of District 09/10 priorities |
| | IDP consultation workshop with local Municipal representatives and stakeholders | 16 -20 March 2009 16 th LED and Tourism 17 th Technical Services 18 th Community Services 19 th Finance & SCM 19 th Corporate Services | Identified priorities issues or problems Collation of priority issue & Consolidation of LM support priority issues |
| | Tabling of Draft IDP | 19 March 2009 | Draft IDP (1 st) tabled |
| STRATEGY, PROJECT & INTEGRATION PHASES | Organization Goals & Strategy Meeting EDM Management Departmental sessions | 14 - 23 April 2009 | Revised EDM Strategic Goals (Top Layer SDBIP) Departmental strategic objectives, projects and indicators |
| | IDP Rep Forum/workshop | 29 April 2009 | Consultations on comments incorporated in draft IDP |
| | Management Lekgotla: Strategy Review Workshop with Mayor & MMCs | 4 - 12 May 2009 | Corporate score card and top layer SDBIP Budget allocation review |
| | IDP Analysis – Local Government | 14-15 May 2009 | Comments on draft EDM IDP |
| | Finalise Comments on draft IDP Portfolio Committees | 14 - 26 May 2009 | Final Draft IDP |
| APPROVAL PHASE | Adopt IDP - Special Council | 29 June 2009 | Adoption of IDP |

Figure 4 above shows the process plan that was followed during the IDP review. While the district framework which was ratified by Council in July 2008 highlighted key steps to be followed when reviewing the IDP, the above workplan superseded the framework without any intention of compromising on the quality and final output of the IDP review process as required by Council.

Section 27 of the Municipal Systems Act requires the district municipality to consult with its local municipalities on matters of integrated development planning in order to ensure alignment of the plans between district and local municipalities. The framework adopted by the District Council provides the basis for achieving alignment of the plans between district and local municipalities.

1. Analysis Phase

This phase focused on the review of the current state of development, the contribution made by the district and local municipalities in terms of service delivery. A key aspect of this phase was the consultation process which was undertaken from 16–20 March 2009 using a cluster approach involving all local municipalities. This was critical that it guided the review process, and the context in which the district strategy was formulated. It was through consultation with local municipalities that district priority issues were identified. All relevant documentation, as a secondary source of information, was reviewed in compiling priority problem statements and the state of development in the district.

2. Strategy Phase

Workshops were held with management, and thereafter all departments in the district in formulating the strategy. However, consultation with stakeholders will be ongoing process as part of the district priority to ensure optimum stakeholder participation and involvement in the IDP process. This aims to ensure that the IDP is refined and meets an acceptable level of credibility. The vision and mission will be reviewed during the stakeholder consultation process of 2010/11 IDP review. The mandate as encapsulated in Section (83) (3) of the Municipal Structures Act (1998) was equally reviewed, and formed the basis of developing the district strategy and Corporate Balanced Scorecard. The Balanced Scorecard was adopted by the district as a strategic performance management system which will be used in translating the strategy into operational terms. The scorecard indicates district priority initiatives, goals, strategic objectives, performance measures, and targets.

3. Project Phase

The most important output of this phase is the Service Delivery and Budget Implementation Plan (SDBIP). Because projects need to reflect in the SDBIP, this phase thus provides projects that have been budgeted for by the district in line with the priority initiatives emanating from the strategy. Projects funded by stakeholders or other implementing agencies that will have a major impact on the district have also been included in the IDP.

However, these projects do not necessarily reflect district priorities but may be of great benefit and value to the communities in the region. It is the project phase that the district municipality will be putting more emphasis during the next IDP review to ensure that all projects designed and planned for implementation by stakeholders and role players are informed by district priority needs. It is during the analysis and project phase where integration and alignment of priority needs or service delivery programmes in the province can be achieved.

4. Integration phase

The projects that have been identified by the district are in line with the priority initiatives and objectives, and comply with the resource framework as required by the legislative prescripts. The integration phase should provide an opportunity for the municipality and all its stakeholders to harmonise the projects in terms of contents, location and timing so that consolidation and integration of district and provincial programmes takes place. The district will continue to refine its operational strategy to meet the needs of its beneficiaries. This will include a review of all integrated sector plans such as the Spatial Development Framework, Performance Management Policy, Disaster Management Plan, Local Economic Development Strategy, Multi-Year Financial Plan, and programmes on HIV, gender equity and poverty alleviation.

5. Approval phase

The reviewed draft district IDP 2009/10 was adopted by council at its sitting ...2009 and the final IDP approved by council ...2009 (Council resolution number...) after consideration of all comments and inputs from members of the Public.

During the IDP review process, the following core components in terms of Section 26 of the Municipal Systems Act were reviewed in line with the other legislative provisions :-

- a) The Municipal council's vision for the long term development of the Municipality with special emphasis on the Municipality's most critical developments and internal transformation needs.
- b) An assessment of the existing level of development in the Municipality which must include an identification of communities which do not have access to basic Municipal services.
- c) The council's developmental priorities and objectives for its elected term including its local economic development aims and its internal transformation needs.
- d) The council's developmental strategies which must be aligned with any National and Provincial sectoral plans and planning requirements binding on the Municipality in terms of legislation.
- e) A spatial developmental framework which must include the provision of basic guidelines for a land use management system for the Municipality.
- f) The council's operational strategies.
- g) An applicable Disaster management plan.
- h) A financial plan and capital investment plan for at least the next three financial years; and
- i) Key performance indicators and performance targets determined in terms of the Performance Management System stipulated in Section 41 Local Government Municipal Systems Act 32 of 2000.

2.3 STAKEHOLDER AND COMMUNITY CONSULTATION

This Integrated Development Plan (IDP) of EDM represents key developmental focus areas reached through a cohesive consultation process with local municipalities as promulgated in the legislative prescripts. The IDP constitutes the blue print of the municipal strategy in addressing growth and development in the area for the next five years. Community participation is a fundamental part of the integrated development planning process. All local municipalities in Ehlanzeni conducted community participation programmes within their areas of jurisdiction in gathering priority issues and identifying priority needs in their respective areas of operation. Print media, newsletters and electronic media are used to inform the community of the processes and progress of the IDP review at a district and local municipality level.

The following institutional structures also play a critical role in the consultation and participation process of the district IDP process. They represent a wider audience of stakeholders which include organised business, labour, civil society, ward committees, NGOs, CBOs, as well as members of the public.

Table 3 IDP Structures and their functions

| STRUCTURE | FUNCTIONS / ROLES & RESPONSIBILITIES |
|---|--|
| IDP Representative Forum | <p>The IDP Representative Forum is composed of interest groups, communities and organisations. It has the following functions:-</p> <ul style="list-style-type: none"> • represent interests on relevant planning activities and their outcomes; • analyses issues, discuss, negotiate and reach consensus (through decision-making process); and • participates in the designing of project proposals • monitors performance of planning and implementation; |
| IDP Steering Committee | <p>The IDP Steering Committee is composed of the Municipal Manager and heads of departments. It performs the following functions:-</p> <ul style="list-style-type: none"> • provides terms of reference for the various planning activities; • commissions research studies; • considers and comments on: <ul style="list-style-type: none"> ○ inputs from sub-committee/s, study teams and consultants ○ inputs from sector departments and support providers |
| IDP Managers Forum | <p>The IDP Managers Forum is composed of the district IDP Manager and IDP Managers/Coordinators from local municipalities in the district:-</p> <ul style="list-style-type: none"> • facilitates and coordinates IDP activities in the district; • ensures horizontal alignment between the district; municipality and local municipalities; and • ensures vertical alignment between municipalities in the district and provincial and national government. |
| IDP Cluster Forums (Technical, LED, Corporate Services, Community Services and Finance Forums) | <p>IDP Cluster Forums are composed of departmental heads and senior managers of the district and local municipalities. IDP Cluster Forums have the following functions:-</p> <ul style="list-style-type: none"> • provides technical input to the district IDP process; • promotes the alignment of strategies in the district; and • contributes to the prioritisation of district priorities; and |

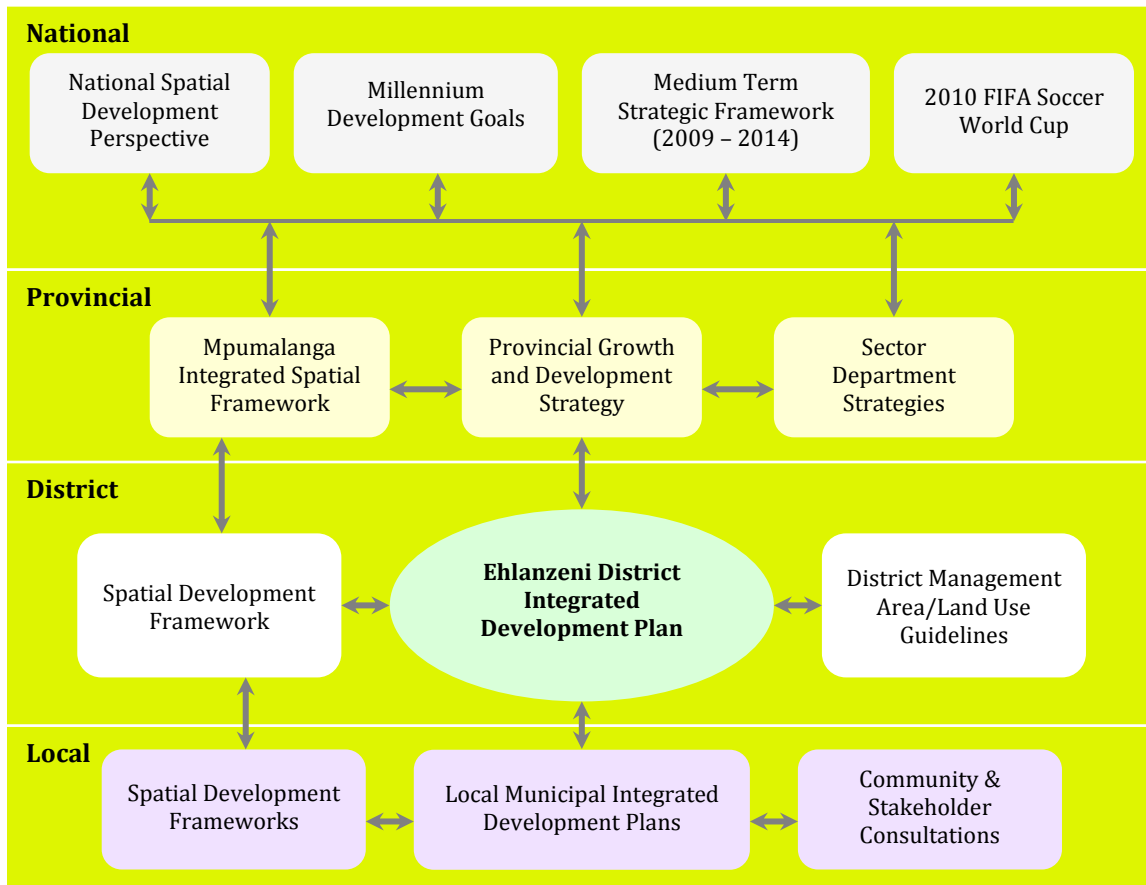
2.4 MACRO POLICIES AND STRATEGIC IMPERATIVES

Section 24 (1) of the Municipal Systems Act states that *“the planning undertaken by a municipality must be aligned with, and complement, the development plans and strategies of other affected municipalities and other organs of state so as to give effect to the principles of co-operative government contained in Section 41 of the Constitution”*.

The IDP is a policy and principal strategic planning instrument which guides and informs all planning and development, and decisions with regard to management and development. It binds the municipality to the exercise its executive authority, and guides all other persons in the municipality to perform and execute their duties and functions according to specific legal frameworks and regulations of local government. It is therefore imperative that all spheres of government are part of the IDP process to ensure integration, alignment and harmonisation of government programmes.

This section provides a macro perspective of policies, strategies, programmes and initiatives impacting on district planning and the strategy being pursued by Council.

Figure 5 Context in which integrated development planning takes place in the District



2.4.1 NATIONAL SPATIAL DEVELOPMENT PERSPECTIVE

The National Spatial Development Perspective (NSDP) serves as a spatial planning framework for meeting government's objectives of economic growth, employment creation, and sustainable service delivery. The NSDP is based on the premise that the reconstruction and development of South African society should include the reconfiguration of apartheid spatial relations. This requires an acknowledgement in development planning of the existing and changing spatial patterns of population settlement, economic development and general potential.

The NSDP provides a framework for future development of the national space economy by reflecting localities of severe deprivation and need, of resource potential, of infrastructure endowment and of current and potential economic activity through descriptions of key social, economic and natural resource trends and issues shaping the national geography. It acts as a common reference point for national, provincial and local governments to analyse and debate the comparative development potentials of localities in the country by providing a coarse-grained national mapping of potential.

Government is committed to economic growth, employment creation, sustainable service delivery, poverty alleviation and the eradication of historic inequities. All infrastructure investment and development spending programmes should therefore support these objectives. In order to meet these objectives in the most cost-effective, sustainable and equitable way, it therefore becomes imperative that the principles of the NSDP are used as a guide by all spheres of government for spatial planning.

The NSDP objectives and principles are critical in the development of IDPs and the Provincial Growth and Development Strategies. The NSDP principles seek to ensure that investment in infrastructure and development programmes support government's growth and development agenda. They provide concrete mechanisms that guide spatial planning between the three spheres of government to ensure synergy of government programmes. The *NSDP is not a plan but a framework* that should be guiding spatial planning between the three spheres of government. The draft Spatial Development Framework of Ehlanzeni⁴ was thus developed on the premise and understanding of the NSDP objectives and principles.

⁴ Ehlanzeni District Draft SDF of 2006 has not been adopted by Council and will be under review in 2009.

Flowing from the NSDP are the following *normative principles* used as a guide by all spheres of government when making decisions on infrastructure investment and development spending:-

- i. ***Economic growth*** – a prerequisite for the achievement of other policy objectives, key among which would be poverty alleviation.
- ii. ***Government spending on fixed investment*** – beyond the constitutional obligation to provide basic services to all citizens (such as water, electricity as well as health and educational facilities), focusing on localities of economic growth and/or economic potential in order to attract investment, stimulate sustainable economic activities and create long-term employment opportunities.
- iii. ***Efforts to address past and current social inequalities*** – focusing on people not places. This aims at creating a balance of exploiting the potential of localities with high levels of poverty and development potential through fixed capital infrastructure; and localities with low development potential and government spending government should focus on providing social transfers, human resource development and labour market intelligence.
- iv. ***Overcoming spatial distortions of apartheid*** – future settlement and economic development opportunities should be channelled into activity corridors and nodes that are adjacent to or link the main growth centres. Infrastructure investment and development spending should primarily support localities that will become major growth nodes in South Africa and the Southern African Development Community region to create regional gateways to the global economy.

The NSDP principles provide a sound basis for the IDP of Ehlanzeni District. The principles are clearly expressed in terms of local government key performance areas, district priority initiatives and objectives contained in this IDP. To achieve service delivery, economic growth, poverty alleviation and job creation will require the alignment of efforts, resources and programmes of all the three spheres of government in the region.

The NSDP is an indicative guideline that should promote dialogue and coordination between departments and spheres of government about the nation's spatial priorities. It remains a policy that prescribes expenditure choices, and acts as an instrument for discussing spatial development priorities for South Africa.

2.4.2 MILLENNIUM DEVELOPMENT GOALS (2014 VISION)

The Millennium Development Goals (MDGs) are eight goals to be achieved by 2015 that respond to the world's main development challenges. The MDGs are drawn from the actions and targets contained in the Millennium Declaration that was adopted by 189 nations-and signed by 147 heads of state and governments during the UN Millennium Summit in September 2000⁵.

Table 4 Millennium Development Goals and Targets

| Millennium Goals | Target |
|---|--|
| Goal 1: Eradicate extreme poverty and hunger | Target 1. Halve the proportion of people whose income is less than one dollar a day by 2015 Target 2. Halve the proportion of people who suffer from hunger by 2015, |
| Goal 2: Achieve universal primary education | Target 3. Ensure that, by 2015, children everywhere, boys and girls alike, will be able to complete a full course of primary schooling |
| Goal 3: Promote gender equality and empower women | Target 4. Eliminate gender disparity in primary and secondary education by 2005, and to all levels of education no later than 2015 |
| Goal 4: Reduce child mortality | Target 5. Reduce by two thirds, between 1990 and 2015, the under-five mortality rate |
| Goal 5: Improve maternal health | Target 6. Reduce by three quarters, between 1990 and 2015, the maternal mortality ratio |
| Goal 6: Combat HIV/AIDS, malaria and other diseases | Target 7. Have halted by 2015 and begun to reverse the spread of HIV/AIDS Target 8. Have halted by 2015 and begun to reverse the incidence of malaria and other major diseases |
| Goal 7: Ensure environmental sustainability | Target 9. Integrate the principles of sustainable development into country policies and programmes and reverse the loss of environmental resources Target 10. Halve by 2015 the proportion of people without sustainable access to safe drinking water Target 11. By 2020 to have achieved a significant improvement in the lives of at least 100 million slum dwellers |
| Goal 8: Develop a Global Partnership for Development | Target 12. Develop further an open, rule-based, predictable, non-discriminatory trading and financial system Target 13. Address the special needs of the least developed Countries (includes tariff and quota free access for least |

⁵ <http://www.undp.org/mdg/basics.shtml>

| Millennium Goals | Target |
|------------------|--|
| | <p>developed countries' exports; enhanced programme of debt relief and cancellation of official bilateral debt; and more generous ODA for countries committed to poverty reduction)</p> <p>Target 14. Address the special needs of landlocked countries and small island developing States</p> <p>Target 15. Deal comprehensively with the debt problems of developing countries through national and international measures in order to make debt sustainable in the long term</p> <p>Target 16. In cooperation with developing countries, develop and implement strategies for decent and productive work for youth</p> <p>Target 17. In cooperation with pharmaceutical companies, provide access to affordable essential drugs in developing countries</p> <p>Target 18. In cooperation with the private sector, make available the benefits of new technologies, especially information and communications</p> |

The MDGs are macro goals that South Africa has ratified, and therefore represent macro strategies that the country should implement⁶. These goals are functionally part of the Medium Term Strategic Framework (MTSF), national socio-economic strategies and initiatives, government's programme of action, sector-specific strategies and initiatives, and the Provincial Growth and Development Strategy. During the 2009/10 IDP review, the aforementioned imperatives were taken into account as part of the planning process. Ehlanzeni and its local municipalities intend to review the MDGs in the next IDP review of 2010/11 in terms of their implication, and implementation to date since they are functionally macro strategies.

⁶ Implementation of the MDGs in Ehlanzeni District will require a concerted effort across the three spheres of government through integration, alignment and harmonization of all government programmes.

2.4.3 MEDIUM TERM STRATEGIC FRAMEWORK

The Medium Term Strategic Framework (MTSF 2009–2014) is essentially a statement of intent by government that identifies the development challenges facing South Africa and outlining the medium-term strategy for improvement in the conditions of life of South Africans and for enhanced contribution to the cause of building a better world. The MTSF gives effect to the electoral mandate by taking into account global and domestic conditions that may change over time.

The MTSF articulates the following objectives:-

- i. Halve poverty and unemployment by 2014;
- ii. Reduce inequality and ensure a more equitable distribution of the benefits of economic growth;
- iii. Improve quality of health and education as well as other social services across the three spheres of government;
- iv. Step up fight against crime and corruption; and
- v. Build a nation free of all forms of racism, sexism, tribalism and xenophobia.

The following MTSF priority areas give effect to the objectives highlighted above:-

- Economic growth, decent work and sustainable livelihoods
- Social and economic infrastructure
- Rural development, food security and land reform
- Education
- Health
- Fight against crime and corruption
- Cohesive and sustainable communities
- Sustainable resource management
- Creation of a better Africa and World
- A developmental state including improvement of public services

EDM and its local municipalities have a significant role to play in supporting implementation of the MTSF priorities. While there are priorities which require the competency of national and provincial sector departments, Ehlanzeni and its local municipalities through integrated development planning and harmonisation of programmes across all spheres of government will ensure implementation of these MTSF priorities at a regional or district level. These priorities form part of the broader strategy and development needs not only in the district but also province.

2.4.4 MPUMALANGA INTEGRATED SPATIAL FRAMEWORK

There has been a consensus-position taken which holds that if government is to achieve its developmental objectives, it will require coordinated government priority setting, resource allocation and implementation, which will largely depend on (1) alignment of strategic development priorities and approaches in all planning and budgeting processes; (2) a shared agreement on the nature and characteristics of the space economy; (3) strategic principles for infrastructure investment and development spending; and (4) alignment of government action in each of the municipal areas.

The Mpumalanga Integrated Spatial Framework (ISF) provides an opportunity to serve as an instrument that can contribute towards integrated and sustainable development in the province. The ISF should be used as a shared platform for coordination of information, especially for using the district areas as areas to focus and coordinate planning, prioritisation, resource allocation and implementation. The ISF therefore gives the basis to facilitate and provide a framework for the intended alignment between sectors, and between sectors and municipalities. This could contribute towards moving beyond mere process alignment towards alignment on actual issues, areas, around investment, development decisions and implementation.

In view of the above, EDM took a decision to strengthen its institutional arrangements and structures in order to support synergy and integration of provincial priorities and programmes. The draft SDF of the district thus takes the principles of the ISF to guide development and ensure that the provincial programme of action and investment in the district and its local municipalities is structured and focused.

The following ISF principles give effect in guiding spatial planning and decision making in Ehlanzeni district:-

- **Priority** investment in new and existing areas for upgrading and redevelopment focusing on localities with greatest economic potential and development.
- **Balance** the use of resources for infrastructure development and operation with the carrying capacity of ecosystems; thus ensuring the wise use of natural resources and environmental service areas.
- **Integration** mainly along transport corridors, from localities of concentrations of greatest need for development towards areas of greatest economic potential to facilitate spatial integration particularly of displaced settlements with areas of opportunity and potential.

- **Choice** of investment focusing on the development of people through skills development and access to knowledge opportunities of communities with high developmental needs but have low economic and livelihood potential; *thus facilitating choice and ability to move to areas of greater potential*. The implication of continued investment in “place” rather than in “people” in areas of low economic and livelihood potential.
- **Intensity & Diversity** based on the high level of economic potential of an area, the greater the intensity of investment in higher density development forms and in the provision of a greater range and diversity of investment types and supporting services and the greater the mix of income levels and activities. Type of investment is focused to address the extended and diverse needs of a range of people, including the elderly, people with disabilities, children headed households, single headed households and migrant families.
- **Affordability** in terms of income levels is considered in relation to the different investment products. For example, lower cost housing products should be targeted in localities with higher levels of lower income need while more, higher density, higher cost housing products should be targeted in areas of higher income need.
- **Cluster of investment** in all human settlements should offer a range of social, economic and recreational opportunities. By clustering many of these opportunities in nodes or along specific development corridors in growth centres will increase accessibility and maximise the economies of scale.

The provincial ISF therefore provides a framework for spatial planning and development, and sets the tone for sector departments and municipalities in the province to formulate the development agenda for the province in an integrated manner. It is critical that national and provincial sector plans reflect the development needs and potential of Ehlanzeni, which should form part of the district IDP.

2.4.5 MPUMALANGA PROVINCIAL GROWTH AND DEVELOPMENT STRATEGY

The Mpumalanga Provincial Growth and Development Strategy (PGDS) defines the provincial future development trajectory by providing a strategic provincial development framework. It further aligns the provincial intent and action to national government goals, frameworks, strategies and policies such as the Vision 2014 of the MDGs, AsgiSA, and NEPAD.

The objective of the PGDS is to facilitate a cooperative, developmental and coordinated policy (intent) and strategy (action) framework to address poverty and sustainable development. The policy and strategy objectives of the PGDS are to give effect to the principles of a developmental state; facilitate and support sustainable development; promote and support economic growth and development; facilitate and provide essential services in social and human development; and focus on transversal priorities.

The provincial growth and development agenda of Mpumalanga is underpinned by four thematic areas namely poverty reduction, job creation, economic growth and development, and environmental sustainability.

Poverty Reduction is focused on addressing the disproportionate levels of poverty that exists amongst the population of the province. Poverty reduction in the province has not changed in the last decade and will require government interventions which will alleviate the living condition especially of people or households without income or living on grants. **Job creation** will focus on reducing the absolute unemployment level in the province. The province needs a well-educated and skilled population which can change the economic trajectory and uplift the socio-economic situation of the province.

Economic growth and development will be achieved through private sector investment and activity. Provincial government will be required to facilitate and promote a sustainable economic environment that is conducive for business investment through regulation, provision of public infrastructure and employment programmes. **Environmental sustainability** will need the protection and advocacy by provincial government in conserving the natural heritage of province without industrialisation and development having a major impact on the environment. Globally, the environment is at a major risk with warnings of global warming and climate change, shifts in environmental patterns causing floods and earthquakes.

PGDS priorities and areas of opportunity are thus summarised as follows:-

- i. **Using indigenous resources to create jobs** – recognising that agriculture and tourism sectors have the potential to create and employ large numbers of relatively workers, including the low-skilled in Mpumalanga. This will include land reform and restoration processes, targeting small farmers, environmental rehabilitation and ecotourism, heritage and culture, and exploration of biofuel opportunities.

- ii. **Supporting the industrial and service sectors to create jobs** – to accelerate changes in the provincial economy towards one that is more inclusive and equitable needs support and diversified economic sectors with potential to create jobs such as ICT; agriculture and forestry beneficiation; mining; energy; construction; transport; trade, finance and community services. This will also be achieved by strengthening institutional relationships among state agencies, and regional cooperation with neighbouring provinces and countries.
- iii. **Reducing the impact of poverty through social services** – due to low levels of formal employment opportunities in the province as a result of the current level of economic growth requires support and targeting poverty relief initiatives, allocation of grants to qualifying individuals, families or households, and exploiting job opportunities through programmes such as EPWP.
- iv. **Enhancing social cohesion and developing human capital** – by targeting electronic communication, state procurement policies and the informal sector; introduction of transversal initiatives such as developing and improving the training and education sector in the province; investing in specialised and technical skills required in the economy; providing security and safety; targeting sports and recreational facilities to create an integrated and cohesive society.
- v. **Strengthening sustainable development** – through sustainable use of the environment. This priority targets environmental economics, environmental planning and education, protection of biomes, water management, renewable energy, pollution and land use management systems.
- vi. **Maximising the provincial benefits from the mining and energy sectors** – through beneficiation of mineral and natural resources while mitigating any environmental impact.
- vii. **Governance and spatial integration** – the need for a highly skilled workforce at all levels of service delivery in government; ensuring that spatial and integrated development planning takes place at all three spheres of government; strengthening of monitoring and evaluation, policy making and alignment of provincial priorities.

These priorities form part of key sector strategies which Ehlanzeni is continuing to develop. Consultation and participation by sector departments during the IDP review process becomes critical to ensure that the PGDS gives effect to the development agenda of province. EDM is therefore seeking to strengthen cooperative governance with sector departments to ensure integration of PGDS priorities into the IDP processes.

2.4.6 2010 SOCCER WORLD CUP

Ehlanzeni will benefit directly from the 2010 FIFA World Cup, as a result of the construction of a stadium at Mataffin in Mbombela. Developments within the Ehlanzeni Area will in the run-up to the 2010 World Cup event also focus on ensuring a lasting legacy from the games. Bid-specific project spending focuses mainly on identifying key projects that will both meet the requirements of the games themselves and also continue to benefit Ehlanzeni residents after the relatively short period of the event itself. These projects relate to:-

- Roads and transportation systems within Ehlanzeni
- Sports facilities such as training stadiums. It is a requirement from FIFA that training stadiums should not be further than 45km from the main stadium
- Ancillary facilities such as Fan Parks
- Tourism in Ehlanzeni and the broader region
- Infrastructure development

The National Department of Transport has embarked on a process of upgrading accessibility in the area of the stadium and to enhance the mobility of the existing roads system within Ehlanzeni.

2.4.7 KEY SECTOR PLANS

EDM has developed the following sector plans as part of the core components of the IDP, and also to ensure compliance with legislative prescripts which require the district municipality to have sector-specific plans:-

Table 5 EDM Institutional Plans and Sector Strategies

| Sector Plan | Council Resolution Number | Adoption /Approval Date | Scheduled Update/ Review |
|--------------------------------------|----------------------------------|--------------------------------|---------------------------------|
| Spatial Development Framework | | Drafted 2007 | |
| Local Economic Development Strategy | | Drafted 2008 | 2012 |
| Tourism Strategy | A179/2008 | 25/09/08 | |
| Disaster Management Framework & Plan | A192/2008 | 25/09/08 | |
| Water Services Development Plan | | Reviewed 2008 | 2009 |
| Integrated Transport Plan | A206/2008 | 25/09/2008 | 2009 |
| Performance Management Policy | A27/2008 | Adopted | 2008/09 |
| District-Wide PM Policy | A163/2007 | Adopted | 2010/11 |
| HIV/AIDS Strategy | | Reviewed 2008 | |

2.4.8 PROVINCIAL FLAG-SHIP PROGRAMMES

The provincial flag-ship programmes which are very significant to the EDM strategy are the Maputo Development Corridor; Water for All; Heritage, Greening of Mpumalanga and Tourism because of their nature and what they seek to achieve in the developmental context of the district.

The Maputo Development Corridor Flagship Programme

The Maputo Development Corridor Flagship, one of the “big five” flagship programmes identified by the Mpumalanga provincial government, aims at anchoring key government priorities in economic growth, service delivery, environmental sustainability, skills development, and improving institutional systems and processes.

The Corridor cut across Mpumalanga Province from the South West (Gauteng Province) to the East (Maputo province in Mozambique) and covers a 50km radius. The geographic space served by the Maputo Corridor covers one of the most industrialized and productive regions of Sub-Saharan Africa of which Ehlanzeni is well positioned to benefit from in terms of local economic growth and development. EDM will give effect to the objectives of the provincial strategy on the Maputo Development Corridor by:-

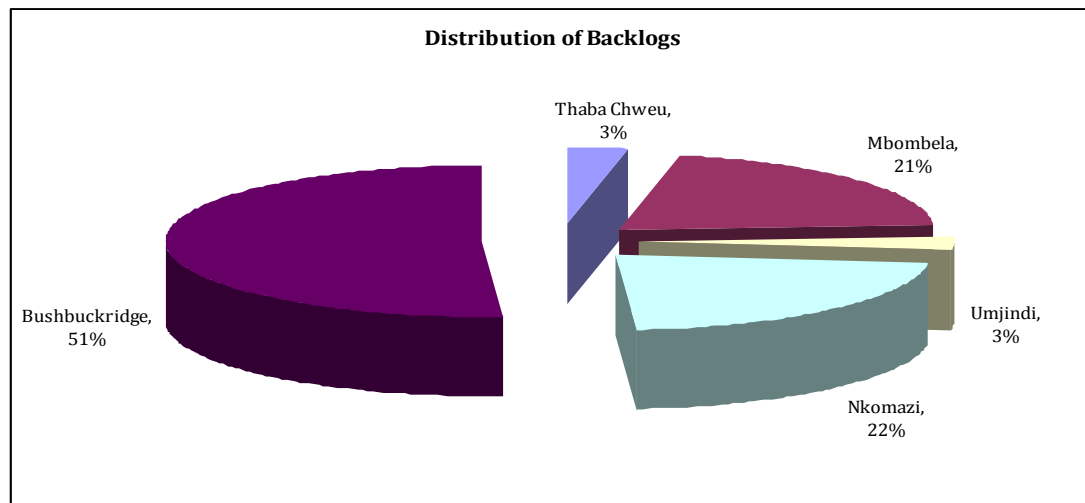
- initiating, contributing and participating in the rehabilitation of primary infrastructure network along the Maputo Corridor – including road and rail links between South Africa and Maputo, the border post between the two neighbours and the Maputo Port;
- facilitating investment in the corridor area, and through infrastructure development would facilitate social development and create employment opportunities and participation of historically disadvantaged communities;
- enhancing job creation (permanent and temporary) and sustainable skills development and transfer;
- creating opportunities through sustainable procurement (Green procurement, BBBEE, Youth Women etc); and
- improving relations with communities, private sector bodies and development partners.

The Water for All Flagship Programme

This programme aims to address water needs and backlogs for communities in the province. The programme also aims to provide hands-on technical support intervention through Project Management Units (PMU) at municipalities which have been identified to be in critical need. The water for all programme has a detailed implementation plan and detailed work plan for Medium Term Expenditure Framework.

It has been reported that Ehlanzeni has the largest water backlog of 71% compared to Nkangala (16%) and Gert Sibande (13%) in the province. One of the local municipalities earmarked as a critical area that seeks to benefit from the programme is Nkomazi. A Water Intervention Plan with a budget of R87 million is already in place for Nkomazi, and the project is currently underway.

Figure 6 Distribution of Water Backlogs in Ehlanzeni



Source: Water for All Flagship Project Nine Month Report to Provincial EXCO 2009

Provincial government through the Department of Local Government and DWAF have been able to service 3,406 and 6,652 VIP (sanitation services) in Thaba Chweu and Nkomazi respectively through the water for all project⁷. Bushbuckridge has the highest backlog and will benefit mainly from technical support which will include development of business plans and technical reporting.

EDM has yet to sign the Memorandum of Understanding (MOU) with the provincial government that will govern the support and responsibilities in the implementation of the Water for All Flagship Project.

⁷ Presentation of the Nine Month Progress Report at the Mpumalanga Provincial EXCO Lekgotla 10-12 February 2009

The Heritage, Greening of Mpumalanga and Tourism Flagship Programme

The overall goal of the Heritage, Greening Mpumalanga and Tourism flagship project is to ensure preservation of the heritage (cultural and natural) and the environmental resource base of the Province and to optimise the socio-economic development through the promotion of sustainable tourism. The general scope of this particular flagship programme is defined by the following three components:-

- ***Heritage*** research, planning and custodianship through the recording, transformation and preservation of the Province's cultural and natural heritage in a way that promotes the diversification and expansion of tourism.
- ***Greening Mpumalanga*** through application of spatial planning principles in the management of the natural environment, and by ensuring of a clean and healthy environment for the people living in and visiting the Province, and creating environmental awareness by advocating for sustainable environmental practices.
- ***Tourism*** sector diversification and expansion by harnessing the cultural heritage and natural resource base in order to drive sustainable economic development, job creation and poverty alleviation.

Ehlanzeni will give effect to the objectives of this flagship programme by:-

- facilitating and/or implementing projects that transform and preserve the natural and cultural heritage of the district;
- including issues of management of the natural environment through the greening programme during spatial planning of the district;
- optimising the tourism potential to facilitate economic growth, sustainable development and job creation in the district;
- ensuring a clean and healthy environment to the people living in and visiting the district by advocating environmentally sustainable development; and
- creating awareness on the importance of efficient usage of cultural and natural resources to ensure a "good life" for future generations.

In responding to this flagship programme, Ehlanzeni contributed to the development of the Ehlanzeni Cenotaph in recognition of provincial political heroes in 2008. The district will be implementing its tourism strategy during the 2009/10 financial year. The district has plans of developing an Environmental Management sector plan when resources will be made available.

2.5 SPATIAL ANALYSIS

2.5.1 SPATIAL CONTEXT OF THE DISTRICT

To ensure that development in Ehlanzeni happens in a focused and integrated the district spatial development framework (SDF), a requirement of the Municipal Systems Act, provides the basis in which socio-economic development should take place. The SDF of the district is instrumental for integrated planning processes as a whole because alignment and harmonisation of strategies and developmental needs and priorities across the spheres of government, that is national, provincial and local, can only be achieved through synergy among the three spheres of government.

The aim of the Spatial Development Framework is:-

- To influence local spatial strategies to work towards attainment of regional (district) and provincial development goals and vice versa.
- To utilize best practices in development planning that will support regional development by pooling resources of all five local municipalities to develop a standard set of guidelines for use in town and regional planning and land use management.
- To influence the development of a regional character/brand that boosts development ensuring equitable investment through coordinated marketing strategies.
- To allow infrastructure planning for projects of regional significance through joint efforts of all municipalities in the district.

The EDM Spatial Development Framework was last reviewed in 2007. The processes followed included the analysis of national and regional issues to ensure integration within a holistic developmental framework. These issues were thereafter considered and formed part of the reviewed spatial framework of the district. The national and regional issues were as follows:-

| | |
|----------|--|
| NATIONAL | 1) Millennium Development Goals (2014 Vision) 2) Accelerated and Shared Growth Initiative for South Africa (ASGISA) |
| REGIONAL | 1) Soccer World Cup 2010 2) Mpumalanga Integrated Spatial Framework 3) Mpumalanga Provincial Growth and Development Strategy (MPGDS) 4) Mpumalanga Flag-ship Projects |

The Development Facilitation Act No. 67 (1995) Section (1) outlines the general principles for land development. The principles should underpin development in terms of policy, administrative practice and laws by promoting efficient and integrated land development through which the municipality must:-

- promote the integration of the social, economic, institutional and physical aspects of land development;
- promote integrated land development in rural and urban areas in support of each other;
- promote the availability of residential and employment opportunities in close proximity to or integrated with each other;
- optimise the use of existing resources including such resources relating to agriculture, land, minerals, bulk infrastructure, roads, transportation and social facilities;
- promote a diverse combination of land uses, also at the level of individual erven or subdivisions of land;
- discourage the phenomenon of "urban sprawl" in urban areas and contribute to the development of more compact towns and cities;
- contribute to the correction of the historically distorted spatial patterns of settlement in the Republic and to the optimum use of existing infrastructure in excess of current needs; and
- encourage environmentally sustainable land development practices and processes.

The SDF of Ehlanzeni followed a legal framework for integrated spatial development planning as set, taking into account relevant government policies and legislation that specifies roles and responsibilities of EDM. The National and Regional as highlighted above were analysed in terms of objectives and incorporated into the Ehlanzeni District Spatial Development Framework. The existing development patterns and economic and social profile of the Ehlanzeni District were analysed, and development strategies determined with the spatial mission giving direction to the future spatial development of Ehlanzeni. The SDF provides guidelines for a land use management system and identifies spatial priorities, development principles, and development strategies in line with national and provincial priorities.

Figure 7 Priority areas for delivery of basic services in Ehlanzeni district

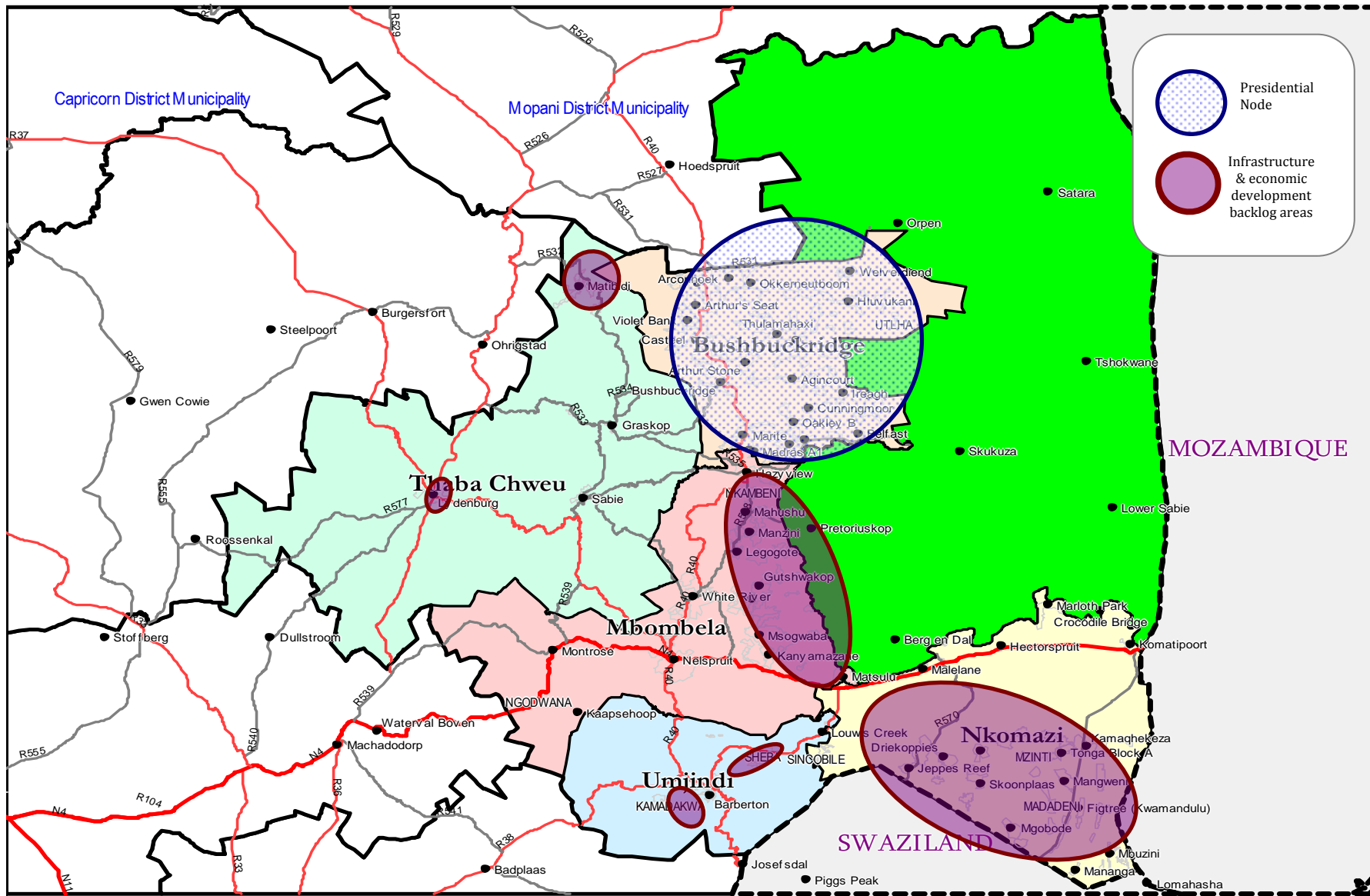


Table 6 Categories of Land Use in Ehlanzeni District

| Land Cover | % of Ehlanzeni |
|---------------------------------|-----------------------|
| Forest and woodland | 39.11 |
| Thicket bush | 24.85 |
| Grassland | 12.02 |
| Cultivated land | 8 |
| Commercial dry land cultivation | 1.77 |
| Semi-commercial/Subsistence | 1.18 |
| Permanent commercial dry land | 0.4 |
| Permanent commercial irrigation | 0.6 |
| Temporary commercial irrigated | 1.77 |
| Commercial irrigated sugar cane | 1.52 |
| Forests and plantations | 11.39 |
| Degraded natural vegetation | 3.04 |
| Mining, quarries and urban | 1.21 |
| Water bodies | 0.14 |

(Source: Mpumalanga Agriculture Potential Report, 1998 in Mpumalanga, 1999:53)

The land use patterns of urban or rural areas are mostly influenced by a diverse set of factors, which include climate, topography, and resource base in the area such as minerals, soil types, water availability, and biodiversity (Daniel and Hopkinson, 1989). The land cover of Ehlanzeni district is dominated by forest and woodland, and thicket bush as shown in table 6 above. Forestry, agriculture and other activities such as tourism are the result of the moderate climatic conditions of Ehlanzeni. Ehlanzeni is a low rainfall area (mean annual rainfall is 350 to 700mm), characterized by flat terrain at low altitude as well as highly to moderately dissected mountains terrain, characterized by steep valleys and gorges that form part of the Escarpment.

Ehlanzeni District is also rich in terms of its biodiversity and mineral resources. Gold mines are operating at Barberton and Pilgrims Rest and chrome mines at Lydenburg. The future development of the Eastern Limb of the Bushveld Complex directly west of Lydenburg will also have an influence on the future land use patterns within the Thaba Chweu Local Municipality.

The Biodiversity within Ehlanzeni also plays a significant role in terms of boosting the tourism industry with the Kruger National Park as one of the major destinations for international and domestic tourism. Tourism, like agriculture, is among other land use patterns, which uses land extensively because of the availability of natural resources. The land use patterns discussed in this section include agriculture, mining, forestry, industrial and tourism. The Ehlanzeni area is dominated by agriculture, forestry and tourism as the main economic activities characterizing the land use pattern of the area.

2.5.2 SPATIAL ECONOMIC DEVELOPMENT INITIATIVES

The location of Ehlanzeni presents a strategic position and a number of growth and development opportunities within an international, regional and Southern African context. The existing spatial development initiatives in the region are of critical importance to the district namely, the Maputo Development Corridor Spatial Initiative, the Tourism and Biodiversity Corridor and the Limpopo Trans-frontier Park.

2.5.2.1 The Maputo Development Corridor

The Maputo Development Corridor provides Ehlanzeni specifically Mbombela with the status of economic development node. The Corridor runs from Witbank in the Eastern South African province of Mpumalanga, through Nelspruit, to Maputo the capital of Mozambique. Investment targets the provision of infrastructure, agriculture, mining, energy, chemicals, tourism and manufacturing sectors.

The key infrastructure projects are the N4 Maputo Corridor toll road, the upgrading of the railway line from Ressano Garcia to Maputo, the upgrading of the Maputo Port, the dredging of the harbour and telecommunications. The transport axis between Gauteng, the industrial heart of South Africa, and Maputo offers the shortest link to an export harbour.

2.5.2.2 The Nelspruit- Phalaborwa SDI

The main road link will run from Phalaborwa to Nelspruit in the Mpumalanga province, where the SDI will join the Maputo Development Corridor. The corridor aims to create better access between the port of Maputo and the mining potential around Phalaborwa in Limpopo Province. The following incentives also support the SDI:

- The Bushbuckridge Local Municipality has been declared as an **ISRDP** (Integrated Sustainable Rural Development Programme) Node, which prioritises the area for special development incentives and funding from National Government
- The **Kruger to Canyons Biosphere**, which links the Blyde River Canyon with the Kruger National Park.

2.5.2.3 The Limpopo Trans Frontier Park

The Kruger National Park is the largest game reserve in South Africa and covers some 20,000 square kilometres. It extends approximately 350 kilometres from north to south and approximately 60 kilometres from east to west. To the west and south of Kruger Park are the provinces of Mpumalanga and Limpopo. In the north is Zimbabwe, and to the east is Mozambique.

The Kruger National Park is now part of **the Great Limpopo Trans-frontier Park** (with a total area of 35 000 square kilometres). This peace park links Kruger Park with Gonarezhou National Park in Zimbabwe, and with the Limpopo National Park in Mozambique. Other areas of incorporation are Manjinji Pan Sanctuary and Malipati Safari Area in Zimbabwe, as well as **the area between Kruger and Gonarezhou**, the Sengwe communal land in Zimbabwe and the Makuleke region in South Africa. The Park is part of **the Kruger to Canyons Biosphere**, an area designated by the United Nations Education and Scientific Organisation (UNESCO) as an International Man and Biosphere Reserve. **The Giryondo Border Post** between South Africa and Mozambique is provided north of the Ehlanzeni boundary with Limpopo.

2.5.2.4 The Tourism and Biodiversity Corridor

The Tourism and Bio diversity corridor includes parts of south-eastern Mpumalanga, northern Swaziland and southern Mozambique, which are closely associated with the Maputo Corridor Spatial initiative. It adds a further dimension to the Maputo corridor in the sense that it promotes the utilisation of the undeveloped tourism development potential in rural areas that house the poor communities.

It also coordinates and integrates with agricultural led developments forming part of the Komati River Basin Development programme. These initiatives span over international boundaries and are managed by international agreements. Although some of these initiatives are still in a very early stage of implementation it paves the way for regional as well as local development strategies and should be thoroughly taken into account in all levels of integrated development planning. Accessibility within the district and region needs to be enhanced to enable the optimal application of private and public investments.

The regional and international accessibility of Ehlanzeni provides it with the necessary thrust to become an active role player in the SADC and global economy. The challenge with regard to local spatial planning lies in the utilisation and provision of social and engineering infrastructure in a manner, which will support the above initiatives and enhance the comparative advantages of Ehlanzeni within the region.

2.5.3 SPATIAL DEVELOPMENT PRIORITIES

The district developmental intentions as informed by the provincial and district spatial profiles and priorities. The development priorities hereunder support four crucial components that will underlie sustainable development in the district. Focus is therefore on the need for basic infrastructure and development for the poor, economic growth and development, environmental conservation and improving livelihoods as set out in the principles of the Mpumalanga Provincial Spatial Framework. These priorities guide decision making with regard to spatial development and arrangement of, within and between settlements, and investment and development spending in the Ehlanzeni District.

Priority 1: An integrated functional urban and rural system focusing on the development of a functional urban and rural system supporting the alleviation of poverty needs in eradicating the dysfunctional spatial system that was created during the pre-democratic period where areas of severe poverty, limited economic opportunities, limited land tenure options, limited social and engineering infrastructure were far removed from employment opportunities and economic growth.

Spatial integration of displaced settlements with areas of economic opportunity and potential within the Ehlanzeni District will focus on:

- Provision of investment opportunities and accessibility to development corridors.
- Provision of housing within reasonable distance to enhance accessibility to economic and employment opportunities, and social facilities.
- Integration of the natural environment into urban areas
- Provision of a range of social, economic and recreational opportunities in nodes or along development corridors.
- Promoting local economic development initiatives, attracting economic development to existing impoverished areas.

Priority 2: Focus investment on localities with greatest economic potential

emphasising on investment needs on those areas providing the best opportunities to better quality of living of all the residents in the Ehlanzeni District. Currently, the main areas with higher levels of economic potential are Nelspruit, White River, Hazyview, Malelane, Lydenburg, Barberton and Sabie. These areas having higher levels of economic potential attract greater intensity of investment in higher density development forms and provide a greater range and diversity of investment types and supporting services needed to accommodate a greater mix of income levels and activities. These neighbourhoods should provide for different types of housing for different income groups; ownership of productive facilities for all the inhabitants in the neighbourhood; and different choices for people at different life stages and with specific needs addressing the needs of a range of residents of the neighbourhood.

Priority 3: Development of areas with a high development need and low levels of economic and livelihoods potential

focusing on investment in those areas namely Bushbuckridge, Eastern Mbombela, Southern Nkomazi, Leroro, Matibidi and Moremela where there is a dire need to improve the quality of living through provision of commercial and infrastructure services, efficient engineering and social infrastructure development nodes that will act as a catalyst for restructuring and renewal of urban and rural areas.

Priority 4: The development of sustainable settlements in rural areas

that is, all areas outside areas of higher concentration of people and activity with specific development and settlement needs focusing on the balance of resources on which development is based, and providing differentiated needs of settlement types i.e. agri-villages; mine towns (Lydenburg, Umjindi, Steelpoort and Orighstad); resort development; low density rural residential; eco estates and golf estates.

Priority 5: The responsible use and management of the natural environment requires

by balancing the use of resources for infrastructure development and operation with the carrying capacity of ecosystems. In areas of high priority with high levels of economic and sustainable livelihood potential which need development, high environmental sensitivity overlap and more detailed planning at local scale will take place. The protection and preservation of not only the Kruger National Park as an international nature reserve but also the provision of managed buffer zones within the adjoining municipal areas form part of spatial development.

Priority 6: Human Resources Development by recognising that spatial restructuring will not occur if development of the people does not happen. This will require the development of people through skills development programmes and access to knowledge of opportunities especially in areas of low economic and livelihood potential. The provision of training and education facilities within areas with a high development need and low levels of economic and livelihoods potential is thus a high priority.

Priority 7: Land Reform which includes land restitution, redistribution and tenure reform plays a major role in providing a sustainable socio-economic development of the disadvantaged communities. The severe lack of access to land for the poor can be addressed through implementation of appropriate policies for restitution and land availability in order to accommodate the need of poor for tenure and ownership. The Nsikazi, Nkomazi, Bushbuckridge, Leroro, Moremela, Matibidi areas need to be prioritized through the district and Department of Land Affairs strategy.

Priority 8: Enhancing regional accessibility in order to develop the full potential of all the development nodes within Ehlanzeni. The spatial structure will be provided with the aim of enhancing inter municipal and intra municipal accessibility.

2.5.4 LOCAL MUNICIPAL SPATIAL DEVELOPMENT FRAMEWORKS

The five local municipalities of the district are at disparate levels of developing and reviewing their Spatial Development Frameworks the table below provides the status.

Table 7 Spatial Development Framework Status

| Municipality | Recent Update | Scheduled Update/Review |
|---------------------|------------------------|--------------------------------|
| Thaba Chweu | 2007 adopted in 2009 | 2009/10 |
| Mbombela | 2007 adopted in 2008 | 2009/10 |
| Umjindi | 2009 awaiting adoption | |
| Nkomazi | 2003 | Under review |
| Bushbuckridge | 2005 | 2009/10 |
| Ehlanzeni | 2007 adopted in 2008 | 2008/09 |

The district SDF is representative of its local municipalities, and the status indicated in the table above requires the Ehlanzeni to review all SDFs in 2009/10 in order to address amongst other issues:-

- The standardisation of all frameworks in the district which will include clear definition of terms or classifications used (e.g. nodes, corridors, etc)
- A public participatory process for the SDF review and alignment with the IDPs.

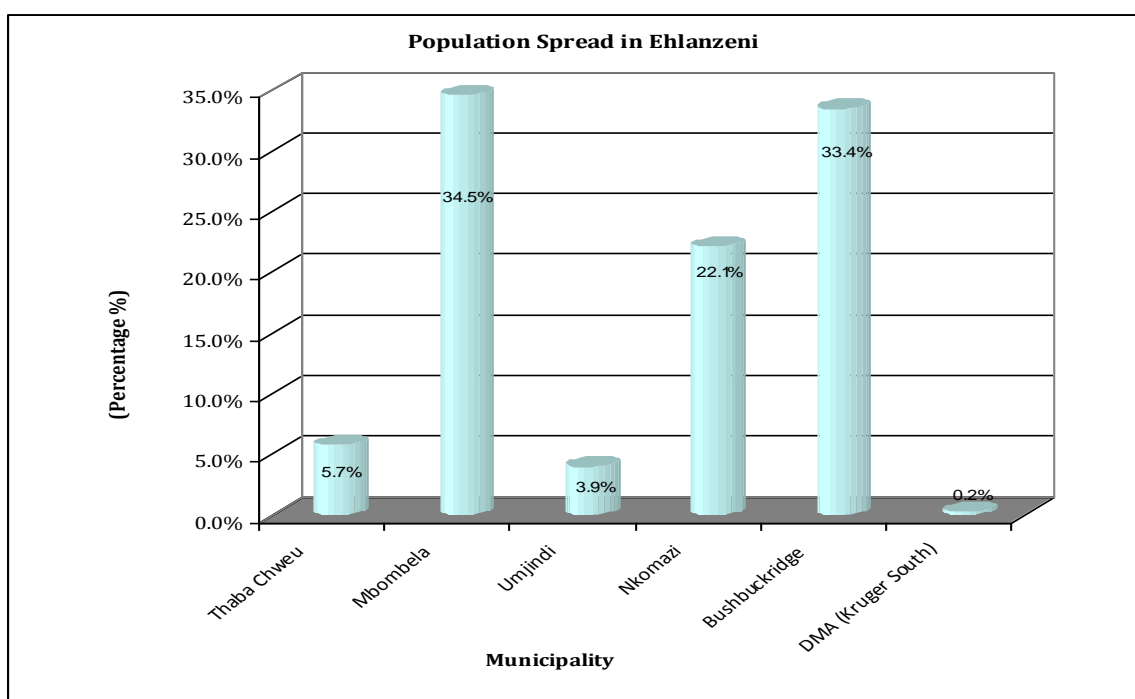
3. SOCIAL ECONOMIC OVERVIEW

3.1 DEMOGRAPHIC PROFILE

3.1.1 POPULATION SIZE

The distribution and characteristics of the population of an area play a significant role in the ability of the area to deliver basic municipal services. EDM has a population of 1,526,236 (Statistics SA 2007) which is approximately 42% of the total provincial population of 3.6 million in Mpumalanga (MPGDS 2008).

Figure 8 Population Percentage Spread in Ehlanzeni



Source: Statistics SA Community Survey 2007

Figure 8 and Table 8 show the population per Local Municipality and in Ehlanzeni District Municipality.

Table 8 Population Size in Ehlanzeni District

| Municipality | Population | Population as a % of the district figure |
|--------------------------|------------------|--|
| Thaba Chweu | 87,547 | 5.7% |
| Mbombela | 527,203 | 34.5% |
| Umjindi | 60,478 | 3.9% |
| Nkomazi | 338,096 | 22.1% |
| Bushbuckridge | 509,964 | 33.4% |
| District Management Area | 2,949 | 0.2% |
| Ehlanzeni | 1,526,235 | 100% |

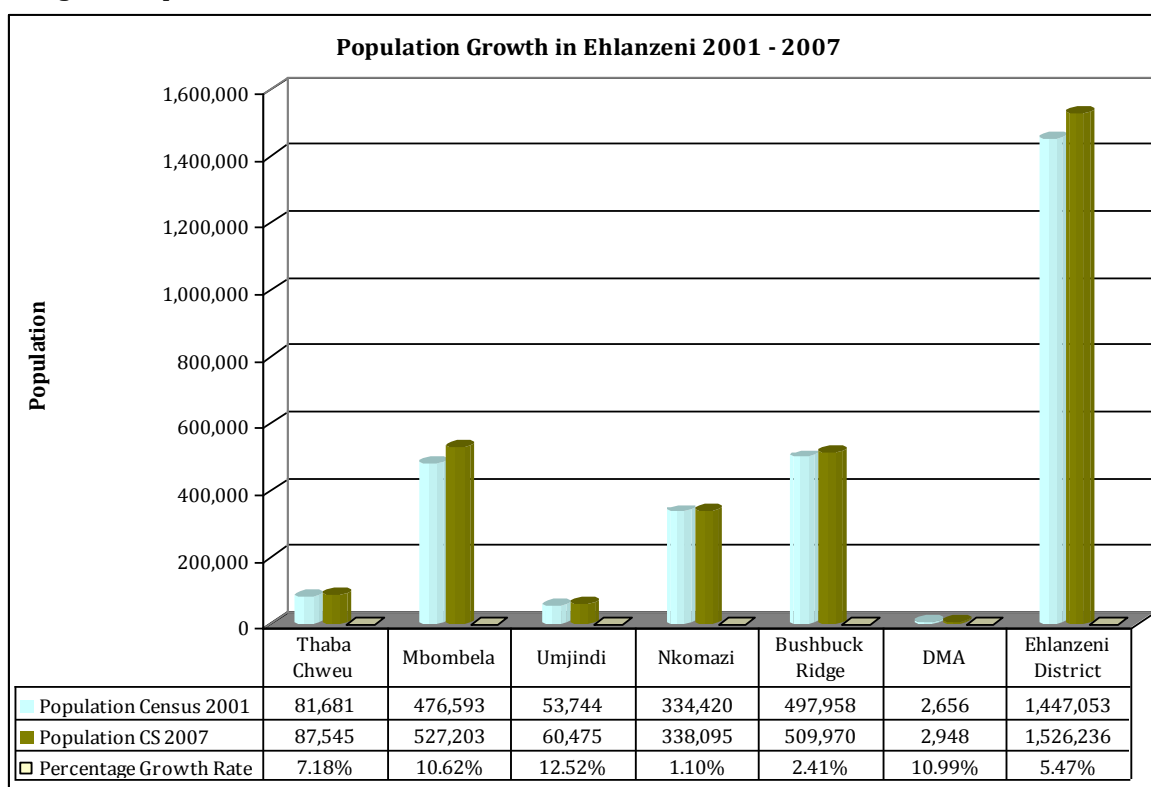
Source: Statistics SA Community Survey 2007

According to the Provincial Integrated Spatial Framework, Ehlanzeni area has the largest population with an urbanisation level of 17%. Nelspruit, Nsikazi, Barberton, White River and Mhala are the biggest urbanised areas in Ehlanzeni district. The administrative capital of the province is Nelspruit, which is found in this area. Service centres in this area are Barberton and White River, with a diverse economic base and a strong focus on the agricultural sector. Other service centres in the Ehlanzeni area are Nkomazi, Mapulaneng and Lydenburg. The tourism and forestry centres include Sabie, Graskop, and Pilgrim's Rest.

3.1.2 POPULATION GROWTH RATE

The population of Ehlanzeni increased by 5.47% between 2001 and 2007; that is the population grew from 1,447,053 to 1,526,236).

Figure 9 Population Growth in Ehlanzeni



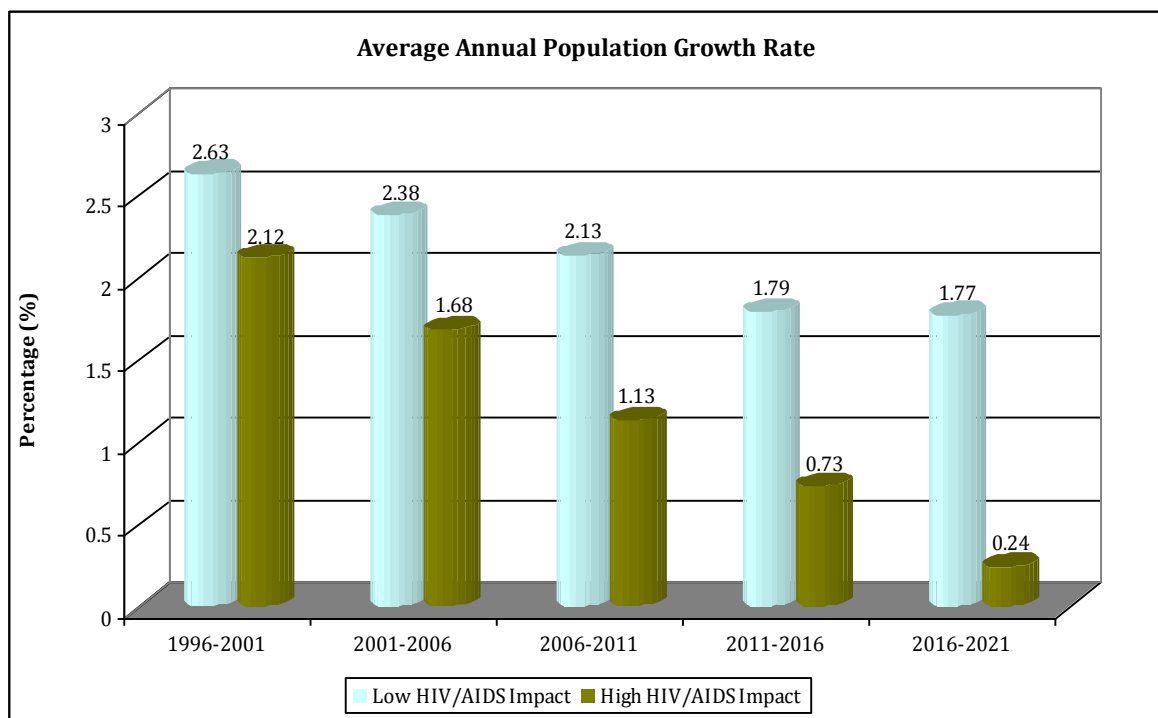
Source: Statistics SA Community Survey 2007

Demographic projections indicate that the population of Ehlanzeni would reach 2.1 and 1.6 million in 2021, depending on the low and high level impact of HIV/Aids respectively (Table 9 below). The continuous decline in the population growth rate indicates that if the high HIV/Aids impact prevails the population of the district will start to decrease by 2021 (Figure 10).

HIV/AIDS infection rate in Mpumalanga is amongst the highest in the country. The HIV/AIDS pandemic poses major constraints to the district economy, and has a great impact on the social-economic development of the region. Figure 10 also shows the 5 year population projections with high and low HIV/AIDS impact from 1996 to 2021.

The population of Ehlanzeni is also influenced by the settlement pattern which includes diverse factors ranging from previous homeland areas to service centres focused around the resource base or economic hubs.

Figure 10 Annual Population Growth Rate with Low and High HIV/Aids Impact



Source: Development Bank of South Africa 2005

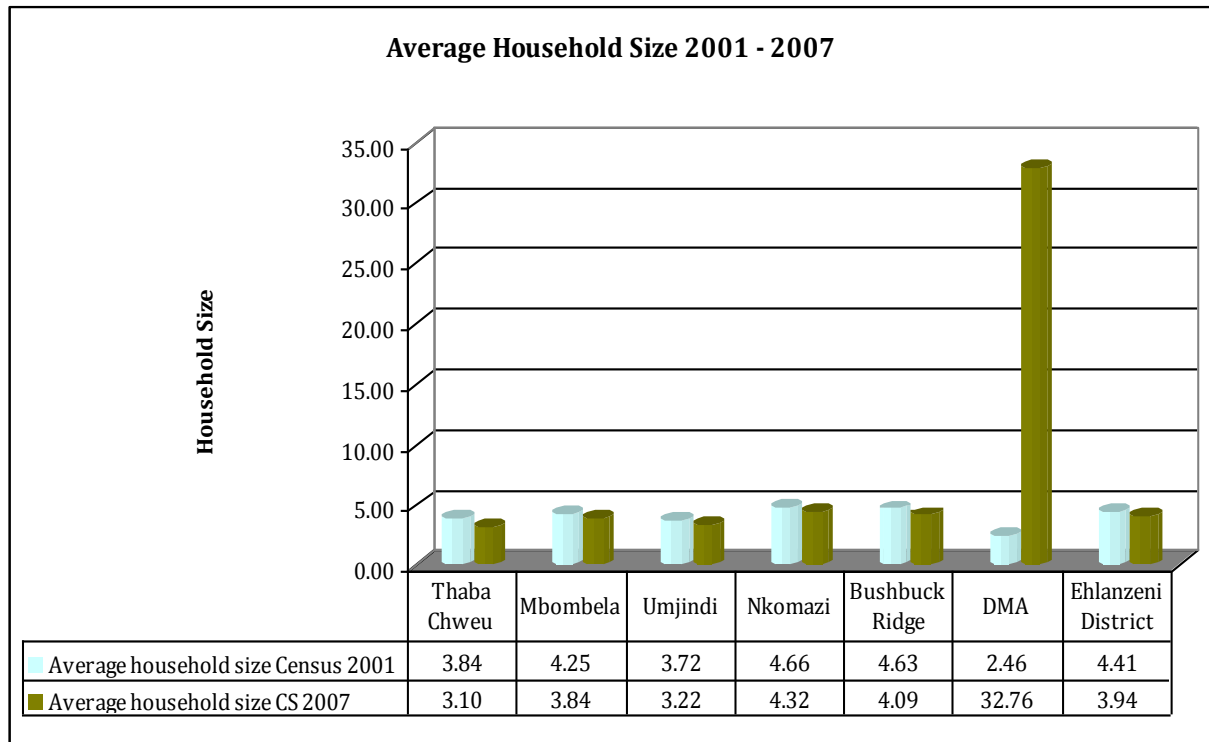
Table 9 Population Projections in Ehlanzeni with Low and High HIV/Aids Impact

| Municipality | | 2011 | 2016 | 2021 |
|-------------------|-------------|------------------|------------------|------------------|
| Thaba Chweu: | Low | 101,529 | 110,947 | 121,120 |
| | High | 94,183 | 97,671 | 98,849 |
| Mbombela: | Low | 593,415 | 648,461 | 707,918 |
| | High | 550,479 | 570,867 | 577,751 |
| Umjindi: | Low | 67,168 | 73,399 | 80,129 |
| | High | 62,308 | 64,616 | 65,395 |
| Nkomazi: | Low | 417,955 | 456,725 | 498,602 |
| | High | 387,714 | 402,074 | 406,922 |
| Bushbuckridge: | Low | 621,921 | 677,583 | 737,550 |
| | High | 549,245 | 553,255 | 554,582 |
| Ehlanzeni: | Low | 1,797,067 | 1,957,904 | 2,131,179 |
| | High | 1,587,065 | 1,598,651 | 1,602,488 |

Source: Statistics South Africa 2001

3.1.3 AVERAGE HOUSEHOLD SIZES

Figure 11 Average Household Sizes



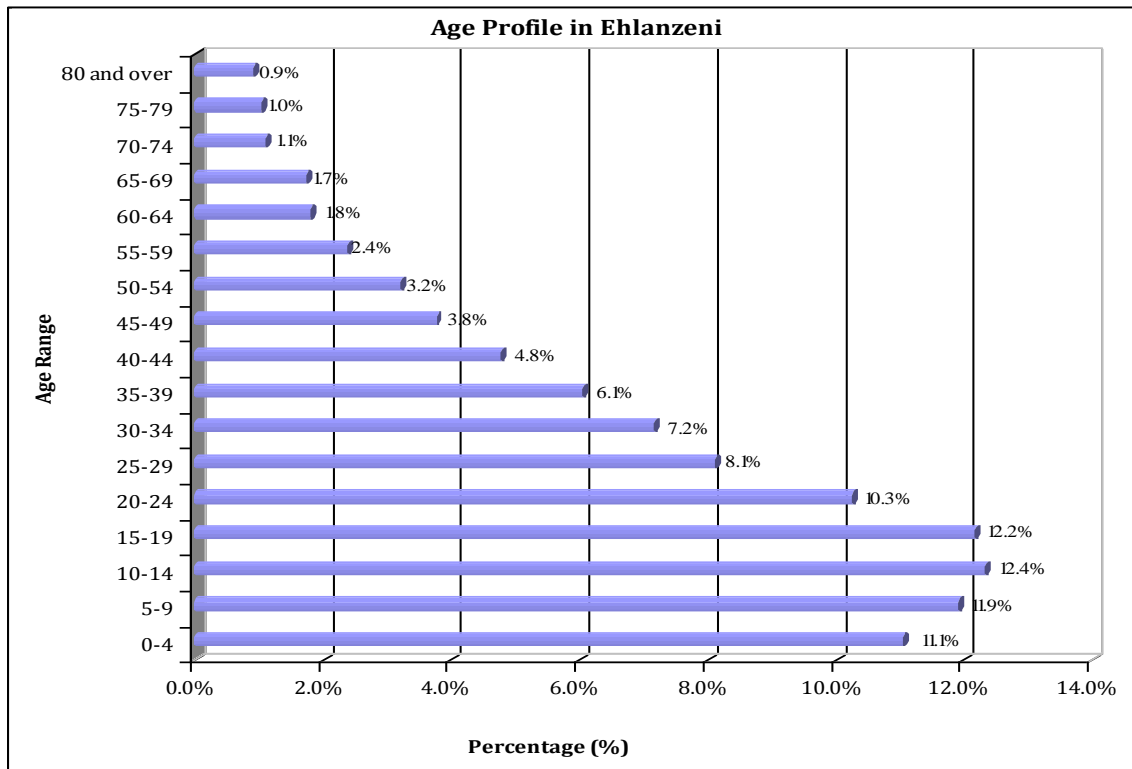
Source: Statistics SA Community Survey 2007

Figure 11 above shows a reduction in the size of the average household in 2007. These changes in household sizes are attributed to a number of factors such as the impact of HIV/Aids highlighted in the previous section, people migration, socio-economic conditions, resources and influences, and settlement patterns experienced by rural communities which were previously marginalised from mainstream socio-economic activities of the country. The distribution and trends of household sizes provide a sound basis for planning to all municipalities in the district in order to deliver services in a much more sustainable manner.

Figure 12 below indicates that Ehlanzeni is dominated by a youthful population. The age composition indicates the increasing pressure the district will experience in future in the delivery of enough services for its population. The higher percentages at the lower ages indicate a fast growing district population that would increase the future demand for services. The incline at ages 5-9 years illustrates the impact of HIV/Aids at the lower ages of the population.

3.1.4 AGE PROFILE

Figure 12 Age Profile

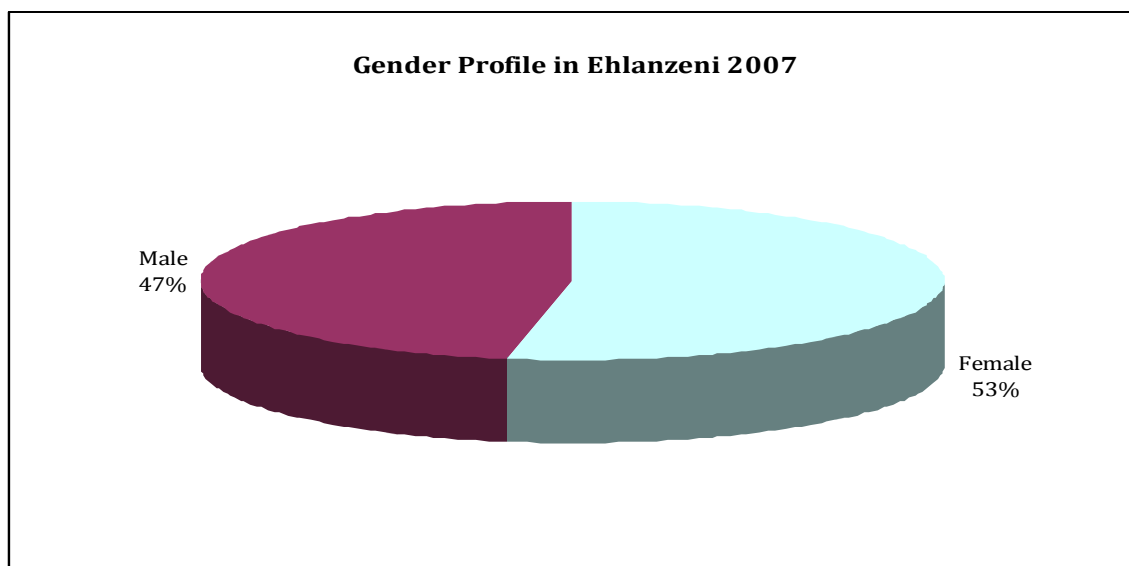


Source: Statistics SA Community Survey 2007

3.1.5 GENDER PROFILE

The figure and table distribution below indicate that the population of Ehlanzeni is dominated by the female gender.

Figure 13 Gender Profile



Source: Statistics SA Community Survey 2007

Table 10 Gender Distribution Profile in Ehlanzeni District

| Municipality | Male | Female | Total |
|--------------------------|----------------|----------------|------------------|
| Thaba Chweu | 43,531 | 44,016 | 87,547 |
| Mbombela | 259,687 | 267,516 | 527,203 |
| Umjindi | 32,129 | 28,349 | 60,478 |
| Nkomazi | 153,437 | 184,659 | 338,096 |
| Bushbuckridge | 230,051 | 279,913 | 509,964 |
| District Management Area | 1,649 | 1,300 | 2,949 |
| Ehlanzeni | 720,484 | 805,752 | 1,526,236 |

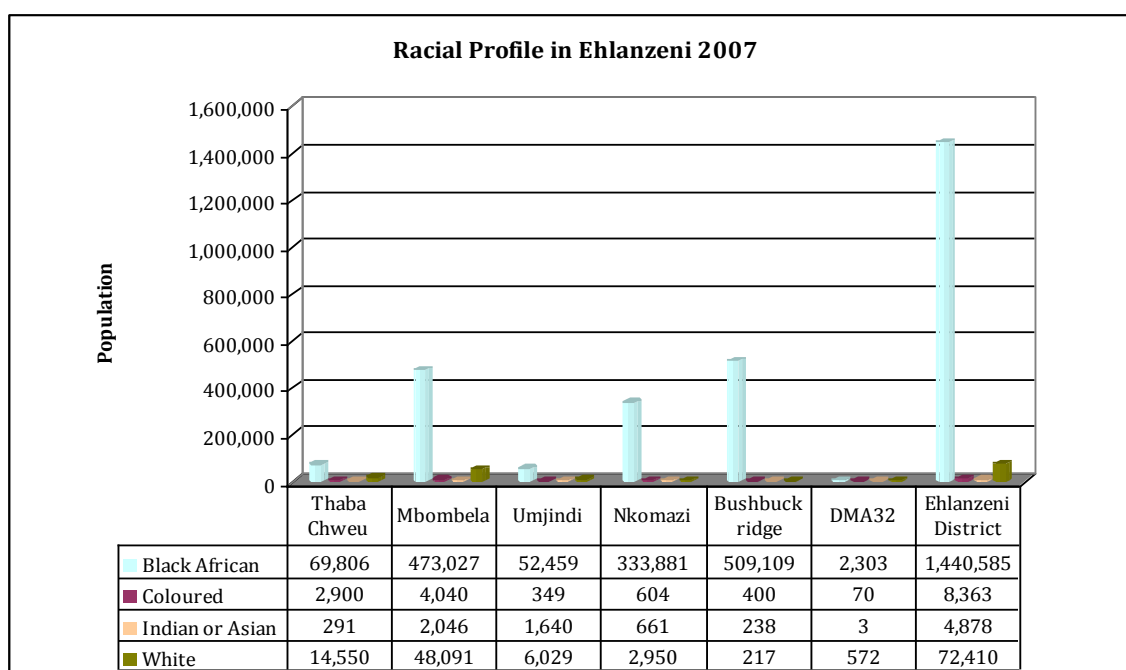
Source: Statistics SA Community Survey 2007

Table 10 shows the gender composition in Ehlanzeni, consisting of 53% or 805,752 females and 47% or 720,484 males, and representing a male/female ratio of 89 males for every 100 females, which poses a social challenge in the district and impact on service delivery. Although there is migration by both genders to other provinces, this can not be a true reflection of the real extent of migration because the province is also host to many migrant workers from other provinces.

3.1.6 RACIAL PROFILE

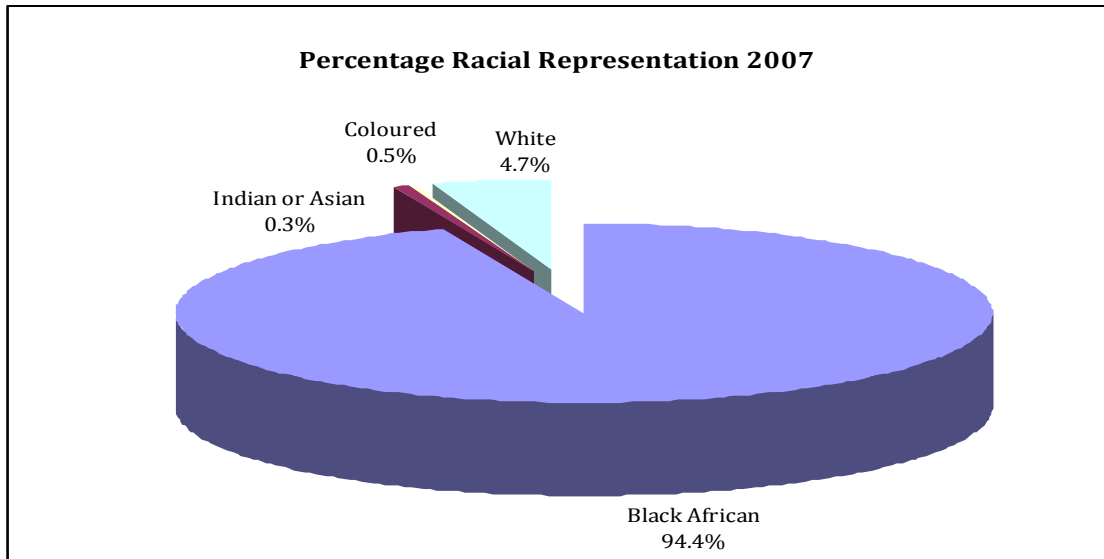
The racial distribution of the people is significant feature that impacts on delivery of services. Almost 94.4% of the people of Ehlanzeni are Black African (figure 15) who do not have access to sufficient services. The remainder of the population consists of Indian or Asian (0.3%), Coloureds (0.5%), and Whites (4.7%).

Figure 14 Population Distribution by Racial Group in Ehlanzeni



Source: Statistics SA Community Survey 2007

Figure 15 Percentage of Racial Representation

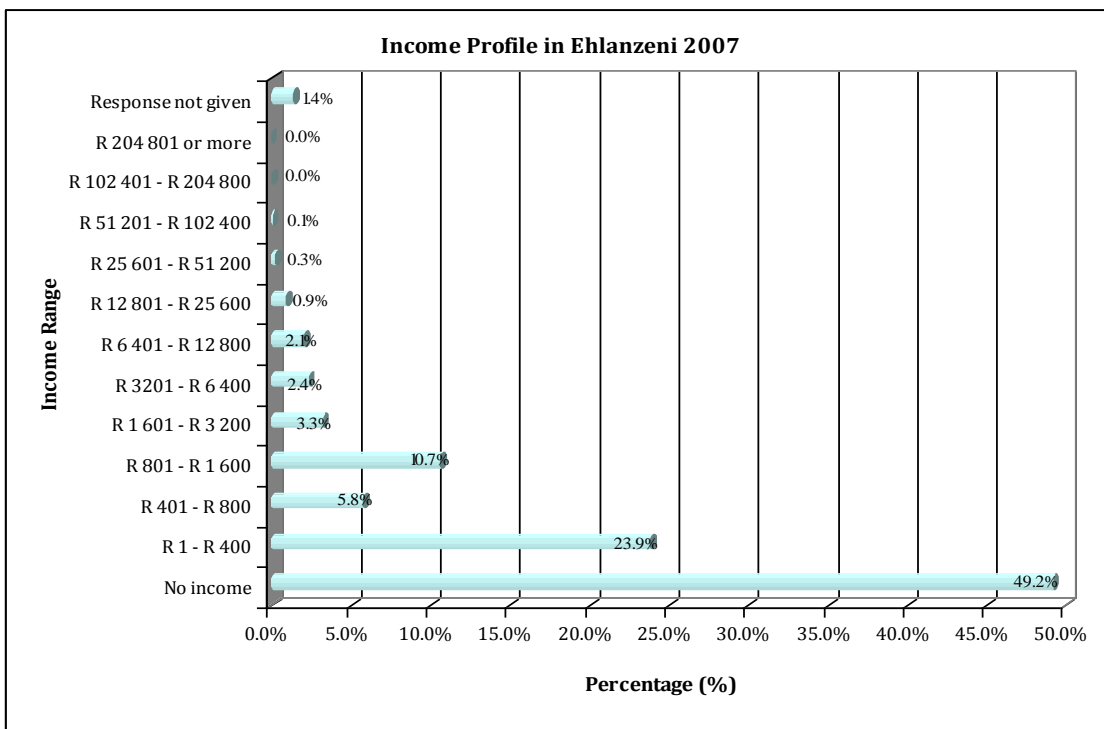


Source: Statistics SA Community Survey 2007

Studies indicate that almost two thirds of the people and more than half of the households in the province are scattered across the rural areas of the province. This population group is mainly made of Black African which makes service delivery a challenge because of the huge backlogs as a result of socio-economic changes from 1994.

3.1.7 INCOME PROFILE

Figure 16 Household Income Profile



Source: Statistics SA Community Survey 2007

Table 11 Household Income Distribution in Ehlanzeni District

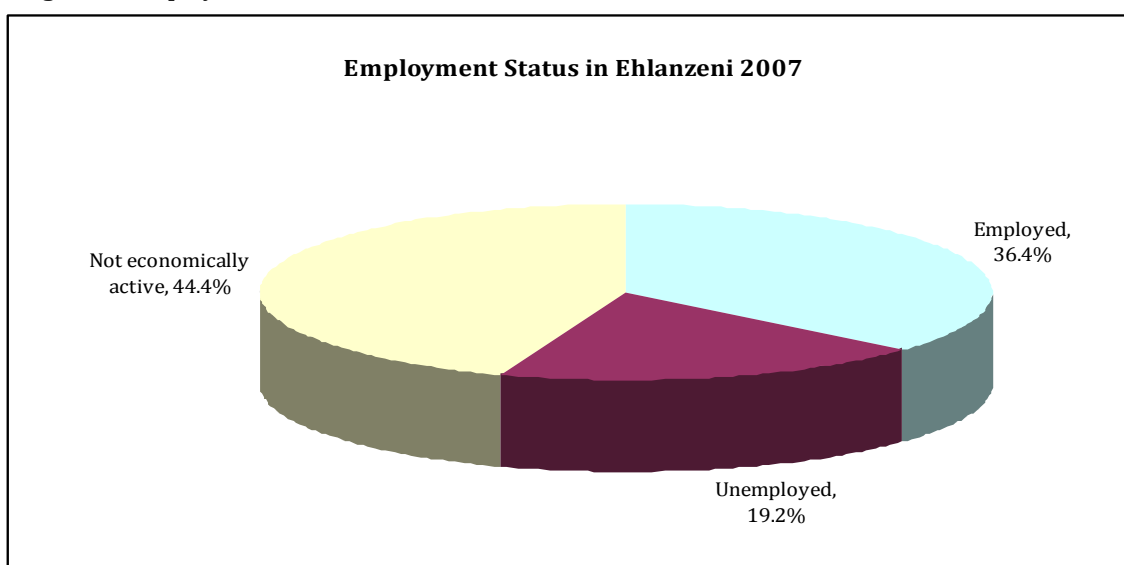
| Description | Thaba Chweu | Mbombela | Umjindi | Nkomazi | Bushbuck ridge | DMA32 | Ehlanzeni |
|-----------------------|---------------|----------------|---------------|----------------|----------------|------------|------------------|
| No income | 33,216 | 222,666 | 23,961 | 177,056 | 285,919 | 137 | 742,954 |
| R 1 - R 400 | 13,664 | 113,409 | 7,901 | 89,698 | 135,572 | 0 | 360,245 |
| R 401 - R 800 | 7,100 | 38,245 | 5,090 | 18,924 | 18,256 | 11 | 87,627 |
| R 801 - R 1 600 | 13,972 | 64,225 | 8,409 | 28,394 | 45,845 | 34 | 160,879 |
| R 1 601 - R 3 200 | 5,693 | 24,311 | 4,283 | 7,137 | 7,847 | 37 | 49,307 |
| R 3201 – R 6 400 | 3,296 | 17,524 | 2,572 | 5,955 | 6,920 | 70 | 36,337 |
| R 6 401 - R 12 800 | 2,615 | 18,027 | 2,200 | 4,860 | 3,606 | 136 | 31,444 |
| R 12 801 - R 25 600 | 1,537 | 9,817 | 656 | 1,310 | 911 | 34 | 14,266 |
| R 25 601 - R 51 200 | 380 | 2,692 | 278 | 567 | 148 | 23 | 4,087 |
| R 51 201 - R 102 400 | 250 | 612 | 37 | 0 | 144 | 0 | 1,044 |
| R 102 401 - R 204 800 | 122 | 230 | 0 | 0 | 240 | 0 | 592 |
| R 204 801 or more | 0 | 67 | 0 | 0 | 0 | 0 | 67 |
| Response not given | 2,853 | 10,897 | 1,570 | 3,182 | 2,604 | 0 | 21,107 |
| TOTAL | 84,698 | 522,722 | 56,957 | 337,083 | 508,012 | 482 | 1,509,956 |

Source: Statistics SA Community Survey 2007

The percentage distribution of households per income group confirms the role of affordability in the planning and budgeting of service delivery. According to the Stats SA Community Survey in 2007 49.2% of the households did not have any income, 23.9% earned incomes between R1 to R400, and 10% earned between R 801 to R1, 600 per month (Table 11). The comparison between periods and when this survey was conducted clearly shows an increase in the number of households in the lower income levels, a decline in the income groups to having no income. This indicates the impact of unemployment and the fact that many initiatives to alleviate poverty have not yet yielded the desired results in changing the conditions of the poor.

3.1.8 EMPLOYMENT STATUS

Figure 17 Employment Status



Source: Statistics SA Community Survey 2007

Table 12 Employment Status in Ehlanzeni District

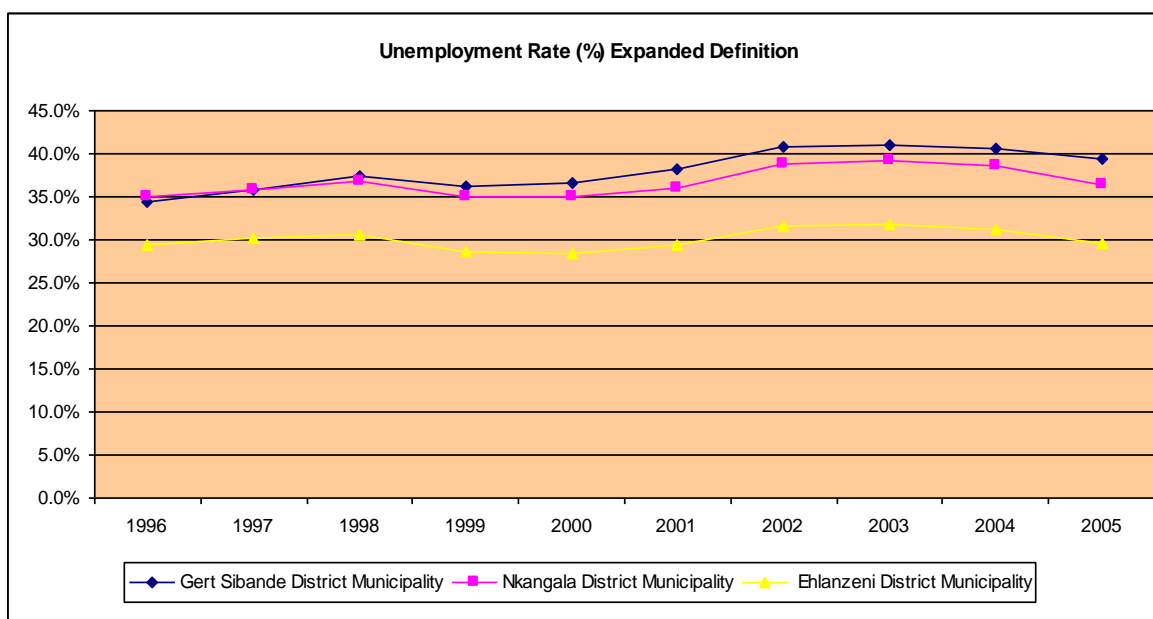
| Description | Thaba Chweu | Mbombela | Umjindi | Nkomazi | Bushbuck ridge | DMA32 | Ehlanzeni |
|-------------------------|---------------|----------------|---------------|----------------|----------------|------------|----------------|
| Employed | 32,882 | 165,594 | 22,097 | 54,087 | 50,302 | 308 | 325,270 |
| Unemployed | 8,082 | 52,290 | 5,016 | 39,543 | 66,647 | 24 | 171,602 |
| Not economically active | 16,423 | 112,071 | 11,183 | 94,764 | 161,985 | 33 | 396,459 |
| TOTAL | 57,387 | 329,955 | 38,296 | 188,394 | 278,934 | 365 | 893,331 |

Source: Statistics SA Community Survey 2007 (Only people aged from 15 till 65 years)

Employment in the district includes those people who are formally and informally employed. The economically active comprises all people with the capacity to be employed in the economy and it includes both the employed and unemployed. Figure 17 above shows that Ehlanzeni had 44.4% of not economically active participants in the economy. Factors that contribute to this include the increase in the population of the working groups (migrant workers, number of graduates, matriculants, school drop outs, retrenchments, etc). This resonates with the previous section on household incomes that had decreased as a result in an increase of the unemployment rate. Figure 17 also indicates that 36.4% of the labour force was employed and 19.2% unemployed.

Figure 18 below shows the expanded definition of unemployment which refers to all the population who have given up seeking employment. The expanded unemployment in Ehlanzeni has been lower compared to other districts in the province which indicates that unemployed people in Ehlanzeni still have hope to find employment.

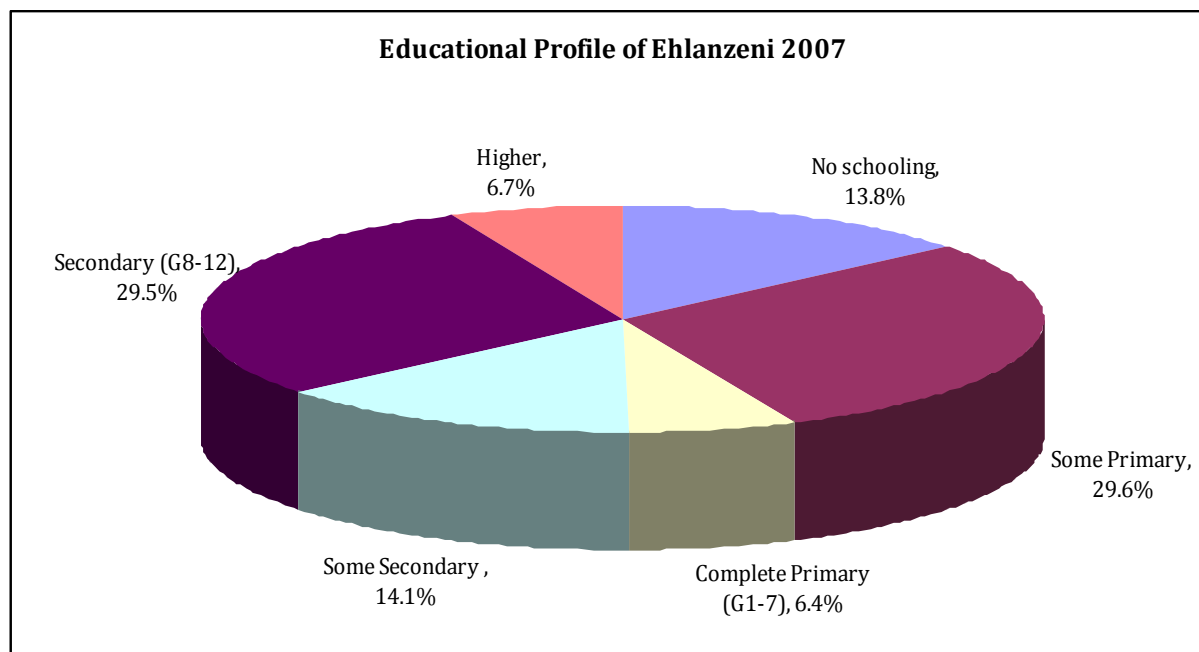
Figure 18 Unemployment Rate Expanded Definition



Source: Adapted from Mpumalanga Economic Profile Volume 2 March 2007; DEDP

3.1.9 EDUCATIONAL PROFILE

Figure 19 Educational Profile



Source: Statistics SA Community Survey 2007

The level of education composition reveals relatively low levels of schooling in the district. Only 6.7% of the population has higher education and 29.5% secondary schooling (Figure 19). This highlights the pressure on delivery training and educational services, ranging from pre-school level to tertiary level not only in the district but the province as well. There is a great need in the province to have a university and more tertiary institutions to improve the state of education.

Table 13 Educational Profile in Ehlanzeni District

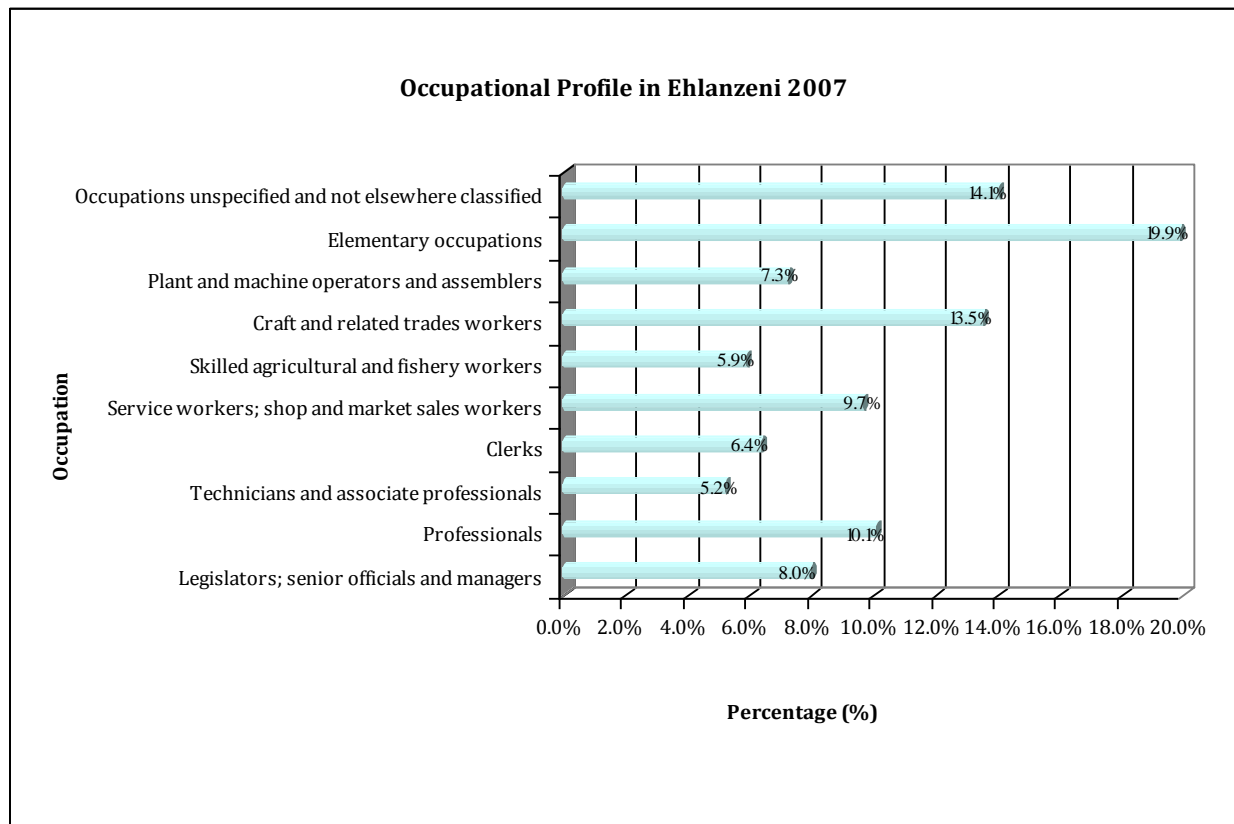
| Description | Thaba Chweu | Mbombela | Umjindi | Nkomazi | Bushbuck ridge | DMA32 | Ehlanzeni |
|-------------------------|---------------|----------------|---------------|----------------|----------------|------------|------------------|
| No schooling | 7,226 | 52,699 | 5,142 | 50,837 | 68,526 | 43 | 184,473 |
| Some Primary | 20,708 | 128,851 | 12,755 | 93,684 | 139,586 | 35 | 395,617 |
| Complete Primary (G1-7) | 4,666 | 28,459 | 3,200 | 19,141 | 30,269 | 0 | 85,735 |
| Some Secondary | 11,392 | 61,549 | 6,795 | 43,289 | 64,885 | 0 | 187,911 |
| Secondary (G8-12) | 26,130 | 153,562 | 18,024 | 74,678 | 120,907 | 229 | 393,529 |
| Higher | 6,717 | 40,554 | 5,847 | 15,540 | 20,128 | 150 | 88,935 |
| TOTAL | 76,839 | 465,674 | 51,763 | 297,169 | 444,301 | 457 | 1,336,200 |

Source: Statistics SA Community Survey 2007 (Children under 5 years of age are not included)

Education plays a critical role in the development of communities and impacts greatly on economies. The type of education and training received by individuals equally determines the occupation or career they would eventually pursue.

3.1.10 OCCUPATIONAL PROFILE

Figure 20 Occupational Profile



Source: Statistics SA Community Survey 2007

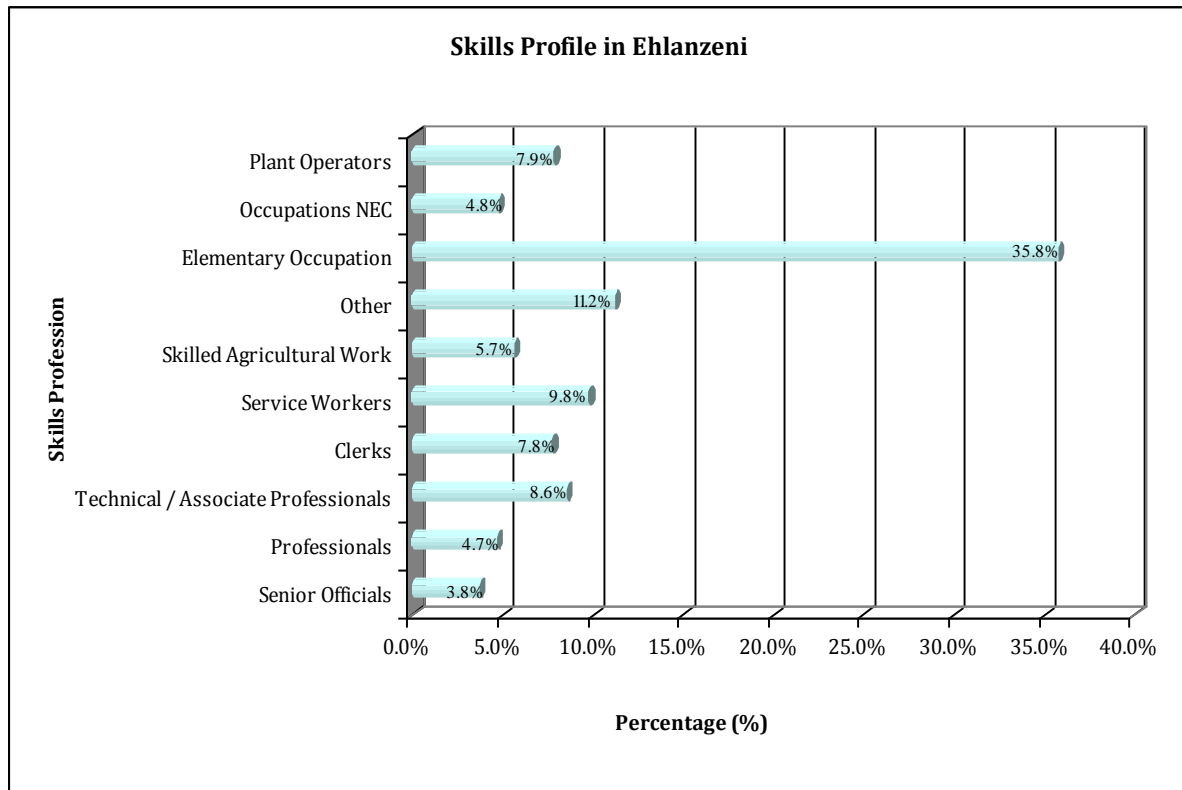
Table 14 Occupational Distribution Profile in Ehlanzeni District

| Description | Thaba Chweu | Mbombela | Umjindi | Nkomazi | Bushbuck ridge | DMA 32 | Ehlanzeni |
|--|---------------|----------------|---------------|---------------|----------------|------------|----------------|
| Legislators; senior officials and managers | 3,373 | 15,234 | 2,104 | 3,959 | 1,756 | 47 | 26,473 |
| Professionals | 2,409 | 16,037 | 1,999 | 6,578 | 6,487 | 24 | 33,534 |
| Technicians and associate professionals | 1,980 | 10,882 | 1,031 | 1,767 | 1,736 | 12 | 17,409 |
| Clerks | 2,012 | 12,509 | 1,103 | 2,295 | 3,157 | 74 | 21,150 |
| Service workers; shop and market sales workers | 3,118 | 16,424 | 2,165 | 5,607 | 4,762 | 60 | 32,135 |
| Skilled agricultural and fishery workers | 2,528 | 9,437 | 2,559 | 3,067 | 1,983 | 23 | 19,596 |
| Craft and related trades workers | 4,184 | 22,807 | 2,615 | 8,521 | 6,797 | 24 | 44,948 |
| Plant and machine operators and assemblers | 2,568 | 11,816 | 2,214 | 4,490 | 2,979 | 11 | 24,077 |
| Elementary occupations | 6,586 | 32,225 | 4,497 | 12,316 | 10,333 | 11 | 65,969 |
| Occupations unspecified and not elsewhere classified | 4,333 | 21,496 | 2,592 | 6,736 | 11,475 | 22 | 46,654 |
| TOTAL | 33,091 | 168,867 | 22,879 | 55,336 | 51,465 | 308 | 331,945 |

Source: Statistics SA Community Survey 2007 (Percentage of total population 21.75%)

3.1.11 SKILLS PROFILE

Figure 21 Skills Profile



Source: Municipal Demarcation Board SA 2006

Figures 20 and 21 indicate the occupational and skills classification of the employed in Ehlanzeni. Both figures reveal that almost 19.9% and 35.8% of the district's labour force is employed in elementary occupations in many of the economic sectors. Craft and related workers follow with 13.5% and professionals with 10.1% in the occupational profile. The low levels of highly skilled people in the district is highlighted by the low percentages of the higher skilled level occupational groups, senior officials 3.8%, professionals 4.7%, and technicians and associate professionals 8.6%.

3.2 ECONOMIC PROFILE

The Ehlanzeni area is dominated by agriculture, forestry and tourism as the main economic activities characterizing the land use pattern of the area. Major industrial centres in the area are Nelspruit, White River and Nsikazi. The building, manufacturing and service sectors are boosting growth in the Nelspruit and White River areas.

3.2.1 AGRICULTURE

Ehlanzeni District is characterised by a sub-tropical climate, which makes it an ideally suited region for the cultivation of subtropical, citrus and deciduous fruit such as mangoes, litchis, papaws, bananas, avocados, guavas, granadillas and tomatoes. Nuts, tobacco, wood and vegetables are other crops grown in the Ehlanzeni area. Agricultural activities compete with forestry in terms of the resource base.

The areas of Nelspruit, White River, Barberton and Bushbuckridge form the second largest citrus producing area in the country. The Barberton area is the largest irrigable area, which produces citrus, cotton, tobacco, wheat and vegetables. Ehlanzeni is also well suited for sugar, livestock and game farming.

According to Statistics South Africa's September 2005 labour force survey, Agriculture was the fourth highest formal employer in the province. **11.5%** of the province's formal employment. Employment within agriculture grew by close to 1% between March 2004 and March 2005 and we hope that this reversal in the trend of shedding jobs in this industry will continue.

3.2.2 MINING

Most of the province's gold is produced in Ehlanzeni district, mainly in the Barberton, Lydenburg and Pilgrim's Rest areas. The five mines operating in the Barberton area are: Agnes, Fairview, Consort, Makonjwaan Imperial open-cast and Sheba. The sector has contributed in the past decade to between 17-26% of the Provincial GDP.

The years 2000 and 2001 were peaks as mining increased sales due mainly to the weaker rand/dollar exchange rate and higher demands on the global market especially for platinum. The rich gold deposits have been mined and sold on the export market. Opportunities exist within mining as follows:

- Growing demand on the global market for commodities (platinum, gold, and chrome);
- Beneficiation of minerals (e.g. Umjindi Jewellery making);
- Platinum Group Metals mining along the eastern limb of the Bushveld Complex (Reef extents from Limpopo to Mpumalanga through Thaba Chweu);
- Chrome: Ferrochrome for steel production as well as export;
- New entrants to mainstream industry for Black Economic Empowerment (Mpumalanga Mining Energy Preferential Procurement Initiative);
- Small Scale mining;
- Strategic alliances for share acquisition through Broad Based Black Economic Empowerment;

For these to be achievable, investment and skills development, technology and infrastructure, as well as broadening of the supplier base, will need to be addressed. Due to the increased mechanization of mining activities, there has been an overall jobless growth within this sector. Rand volatility of late has not made things easier. The lack of diversification within the industry has led to a mainly commodity export driven industry.

3.2.3 FORESTRY

Forestry in the Ehlanzeni area dominates the land use and is an important contributor to the economy. Large-scale a forestation is found throughout the district with the important areas in Mbombela, Pilgrim's Rest, Sabie and Graskop. There is also direct competition between forestry and agriculture, but in most cases, the forested land is steep or rugged and not suitable for agriculture.

3.2.4 MANUFACTURING AND AGRO-PROCESSING

Mpumalanga is ranked fourth in terms of Manufacturing, behind Gauteng, Western Cape and KwaZulu Natal. It accounts for 7-10% of South Africa's total manufacturing. According to Statistics South Africa's September 2005 labour force survey, manufacturing was the second largest formal employer in the province.

Traditionally, the Petro-chemical industry in Gert-Sibande, metals in Nkangala and Agro processing related manufacturing in the Ehlanzeni District, are the main drivers for manufacturing in the province.

The manufacturing sector in Ehlanzeni was the main contributor towards the gross value added (estimated at 24%) in 2005. This was followed by trade (21%) and community services (21%).

The timber and pulp/paper manufacturing as well as fruit and sugar processing in Ehlanzeni district has room to be complemented by innovation in furniture design as well as diversification in fruit processing as well as and export growth in processed products via the Maputo harbour or the Kruger Mpumalanga International Airport should the cargo terminal become a reality.

Barriers to market entry for new industry players (e.g. fixed long term contracts within value chain) will need to be tackled in a non-disruptive manner. The human element of laying the foundation for innovation is also an area which will need to be addressed.

3.2.5 TOURISM

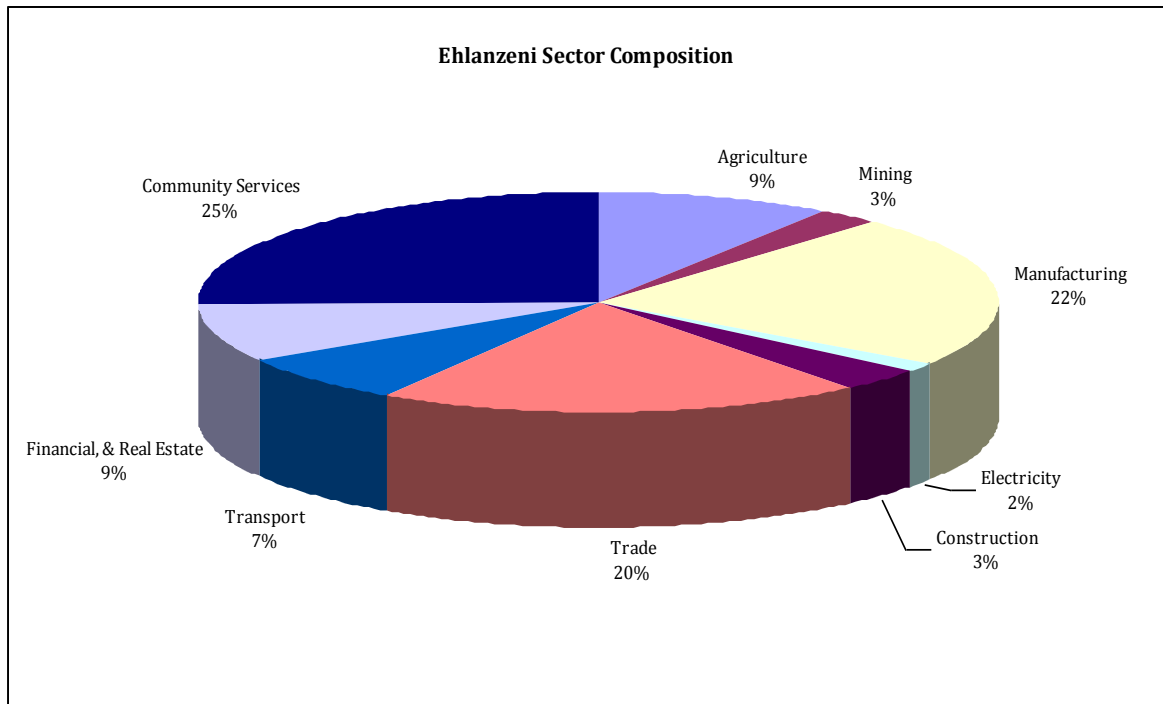
The tourism sector in Ehlanzeni district is an important source of foreign revenue. Tourism activities are concentrated around the beautiful areas of Pilgrim's Rest, Blyde Rivierspoort, Sabie and Graskop. Furthermore, Ehlanzeni has large conservation areas, which dominate the land use pattern in the east and which include the Kruger National Park, provincial, community and private game reserves.

Tourism in Mpumalanga Province has grown steadily since 1994 contributing an estimated R5.5 billion towards the provincial GDP, but has shown marginal decline in the first half of 2005 in comparison with the same period in 2004. There is evidence to suggest that the good development of our neighbours in Mozambique is eroding the need for them to go across the border in search of items to purchase as these items become more readily available in their own country. There is therefore a need to develop innovative approaches to recapture this core market of our tourism industry. (Source: South African Tourism, 2005)

3.2.6 ECONOMIC GROWTH

According to the Development Bank of South Africa (DBSA) the community services economic sector was the largest economy of Ehlanzeni which made up 25% of the economy. This was followed by manufacturing (22%); Trade (20%) and agriculture sector (9%). Nelspruit is the capital city of Mpumalanga, and is the administrative city of government and some the large national businesses and corporations.

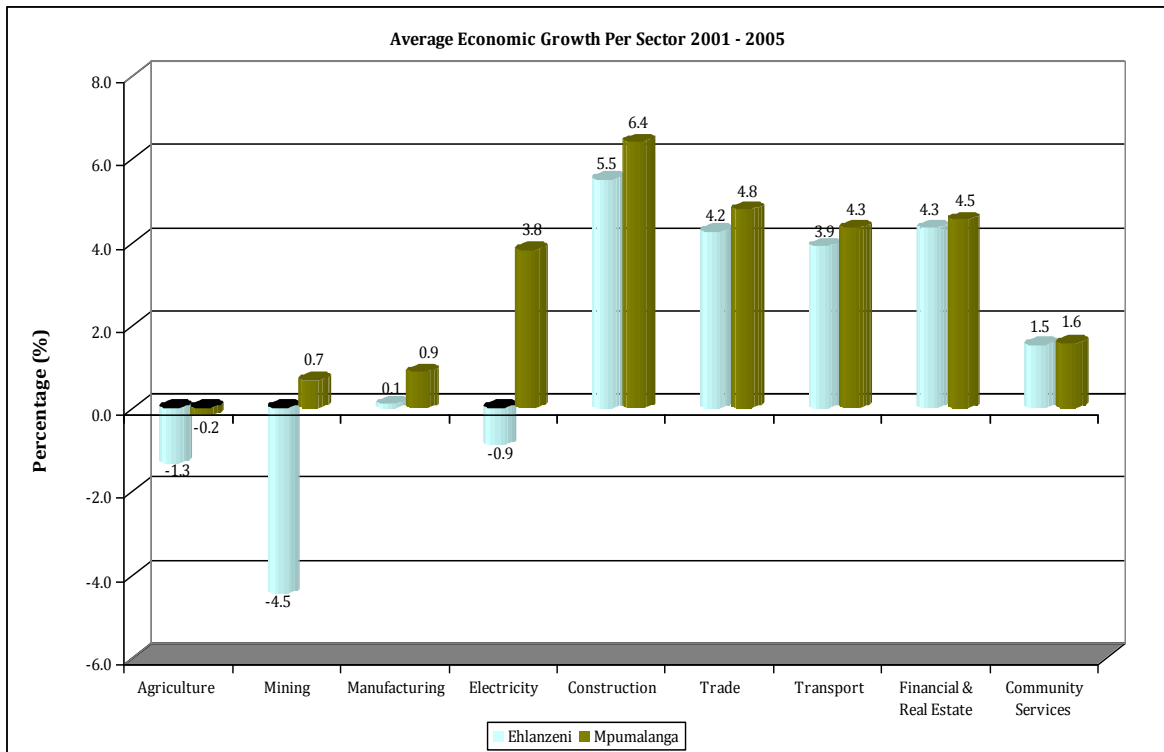
Figure 22 Economic Sector Composition in Ehlanzeni



Source: Development Bank of South Africa 2005

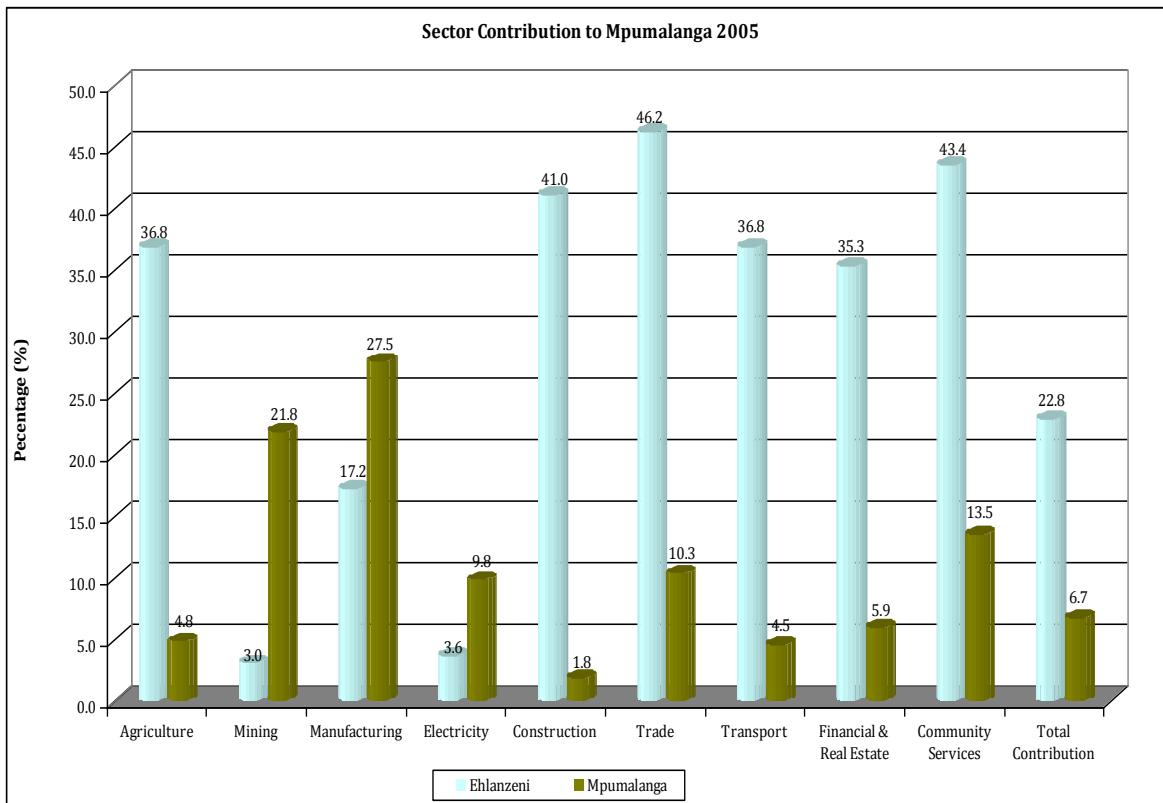
Figure 23 below shows that during 2001-2005 the construction sector had the highest average annual growth in Ehlanzeni (5.5%) while Mpumalanga registered a 6.4% growth. The financial and real estate sector (4.3%), wholesale and retail trade sector (4.2%) and transport and storage sector (3.9%) also experienced significant growth during the same period. Agriculture and mining had a negative growth -1.3% and -4.5% respectively in Ehlanzeni. However, the province had a 0.7% growth in the mining sector while the district experienced a decline.

Figure 23 Ehlanzeni Average Annual Growths (GVA) by Economic Sector



Source: Development Bank of South Africa 2005

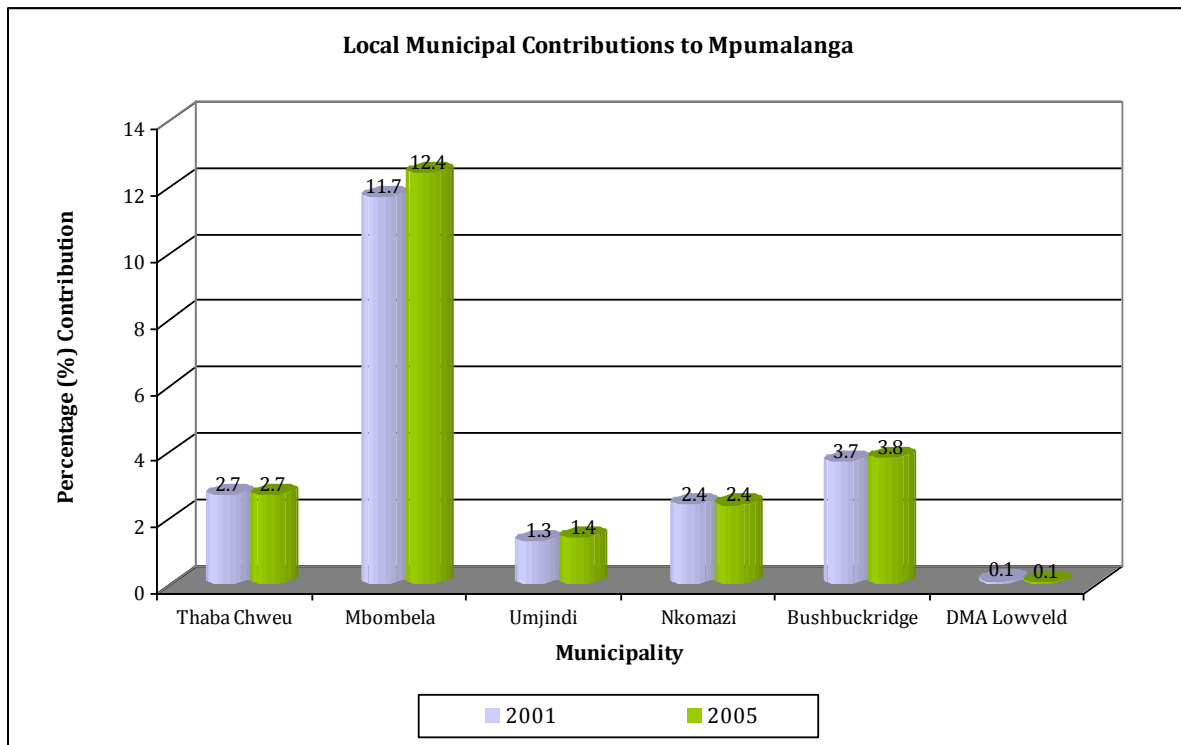
Figure 24 Contributions of Economic Sectors to Mpumalanga Economy



Source: Development Bank of South Africa 2005

Figure 24 above indicates that the major economic contributors to the provincial economy were trade (46.2%), community services (43.4%), construction (41%) and agriculture (36.8%). This reveals an interesting aspect of the district economy which is dominated by agriculture, manufacturing, mining and tourism⁸. The performance of these sectors during that period may have been affected by a number of factors such as global market changes, inflation, interest rates, etc.

Figure 25 Local Municipal Contributions to Mpumalanga Economy



Source: Development Bank of South Africa 2005

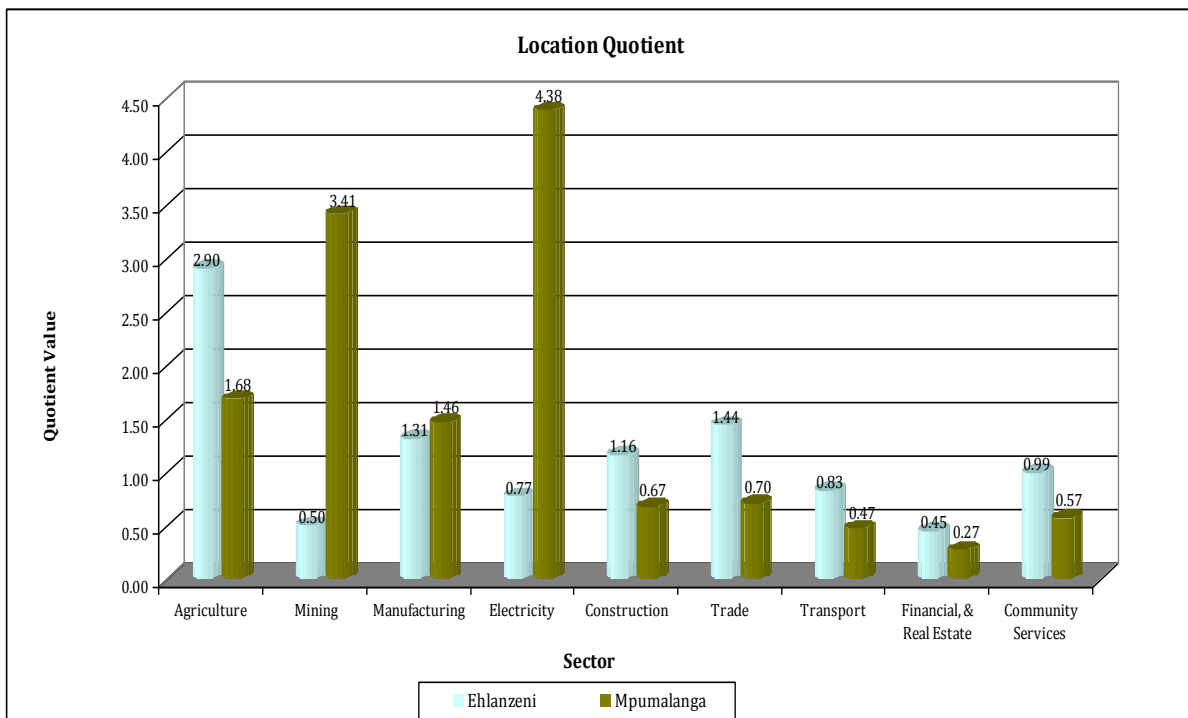
The above Figure 25 shows that Mbombela was the largest contributor to the Gross Value Added (GVA), 12.4%, to the economy of Ehlanzeni. The largest contribution in Mbombela came from trade, transport, and financial and real estate sectors. Bushbuckridge also made a significant contribution, 3.8% to the economy of the district through community services and construction sectors. Thaba Chweu was the third largest contributor (2.7%), followed by Nkomazi 2.4% and Umjindi 1.4% in 2005.

⁸ The Standard International Classification of Economic Activities (SIC) does not classify tourism as an economic sector.

The Location Quotient in Figure 26 below is the most commonly used economic base analysis for calculating the ratio between local economies and the economy of some reference unit. If a specific economy has a location quotient larger than one (1) in a particular sector or activity, per interpretation, that economy then enjoys a comparative advantage in that particular sector.

The comparative advantage indicates relative more competitive production function for a product or service in the district economy than on the aggregate economy (provincial and national). Figure 26 also shows that the comparative advantage of the Ehlanzeni lies in the agriculture, trade, manufacturing and construction economic sectors; while the comparative advantage of the province is in electricity (energy), mining, agriculture and manufacturing.

Figure 26 Location Quotients in Ehlanzeni District

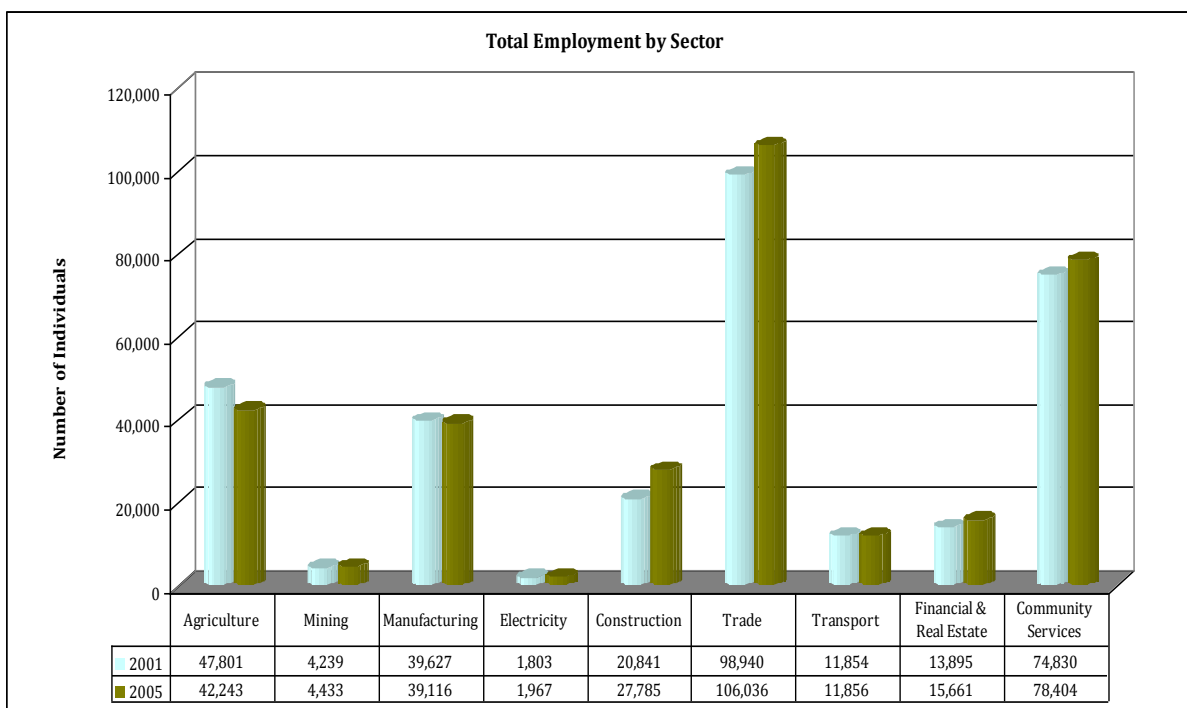


Source: Global Insight (ReX Version 2.0m (282) August 2006

3.2.7 JOB CREATION

Figure 27 below indicates that trade is the largest employer in Ehlanzeni followed by community services, agriculture and manufacturing in that order. The trade sector increased its employment by 4.8% (98,940 to 106,036). The construction sector increased the number of employment opportunities 33.3% (20,841 to 27,785). The financial sector improved by 12.7%, making it the second highest employer. The government employs more people in the province more than any other business hence makes it the main contributor to the community services sector.

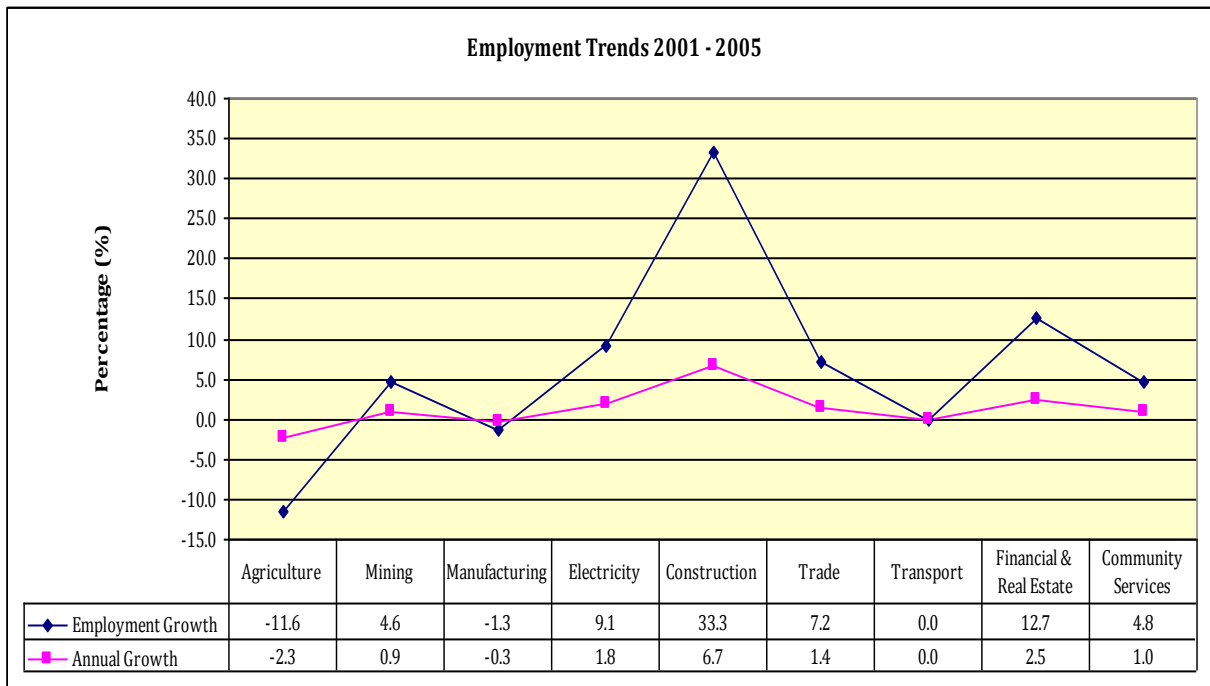
Figure 27 Total Employment by Economic Sector



Source: Development Bank of South Africa 2005

Figure 28 below shows that the agriculture sector shed more jobs (11.6%) between 2001 and 2005. The agricultural sector is the largest employer in the province. It mainly relies on casual labour and seasonal patterns. The growth in the construction sector contributed to the high level of employment in the region (33.3%). This sector has grown due to the demand in property development, and the government's EPWP projects. Other sectors that made significant contribution to employment creation are financial and real estates (12.5%), Electricity (9.1%) and trade (7.2%). The trend in the manufacturing sector had declined because of labour intensive sub sectors that performed poorly due to loss of both the export and domestic market share (Quantec, 2004).

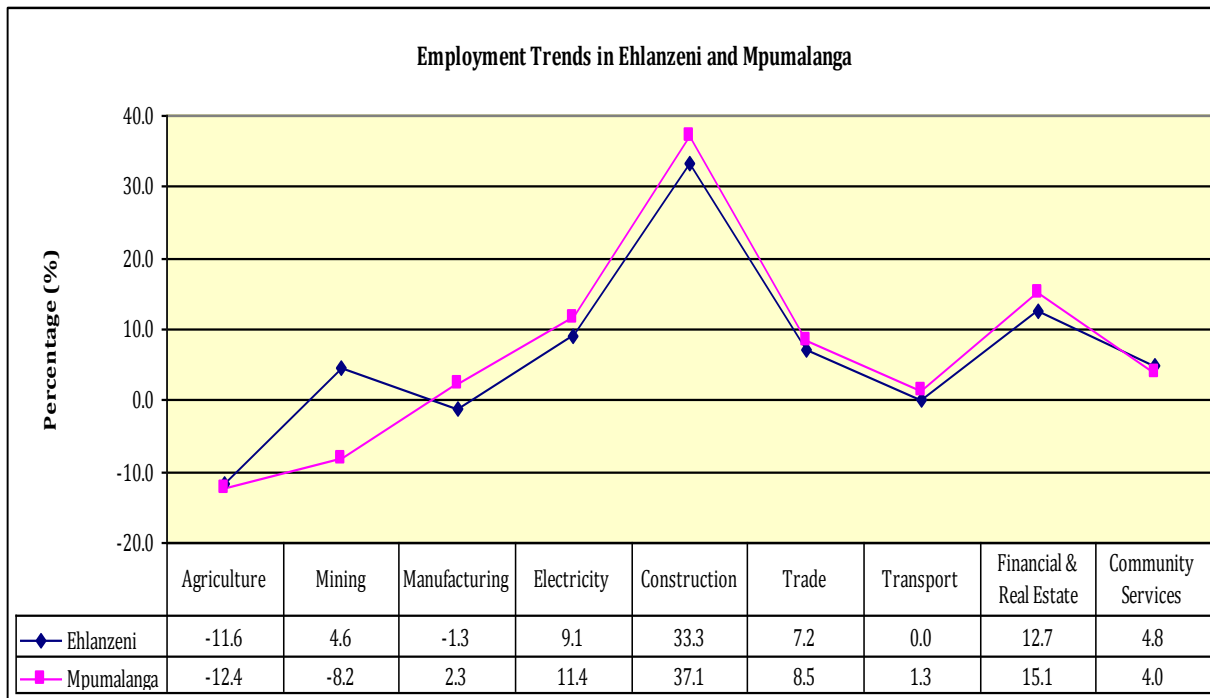
Figure 28 Employment Growth Trends by Economic Sector



Source: Development Bank of South Africa 2005

Figure 29 below shows comparative employment trends of each economic sector in Ehlanzeni and Mpumalanga between 2001 and 2005. The average employment trends between the district and the province were 4.4 and 4.1 respectively.

Figure 29 Comparative Employment Growth Trends



Source: Development Bank of South Africa 2005

3.2.8 THREATS AND OPPORTUNITIES

OPPORTUNITIES

- Maximise advantage of biodiversity making it a favourable destination for tourism. South Africa's top twenty attractions include Kruger National Park, the Blyde River Canyon, Pilgrim's Rest and private game parks in the province.
- 2010 strategy for development
- Improved branding
- NEPAD cooperation (Songimvelo-Malotjwana trans-frontier park)
- Growth in the film & Television as well as craft industries
- Growth in the financial services, communications, transport, hotel and accommodation

CHALLENGES

- Inadequate and inconsistent data on the sector
- Business skills
- Market entry for Black Economic Empowerment
- Strategies to counter shocks in currency volatility
- Negative perceptions (Malaria, HIV/AIDS, Crime)

3.2.9 THE MAPUTO DEVELOPMENT CORRIDOR

The Maputo Development Corridor (MDC) is an initiative undertaken between the South African government and the Mozambican government in 1995. The broad primary objective of the Corridor was to rehabilitate the core infrastructure, i.e. road, rail, border post, port and dredging of the port, thereby re-establishing key linkages and opening up under utilised economic development opportunities of both countries.

The implementation of these objectives was divided into three objectives, namely:-

- **The Primary Phase** which focused on the rehabilitation of the existing infrastructure
- **The Mega Project Phase** which dealt with the establishment of big industries and other large initiatives, basically promoting trade and investment, job creation and economic growth in both countries.
- **The Linkage Programme Phase** which focused on economic activities aimed at bringing the previously disadvantaged communities into the mainstream economic activities spurred by the Corridor.

With regard to the primary phase, projects identified are at different stages of development. The projects on rail, freight, border post and the port are however still lagging behind.

The Mega Phase Projects are also at different stages of Development. The major challenge lies in the Linkage Programme Phase. The Anchor projects never took off the ground due to different constraints, which, involve, inter- alia, non-cooperation from TRAC on certain economic initiatives, lack of funding and weak institutional arrangement. However, in the main, most of the Maputo Corridor Development initiatives were constrained by the slow movement with regard to infrastructure development.

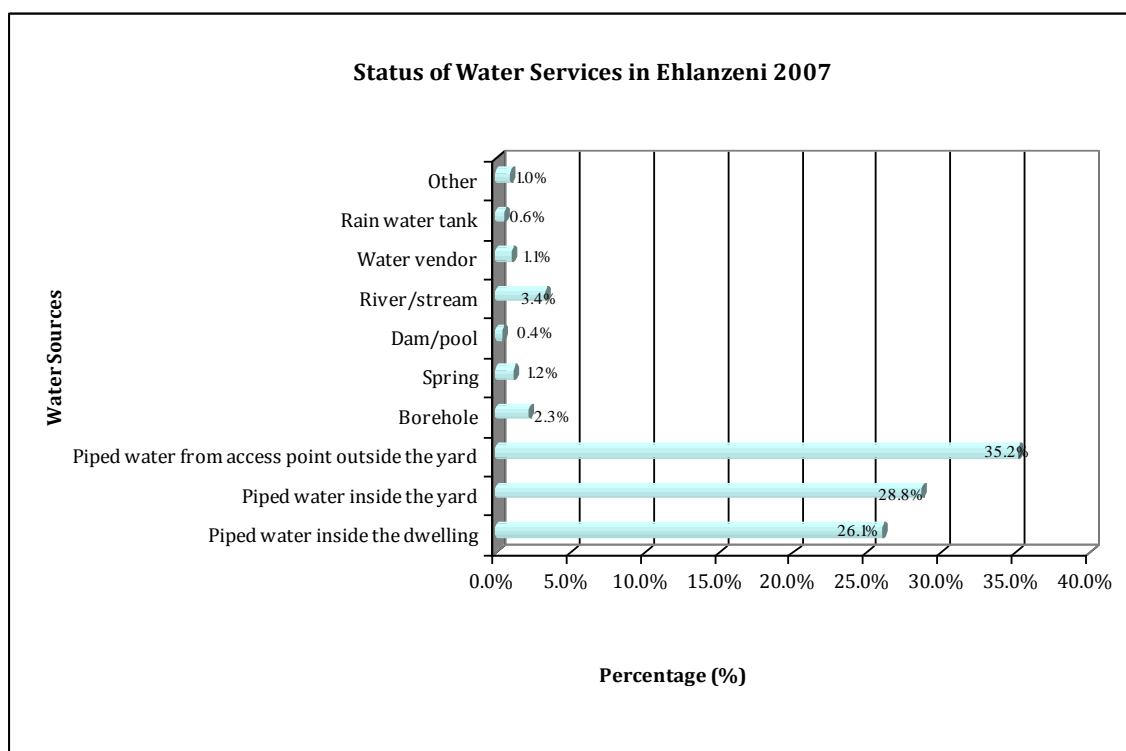
Therefore, given that the Maputo Development Corridor is still key to economic development of both countries, it is imperative that momentum is increased towards the realization of the set objectives of the Corridor.

3.3 SERVICE DELIVERY PROBLEM ISSUES

3.3.1 WATER

A large portion of Ehlanzeni District Municipality is dominated by rural areas and many do not have full access to potable water. Lack of bulk and reticulation infrastructure in these areas aggravates the situation.

Figure 30 Water Services Status in Ehlanzeni



Source: Statistics SA Community Survey 2007

Table 15 Status of Water Services in Ehlanzeni District

| Description | Thaba Chweu | Mbombela | Umjindi | Nkomazi | Bushbuck ridge | DMA 32 | Ehlanzeni |
|--|---------------|----------------|---------------|---------------|----------------|-----------|----------------|
| Piped water inside the dwelling | 10,795 | 56,123 | 8,350 | 11,649 | 14,037 | 85 | 101,039 |
| Piped water inside the yard | 8,674 | 40,159 | 4,499 | 34,771 | 23,302 | 6 | 111,410 |
| Piped water from access point outside the yard | 6,198 | 29,436 | 5,169 | 24,589 | 71,030 | 0 | 136,422 |
| Borehole | 964 | 2,725 | 188 | 1,397 | 3,512 | 0 | 8,785 |
| Spring | 0 | 1,279 | 0 | 0 | 3,374 | 0 | 4,654 |
| Dam/pool | 67 | 564 | 69 | 157 | 836 | 0 | 1,694 |
| River/stream | 1,172 | 2,505 | 424 | 3,253 | 5,675 | 0 | 13,029 |
| Water vendor | 0 | 1,215 | 69 | 543 | 2,370 | 0 | 4,196 |
| Rain water tank | 270 | 789 | 0 | 961 | 239 | 0 | 2,259 |
| Other | 118 | 2,558 | 0 | 934 | 219 | 0 | 3,830 |
| TOTAL | 28,258 | 137,353 | 18,768 | 78,254 | 124,594 | 91 | 387,318 |

Source: Statistics SA Community Survey 2007

Some local municipalities have not yet developed their indigent registers e.g. Bushbuckridge and Nkomazi and are thus not capable of providing free basic water to the entire communities within their areas of jurisdiction. Certain rural communities have access to free water (water taps without meters).

Table 16 Current free basic water within the District

| Municipality | Number of Households | Free Basic Water | |
|--------------------------|----------------------|------------------|-------------|
| | | Households | % |
| Thaba Chweu | 29,746 | 10,381 | 34.9 |
| Mbombela | 156,309 | 107,088 | 68.5 |
| Umjindi | 14,459 | 7,010 | 48.5 |
| Nkomazi | 85,000 | 1,200 | 1.4 |
| Bushbuckridge | 164,600 | 34,566 | 21.0 |
| District Management Area | 475 | 285 | 60 |
| Ehlanzeni | 450,114 | 160,245 | 35.6 |

Source: Ehlanzeni District Municipality Blue Print on water and sanitation 2006

The District developed a water and sanitation Blueprint to guide project implementation on matters relating to water and sanitation. Funding for operations and maintenance is a critical challenge to the district and its Local Municipalities, as these aspects are not quantified in the Water Services Development Plan (WSDP). All the local municipalities in Ehlanzeni are water service authorities as published in **Section 12 notice (2003)**. The Department of Water Affairs and Forestry (DWAf) is providing technical support to the district and local municipalities in the development/review of Water Services Development Plans.

The information reflected in the District's WSDP developed in October 2008 was obtained from the respective WSDP's of the Local Municipalities in EDM region. Although not all of the data in the relevant WSDP's was up to date and completed, the data in the following WSDP's was used to compile this report:-

- Thaba Chweu LM - January 2008
- Mbombela LM - February 2008 (Adopted)
- Umjindi LM - January 2008
- Nkomazi LM - May 2008
- Bushbuckridge LM - June 2007

The final draft of the District WSDP will be tabled in council for approval in June 2009.

In terms of the Local Municipalities' backlogs, the figures reflected in Table 15 above do not reflect the actual water backlogs as captured in the technical reports of local municipalities, and the challenges of differences in statistics contained in various planning documents. Table 17 below reflects the current status quo as captured by local municipalities on water services in 2007 with below basic being a reflection on the status regarding backlogs in the municipalities.

Table 17 Status of water services in Ehlanzeni District

| Municipality | Number of Households | BASIC SERVICE | | FULL SERVICE | | BELOW BASIC | |
|------------------|----------------------|----------------|-------------|---------------|-------------|----------------|-------------|
| | | Households | % | Households | % | Households | % |
| Thaba Chweu | 29,746 | 2,588 | 8.7 | 14,398 | 48.4 | 12,760 | 42.9 |
| Mbombela | 156,309 | 40,232 | 25.7 | 24,299 | 15.5 | 91,778 | 58.7 |
| Umjindi | 14,459 | 1,465 | 10.1 | 7,010 | 48.5 | 5,984 | 41.4 |
| Nkomazi | 85,000 | 34,850 | 41.0 | 19,550 | 23.0 | 30,600 | 36.0 |
| Bushbuckridge | 164,600 | 26,336 | 16.0 | 16,954 | 10.3 | 121,310 | 73.7 |
| Ehlanzeni | 450,114 | 105,471 | 23.4 | 82,211 | 18.3 | 262,432 | 58.3 |

Source: Ehlanzeni District Municipality –Collective with Local Municipalities (2007)

There is a challenge with Water Service Authorities with regard to the continued sustainability of the water services in the district. The information above clearly indicates to policy makers that a major challenge exists in transforming water services into a sustainable service in most of the local municipalities in the district. An amount of **R 93,322,000.00** was spent by EDM in 2004 on water infrastructure as a result of lack of maintenance by local municipalities to sustain this infrastructure so that it reaches its full life cycle.

Table 18 Water Services 1996 to 2008

| Municipality | Households | | |
|------------------|----------------|----------------|----------------|
| | 1996 | 2001 | 2008 |
| Basic Services | 39,909 | 54,086 | 105,471 |
| Full Service | 105,178 | 111,757 | 82,211 |
| Below Basic | 31,415 | 53,495 | 262,432 |
| Ehlanzeni | 176,502 | 219,338 | 450,114 |

Source: Ehlanzeni District Municipality Blue Print on Water and Sanitation (2005)

The table above shows progress made with regard to water services in the district. The drastic percentage increase of 390% in the category "Below Basic" from 2001 and 2008 was due to the inclusion of Bushbuckridge into Ehlanzeni and the population growth since 1996 and 2008 of 64%. This decline in service levels is also the result of inadequate Operation and Maintenance on previous capitalized infrastructure that had fallen into the category of "Below Basic".

The District WSDP reflects on a number challenges and implementation strategies to address the following issues providing specific details per local municipality:

- Water Quality
- Waterborne Sanitation
- Water Resource Management Interventions
- Water Services Infrastructure
- Water Services Institutional Arrangements
- Industries and permitted effluent releases

Issues of critical importance on water services infrastructure

- It is estimated that it should be far less costly to enhance operational, managerial, institutional and maintenance problems, and thereby protect the existing investments in capital infrastructure, than to provide new services in areas where backlogs exist.
- It is also important to take note of the fact that assets that are not properly maintained will quite soon re-enter the project provision cycle as a “new backlog” due to service failure. Protection of the existing infrastructure is therefore of utmost importance in the medium term.
- It is very important to note that after a capital investment in services has been made, certain service delivery expectations are raised at consumer level. After construction, the service has to be operated and maintained to ensure delivery of services at the expected standard and level of service for many years to come. Too often this aspect is overlooked and following the completion of a project the focus by decision makers immediately shifts towards the installation of additional infrastructure elsewhere. This attitude has to change to reduce the backlog and improve service delivery, and will make huge savings on costs if infrastructure is effectively maintained.

Successful implementation of capital projects and asset management for sustainable development practices requires amongst others:-

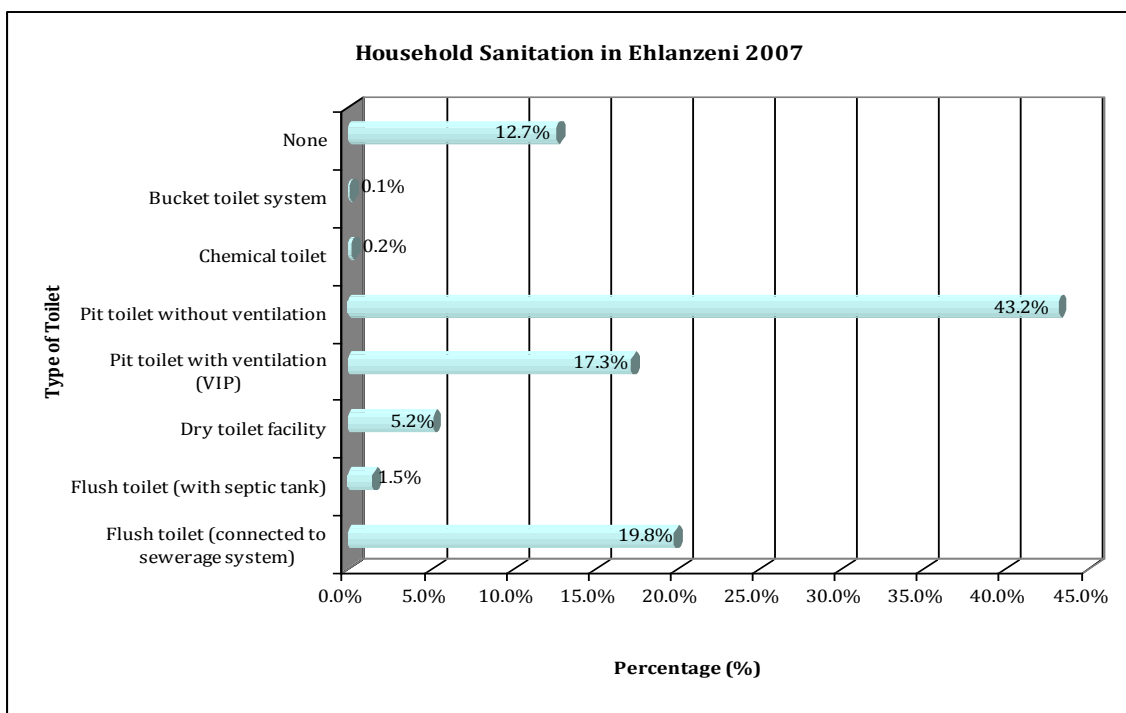
- Recognition of the need and commitment at all levels (councillors, senior officials, and operational staff) in the municipalities to a service driven culture, and an awareness of the contributions sustainable projects will make;
- Establishment of clear service-level goals, a clear understanding of the current position, and a commitment to improve.

General Water Services Challenges

- Uncontrolled Settlements
- A large number of communities are still provided with un-purified water
- A process of revenue collection cannot be commenced with in these areas by installing water meters
- Tampering with bulk supply and reticulation systems
- Uncontrolled consumption
- Lack Baseline Study
- Interruption with Electricity supply and cost recovery challenges
- Capacity of local municipalities in terms of Section 78 processes and assessments
- The installation of water meters can only start when water treatment works have upgraded to supply purified water and not only treated water
- Financial and technical support by DWAF and the DPLG over a period of 5 years in order to bring the service to an acceptable standard
- Refurbishment of existing bulk infrastructure
- Tenure upgrading - restoring ownership of the property/erven, with a well captured database
- Baseline information of communities
- Database of municipal engineering services
- Update of financial systems to start cost recovery
- Institutional capacity in engineering and financial management
- Asset management plans

3.3.2 SANITATION

Figure 31 Status of Household Sanitation in Ehlanzeni



Source: Statistics SA Community Survey 2007

In 2005, EDM and its local municipalities undertook a study to ascertain the service backlog for water and sanitation which culminated into the Blue Print for Water and Sanitation for the district. The study revealed that the majority of the population living in informal villages have a greater challenge with a huge backlog on sanitation. However, more than 50% of the total households in these areas have pit latrines which must be upgraded to VIPs.

Table 19 below reflects the progress made with regard to sanitation in the area of Ehlanzeni DM. There was a drastic percentage increase of 137% in the category “Below Basic” from 2001 and 2008 due to the incorporation of Bushbuckridge into EDM. The population growth since 1996 and 2008 of 64% was also another factor. Inadequate operation and maintenance on previously capitalised infrastructure had contributed to sanitation services falling back into the category “Below Basic”.

Table 19 Sanitation Services in Ehlanzeni

| Municipality | Number of Households | BASIC SERVICE | | FULL SERVICE | | BELOW BASIC | |
|------------------|----------------------|---------------|------|---------------|------|----------------|------|
| | | Households | % | Households | % | Households | % |
| Thaba Chweu | 28,258 | 1,334 | 4.7 | 17,719 | 62.7 | 9,205 | 32.6 |
| Mbombela | 137,353 | 25,164 | 18.3 | 41,445 | 30.2 | 70,744 | 51.5 |
| Umjindi | 18,768 | 682 | 3.6 | 11,828 | 63.0 | 6,258 | 33.3 |
| Nkomazi | 78,254 | 29,295 | 37.4 | 6,081 | 7.8 | 42,878 | 54.8 |
| Bushbuckridge | 124,595 | 10,408 | 8.4 | 6,417 | 5.2 | 107,770 | 86.5 |
| DMA 32 | 90 | 6 | 6.7 | 84 | 93.3 | 0 | 0 |
| Ehlanzeni | 387,318 | 66,889 | | 83,574 | | 236,855 | |

Source: Ehlanzeni District Municipality Blue Print on Water and Sanitation

Table 20 Sanitation Progress 1996 to 2008

| Municipality | Households | | |
|------------------|----------------|----------------|----------------|
| | 1996 | 2001 | 2008 |
| Basic Services | 0 | 33,761 | 142,873 |
| Full Service | 46,942 | 61,161 | 69,247 |
| Below Basic | 128,503 | 124,419 | 295,257 |
| Ehlanzeni | 175,445 | 219,341 | 507,377 |

About R63 million was spent by Ehlanzeni DM in 2004 on sanitation infrastructure. The major challenge still is for local municipalities to ensure sustainability of this infrastructure so that it reaches its full life cycle.

The major challenges faced by municipalities in addressing sanitation issues include:-

- Geotechnical properties of soil in the Ehlanzeni are of a sandy nature. During the rainy season, the water table is very high and this increases the health risks of VIP and pit latrines;

- Certain areas in Bushbuckridge are dependant on boreholes for water supply and, due to the sandy soil, these boreholes are contaminated as a result of the VIP and pit latrines;
- The implementation plan for VIPs is slow and time consuming. Another approach is necessary to convince the communities of the benefits;
- Millennium goals will not be met due resource constraints, capacity and huge backlog.

3.3.3 ELECTRICITY

Most households in the district have access to electricity as a form of energy although there are still some households that depend on other forms of energy like gas, paraffin, solar and wood. The ratio of dependence on other forms of energy beside electricity is aggravated by high unemployment rate within the district. In terms of the household survey of 2007, 84.2% households have access to electricity and 15.5% do not have access. The majority of community facilities in the district lack electricity as a form of energy.

Table 21 Access to Energy (Electricity)

| Municipality | Number of Households | BELOW BASIC | | BASIC | | INTERMEDIATE/FULL | |
|------------------|----------------------|---------------|-------------|--------------|------------|-------------------|-------------|
| | | Households | % | Households | % | Households | % |
| Thaba Chweu | 28,258 | 5,488 | 19.4 | 0 | 0 | 22,770 | 80.6 |
| Mbombela | 137,353 | 20,284 | 14.7 | 0 | 0 | 117,068 | 85.2 |
| Umjindi | 18,768 | 3,774 | 20.1 | 0 | 0 | 14,993 | 79.9 |
| Nkomazi | 78,254 | 19,287 | 24.6 | 0 | 0 | 58,967 | 75.3 |
| Bushbuckridge | 124,595 | 11,154 | 8.9 | 1,230 | 1.0 | 112,210 | 90.0 |
| DMA 32 | 90 | 0 | 0 | 0 | 0 | 90 | 100.0 |
| Ehlanzeni | 387,317 | 59,988 | 15.5 | 1,230 | 1.0 | 326,098 | 84.2 |

Source: Statistics SA Community Survey 2007

Most schools, clinics, community halls and boreholes still depend on other forms of energy that are not reliable. There is a lack of reliable electricity as a form of energy in the rural growth points to stimulate development around these centres. There is a lack of floodlights / street lights to assist in the combating of crime in most settlements. The table below illustrates the electricity backlogs as well as a programme to eradicate these backlogs.

Table 22 Plan to Eradicate Electricity Backlogs

| Description | Backlog | 2006/07 | 2007/08 | 2008/09 | 2009/10 | 2010/11 |
|---------------|---------------|---------------|---------------|---------------|---------------|---------------|
| Thaba Chweu | 6,630 | 3,315 | 3,381 | - | - | - |
| Mbombela | 33,623 | 6,725 | 6,859 | 6,996 | 7,136 | 7,279 |
| Umjindi | 5,749 | 2,874 | 2,932 | - | - | - |
| Nkomazi | 31,516 | 6,303 | 6,429 | 6,558 | 6,689 | 6,823 |
| Bushbuckridge | 17,327 | 5,776 | 5,891 | 6,009 | | |
| DMA 32 | 18 | 180 | | | | |
| TOTAL | 94,863 | 25,173 | 25,493 | 19,563 | 13,825 | 14,102 |

Source: Department of Minerals and Energy

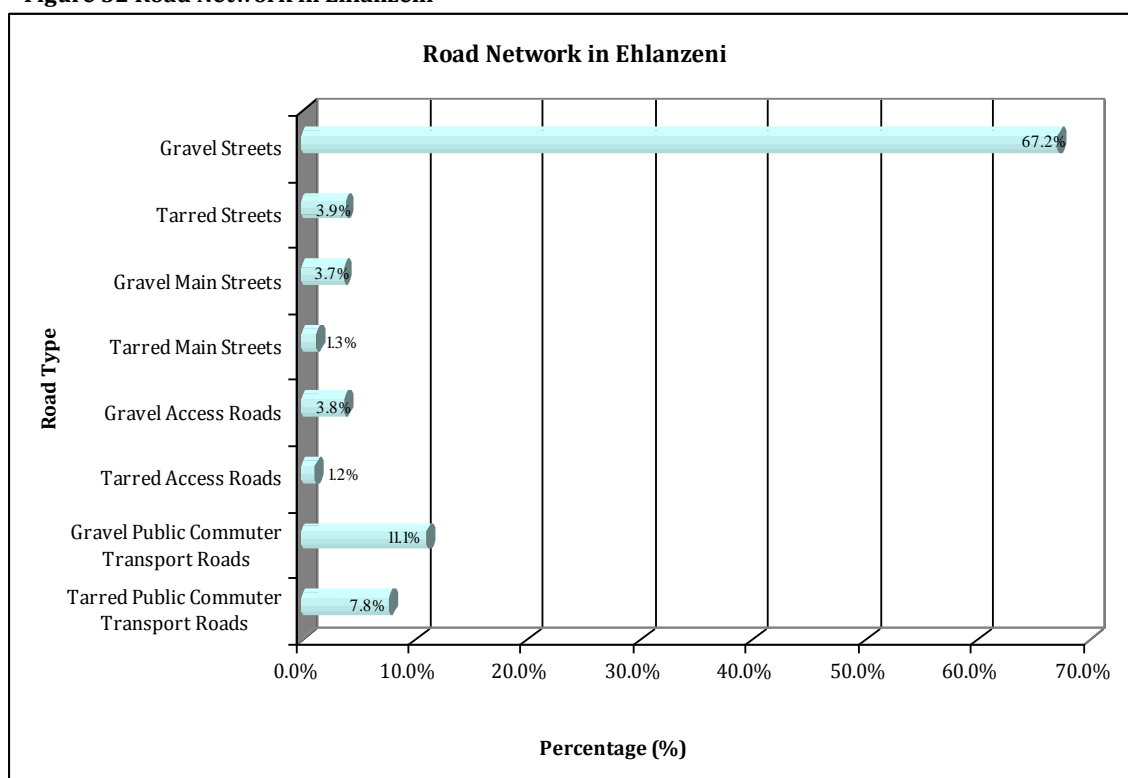
3.3.4 ROADS & PUBLIC TRANSPORT

EDM has a well-developed road network. However, the roads in rural areas are predominately of poor condition which are gravel and in some instances partially tarred. Most of the tarred roads are not well maintained. Residential streets in rural areas are not tarred and make accessibility difficult during rainy seasons. Another type of transportation within the district is the rail network which transverses the entire district along the N4 Maputo corridor to Komatipoort and to the north along the R40 to Phalaborwa. The current railway system does not serve commuters between their places of employment and home. Majority of commuters either use buses or taxis between their places of work and home or getting to any other destination.

The bus sector is more formalized and reliable in the entire district carrying more than 85% passengers on 500 routes, with 139 terminals and 338 buses for BUSCOR and 15 for Great North Transport. The taxi industry is semi-formalized and unregulated and unreliable accounting for less than 20% of the commuters with about 1200 registered vehicles, four Taxi associations and 165 metered taxis.

The district has an international airport the KMIA and the Nelspruit public airport. The Malelane, Skukuza and Mhlahmala private airports also serve as other mode of transport links in the District. The district developed an integrated transport plan funded by the Provincial Department of Roads and Transport. Table 23 and 24 below show the length of roads in all the local municipal areas of jurisdiction and the length of all the provincial and national roads in the EDM area (Source: EDM Current Public Transport Record 2007)

Figure 32 Road Network in Ehlanzeni



Source: Local Municipalities and Ehlanzeni District (2007)

Table 23 Length of Local Municipality Roads in Ehlanzeni District

| Category | Thaba Chweu | Mbombela | Umjindi | Nkomazi | Bushbuck ridge | Ehlanzeni |
|--|-------------|--------------|------------|--------------|----------------|--------------|
| Tarred Public Commuter Transport Roads | 43 | 189 | 21 | 28 | 145 | 426 |
| Gravel Public Commuter Transport Roads | 7 | 159 | 1 | 187 | 257 | 611 |
| Tarred Access Roads | 2 | 3 | 0 | 4 | 57 | 66 |
| Gravel Access Roads | 0 | 1 | 0 | 57 | 150 | 208 |
| Tarred Main Streets | 9 | 20 | 0 | 22 | 21 | 72 |
| Gravel Main Streets | 0 | 3 | 0 | 5 | 187 | 205 |
| Tarred Streets | 5 | 28 | 11 | 131 | 40 | 215 |
| Gravel Streets | 145 | 1,431 | 69 | 1,833 | 214 | 3,692 |
| TOTAL (in kilometres) | 211 | 1,834 | 102 | 2,267 | 1,071 | 5,495 |

Source: Local Municipalities and Ehlanzeni District (2007)

Table 24 Length of Local Municipality Roads in Ehlanzeni District

| Category | Thaba Chweu | Mbombela | Umjindi | Nkomazi | Bushbuck ridge | Ehlanzeni |
|------------------------------|-------------|------------|------------|--------------|----------------|-----------|
| National Tarred Roads | 0 | 107 | 0 | 78 | 0 | |
| Provincial Tarred Roads | 229 | 406 | 81 | 397 | 98 | |
| Provincial Gravel Roads | 0 | 37 | 129 | 377 | 160 | |
| District 'Bus Route' Tarred | 42 | 85 | 24 | 38 | 24 | |
| District 'Bus Route' Gravel | 33 | 56 | 18 | 187 | 421 | |
| TOTAL (in kilometres) | 304 | 691 | 252 | 1,077 | | |

Source: Local Municipalities Ehlanzeni District (2007) & District Roads Master Plan (2008)

EDM embarked on developing a Roads Master Plan for its area of jurisdiction in order to determine the state of roads with the intension of identify and prioritise roads in the rural areas. The Ehlanzeni District Municipality (EDM) established a forum as part of a consultative process, with representation by officials from the EDM's Technical Services Department, as well as from the various Local Municipalities and the Provincial Department of Roads and Transport in order to follow an integrated approach in the planning and development activities taking place in the area for roads.

The roads hierarchy development was tested against various future development scenarios, based on information from the IDPs of the local municipalities in order to determine the most effective road hierarchy. In order to obtain an indication of the type of work and cost required to rehabilitate the existing roads infrastructure, fieldwork and visual assessments were carried out on selected routes and the existing roads were further classified in order to record their status.

A total of approximately **6,245km** of roads in Ehlanzeni area was assessed, and information pertaining to their locality, road name, ownership, surface type and condition, road width, adequacy of stormwater related structures and an upgrading/maintenance cost estimate was compiled.

On average, approximately 74% of the gravel roads and 30% of the surfaced roads in the various Local Municipalities require re-alignment and reconstruction, as well as maintenance and base failure corrections respectively. In addition, the roads were also classified in terms of priorities (medium/high) for upgrading requirements.

3.3.5 WASTE MANAGEMENT

There are backlogs with regards to waste management services that need to be addressed so that there is visibility and an impact of services rendered and experienced by communities. Most rural areas are using communal type of waste management and systems and programmes are lacking. The current frequency of refuse removal needs further improvements.

A new landfill site for Mbombela Local Municipality has been developed at Tekwane and should be operational during 2009. All Mbombela Local Municipality's other landfill sites will be closed down and re-habilitated.

There is a need for a refuse compactor at Umjindi Local Municipality's landfill site as their machine is irreparable. This will also lengthen the lifespan of the landfill site. An Integrated Waste Management Plan for Ehlanzeni District Municipality is under development to ensure compliance with the legislative prescripts.

3.3.6 HOUSING

The demand for housing in rural areas is increasing. Home ownership is one of the most important issues in establishing stability in a community. The Mpumalanga Department of Housing has been implementing housing projects in the municipal area. In terms of the provincial survey conducted in January to July 2006 there was a backlog of 113,000 houses in the province, and the district backlog was 95,000. A majority of people in the rural areas are living in traditional or informal type of houses. The mushrooming of informal settlements also contributes to the rise of housing shortage. The District has a challenge to develop human settlements in terms of the National Housing Strategy, which encourages housing people close to their places of employment.

EDM has co-ordinated all initiatives implemented during the past years to address the shortage of housing within the region. There is still a huge backlog on housing demands, which needs to be addressed during the next five years. The slow pace of delivery and poor quality of the housing constructions has a heavy impact on the shortage of houses in the District.

3.3.7 LAND AND SPATIAL PLANNING

The municipality is predominately rural with most developments taking place around the urbanised areas. Local municipalities face a number of challenges with regard to land ownership because most land is either under the authority of traditional leaders or belongs to private individuals. Further challenges to the land issue are the finalisation of land claims that hinders developments across the entire district on areas earmarked for development. The municipalities require the implementation of a proper land use management system for the whole municipal area to resolve mushrooming of informal settlement in all the urban areas of the district. Traditional leaders need to be effectively consulted and engaged in addressing the land use management issue.

With an estimated average annual growth rate of 2.38 per annum for the 2001-2006 period, this translates to an estimated increase in population of at least 23,000 each year. The impact of this growth will have an impact on the provision of housing and social services in the district and hence will require timely planning. The list below highlights the spatial challenges posed by population growth in the district.

Challenges posed by the district's population growth include:-

- Continued sprawl of settlements particularly in Mbombela east (Nsikazi) and Nkomazi south and Bushbuckridge.
- Challenges of spatial transformation of dormitory settlements that are far from work places and other economic activity centres.
- Pressure on the land for residential purposes and the competition with subsistence or commercial agricultural activities.
- Increased need for housing while addressing land tenure upgrading – formalisation.
- Pressure on the rural development programme to absorb increased size of the potential labour force.
- Increased need for infrastructure – water, sanitation, roads, schools and community centres.
- Increased need for service provision i.e. water, sanitation, electricity, transport

3.3.8 POSTS AND TELECOMMUNICATIONS

A majority of households living in the municipal area have access to basic communication infrastructure such as postal and telecommunication services. In terms of the Mpumalanga Spatial Development Perspective 91% of the population have access to telecommunication system. One of the goals for 2010 in relation to the district hosting the FIFA 2020 World Cup is to provide fan parks in the rural areas for the poorer communities to view the soccer tournaments and the challenge is to provide these parks with adequate network coverage. Currently the District and its Local Municipalities are in a process to identify suitable sites for these fan parks.

3.3.9 CEMETERIES

An in-depth study regarding cemeteries in the area of Jurisdiction of Ehlanzeni District Municipality was conducted in 2003. Out of this study, Ehlanzeni District Municipality has identified a number of sites in three Local Municipalities out of the four namely Thaba Chweu, Nkomazi and Mbombela. These sites were financed and access roads were upgraded. The objectives were to provide enough space up to the year 2020. It seems the provisions made for the year 2020 was not enough due to a higher than expected death rate. This serves to indicate that the existing in-depth study must be urgently reviewed and updated to include Bushbuckridge Local Municipality as well.

3.4 SOCIAL DEVELOPMENT

3.4.1 SOCIAL SERVICES

The Department of Social Services has established a number of social service points throughout the Ehlanzeni District Municipality rural areas to provide the affected communities with access to the services which includes the roll-out of the social grants. The Department of Social Services through its service provider SASSA is busy attending to those areas still lacking these service points and eradicating the backlog in this regard. The table below indicates the statistic regarding the distribution of social grants in Ehlanzeni as at the time of the community survey of 2007.

Table 25 Number of people receiving social grant in Ehlanzeni District Municipality

| Grant Type | Numbers | % of Total |
|------------------------|----------------|-------------------|
| Old age pension | 73,795 | 17.2% |
| Disability grant | 21,678 | 5.0% |
| Child support grant | 323,882 | 75.3% |
| Care dependency grant | 5,108 | 1.2% |
| Foster care grant | 735 | 0.2% |
| Grant in aid | 2,314 | 0.5% |
| Social relief | 1,399 | 0.3% |
| Multiple social grants | 1,095 | 0.3% |
| TOTAL | 430006 | 100.0% |

Source: Statistics SA Community Survey 2007

3.4.2 EDUCATIONAL FACILITIES

There is a great need to establish new educational facilities and upgrade or renovate the existing ones. All communities should have access to educational services in order to improve skills and literacy levels in the area. In terms of the analyses of the Department of Education in the Province there is a hike in the number of learners within the Ehlanzeni region in the face of declining numbers of learners in the rural areas suggesting migration of learners to the predominately urban areas. There is also a reflection of a total backlog of 5959 classrooms in the province (DBSA2005:40) and 2230 classes in the district. The teacher to learner ratio is currently at 1 (one) teacher is to 47, 7 learners at primary school level and 1 teacher to 46 learners at secondary school level (Department of Education Mpumalanga).

The district is also facing major challenges in terms of tertiary education even though a number of Further Education and Training Campuses are available. The available institutions are failing to cope with the high demand within the region. The province is without a university to absorb most of the matriculates' to tertiary thus forcing enrolment outside the province.

Ehlanzeni District Municipality has a total of 698 906 persons aged between 5 and 24 years of which 182 242 (26.1%) are not attending school. The 26.1% of learners that are not receiving formal education is as a result of cross boarder movements of parents from Mozambique and Swaziland into South Africa. These children are mostly found in farm areas and informal settlements and have no access to education, social grants and other forms of grants as their parents do not have the required documents. The district is further facing a challenge of shortage of early childhood development centres. Some centres are operating without proper registrations with the relevant Departments.

3.4.3 HEALTH SERVICES

The provision of community health such as primary health clinics and ambulance services in the municipal area is primarily the responsibility of the provincial health departments. In some rural areas, the Department of Health is using mobile clinics to provide the service of primary health. In some instances the rural communities have to travel long distances for health service. One of the problems remaining is the lack of continuous services for example mobile clinics that service certain rural areas only once or twice a week on specific days. The problem is that the community needs such services on a full time basis.

3.4.4 SAFETY AND SECURITY

Crime in the municipal area is quite problematic and unacceptable. There are a number of social factors affecting the communities that has resulted in the increase of crime in the municipal area. Lack of adequate police stations and capacity within the existing ones has had a negative impact on the safety and security of the communities. The mostly high reported crime cases in the district are property related at 17.3% followed by social fabric types of crime at 7.4% and lastly violence related crimes at 2.3%. An average 41021 number of people is served by one police station in the district and one police official serving 1000 people (ISDF2006) This ratio does not take into account other constrains like human resource and other related resources.

The National Crime Prevention Strategy (NCPS) was launched in Mpumalanga on 20 January 2000. A Multi Agency Mechanism (MAM) at the Provincial level was established as a consequence of a resolution adopted at this launch. Subsequently, regional structures were established in November 2001. The Provincial Executive of the MAM, through consultation with relevant stakeholders, adopted a set of guidelines for operating the MAM Structures.

The National Crime Prevention Strategy (NCPS) states that effective crime prevention in South Africa requires the development of a shared vision, both a political level and at an inter-departmental level, both vertically and horizontally and is widely as possible within civil society and the non-governmental sector. Such as shared vision must go beyond the simple vision statement by encapsulating a shared understanding of how exactly crime is to be prevented. At the same time, a concerned and co-ordinated national initiative must be based on solid decisions about the most effective way to use resources.

It is along this brief background the MAM at District level was instituted. MAM at a Council level is composed of various structures and stakeholders. The idea of a Crime Summit was realized at compilation of the IDP for 2007/2008. This endeavour of a crime summit has been unanimously supported by all structures represented in the District MAM. Subsequently a preparatory committee was established to prepare for the logistics of the Crime Summit.

During the second meeting of the Crime Prevention Summit Preparatory Meeting, 14 August 2007, it was resolved that Ehlanzeni District Municipality will be hosting the Crime Summit as well as the launching of the new slogan “**Blow the whistle, Shaya Impempe against crime before 2010 and beyond, siyoyishaya impempe**”. (Source: ISDF 2006).

Crime has reached an unacceptable high level in certain areas of the district with Pienaar (Mbombela) area being the highest crime spot in the country. This is attributed by lack of adequate police stations and lack of capacity within the existing police force and inadequate access roads within the District. The lack of street lights in the settlements aggravates the situation and certain environmental factors contribute to the sprawling of crime e.g. un-maintained parks, cemeteries and dilapidated buildings.

Criminal activities, including drug trafficking mostly take place in certain areas around taxi ranks and bus terminus. Unoccupied RDP houses are also a challenge as criminals use them as their crime nests.

3.4.5 ARTS AND CULTURE

Mpumalanga has a rich culture and a number of prestigious heritage sites that should be preserved and promoted locally, nationally and internationally. There is a need to develop arts and culture strategies for 2010 within the Ehlanzeni District area. All local municipalities within the District have heritage sites that needs to be preserve and developed for tourist attraction.

3.4.6 SPORTS AND RECREATION

2010 Soccer World Cup

There is a need for the development of sports and recreation facilities now that South Africa has infrastructure that attracts the hosting of world events. Ehlanzeni District Municipal area has a climate and weather similar to other countries that is suitable for foreign athletes, sports men and women, tourists, etc. The district is facing a major challenge on sports facilities, as nearly all the facilities in the rural areas are inadequate or not available. Facilities that are available in the urban areas also need refurbishment to meet the required national and international standards. The hosting of the 2010 world soccer tournament within the district puts more responsibility on the district to facilitate the development of more facilities in all the local municipalities to be able to meet the demand manifested by this tournament.

Public Libraries

The number of Libraries currently available is insufficient to cater for the need of the community. There is a need to develop and construct libraries especially in the rural areas.

Recreational Parks and Facilities

Most of the R293 towns in the district do have parks identified and set aside for this purpose. However, due to a lack of maintenance and lack of land-use management, these areas have tendered to become slums informal settlements / waste dumps and as a result is not being used for its purpose.

In view of one of the province's flagship projects which is the "**Greening Mpumalanga Flagship Programme**", these parks should be re-claimed as parks through maintenance, land-use management, capacity building for the communities and also to provide services infrastructure elsewhere (such as proper housing, waste sites, etc).

3.5 COMMUNITY SERVICES

3.5.1 DISASTER MANAGEMENT

The main purpose of the Ehlanzeni District Municipality Disaster Management unit is *inter-alia* to implement appropriate disaster risk reduction measures to reduce the vulnerability of communities and infrastructure at risk. Ehlanzeni District Municipality is primary responsible for disaster management within its area of jurisdiction. In order to fulfil its primary mandate, Ehlanzeni District Municipality needs to adhere to the National Disaster Management framework, Provincial Disaster Management framework and the Disaster Management Act. Council has adopted the District disaster management framework with the following key performance areas and enablers, namely:

- Institutional Arrangement and Capacity as part of the establishment of the disaster management centre
- Disaster Risk assessment
- Disaster Risk Reduction
- Response and Recovery with respect to the need to establish early warning systems.

3.5.2 MUNICIPAL HEALTH

Municipal Health is about controlling or modifying those conditions, influences or forces surrounding man, which relate to promoting, establishing and maintaining health. The National Health Act, 2003 (Act no. 61 of 2003) had with effect from 1st July 2004, assigned the Municipal health Functions to District municipalities. It will be recalled that the Provincial Department of Health and some local municipalities initially performed this function.

The Authorisation in terms of Section 84(3) of the Local Government Municipal Structures Act 1998 Notice 812 of Government Gazette effected the assignment of Municipal Health to District Municipalities as from 1 July 2004.

WHO recommends that for every 10 000 people there should be an Environmental Health Officer. South Africa acknowledging that recommendation has considered that for every 15 000 people there should be an Environmental Health Officer with an aim of reaching the WHO target over the years.

As a District Municipality we are aware of the above implications and the District is planning to consider the need for Environmental Health Officers. At present there are 7 Municipal EHO's and about 19 EHO's in the Health Department. In the District we have a total number of 26 EHO's to serve a Population of 1, 6 Million. This gives us a ratio of 1EHO: 61 538 people. This is far from the National target let alone the Global target.

3.5.3 ENVIRONMENTAL MANAGEMENT

Uncoordinated and informal settlement growth has led to pollution and the degradation of the natural environment. This has been compounded by inappropriate agrarian practices resulting in soil erosion and water pollution because of ineffective sanitation and waste removal systems. Reliance on wood as energy source has resulted in the degradation of trees in the area. Littering and inappropriate land use management activities have further degraded the natural environment. Non compliance with spatial development framework and the non-availability of Land Use Management Schemes aggravates the issue.

The National Environmental Air Quality Act, 2004 (Act No. 39 of 2004) spells out the duties of National Departments, District Municipalities and Local Municipalities. One of the functions of District Municipalities is to compile an Air Quality Management Plan which will involve all the local municipalities in Ehlanzeni. EDM needs to erect monitoring stations in the different areas to monitor the air, chemicals and dust pollution in our area. There are very few industries in our area that have their own monitoring system and even they need to be monitored.

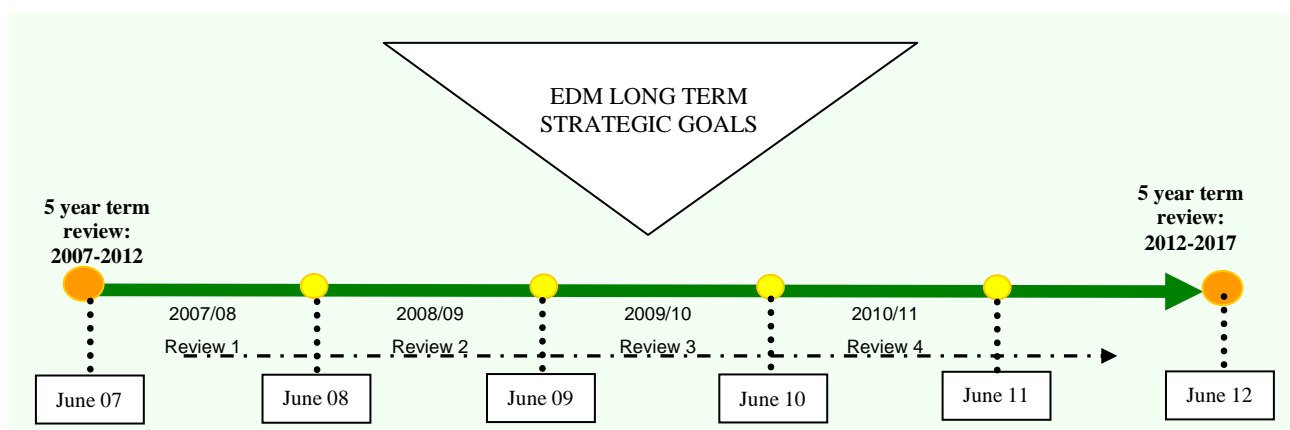
PART 2
EHLANZENI DISTRICT LONG-TERM GROWTH AND
DEVELOPMENT STRATEGY

4. BACKGROUND TO THE DISTRICT STRATEGY

4.1 STRATEGIC OVERVIEW

The district's 5 year strategic focus areas were developed during the 2007/08 IDP process and resulted in the 2007/08 to 2011/12 district's IDP. The district however during 2007/08 (September 2007) undertook a strategic planning session and through this process developed 5 key strategic goals for the district for the remainder of the 5 year period (2008-2012). The 2008/09 IDP review therefore contained these strategic goals which were used to an extent to develop implementation plans for the district. Challenges of the 2008/09 process however lead to the poor integration of these strategies within the plans of council especially in cases where multi-year projects existed as well as in areas that still required extensive consultations with relevant stakeholders to ensure their buy in and support of these strategies.

Figure 33 EDM Strategy Review Periods



4.2 INSTITUTIONAL CHALLENGES

Table 26 Institutional Challenges that exist in Ehlanzeni District

| INSTITUTIONAL ISSUE | CHALLENGES |
|-------------------------------------|---|
| Planning - IDP - Sector Plans | a. District IDP not credible and lack of a suitable system (credibility index) with which to comparatively measure progress. b. IDP issues left to units/departments/individuals within the institutions c. No means of measuring the baseline/current service level in the Local Municipalities, therefore correct status not known during analysis d. Spatial development frameworks within the district are not |

| INSTITUTIONAL ISSUE | CHALLENGES |
|---|--|
| | <p>standardised, are at disparate levels of development in the municipalities and often considered separate and hence not aligned with the IDP.</p> <p>e. No integration between the locals and the district during planning and in the plans</p> <p>f. Private sector development that puts pressure on municipal services and yet not captured in IDPs</p> <p>g. Lack of long term strategic goals at both district and local levels</p> |
| <p>Institutional Capacity - Supporting Local municipalities</p> | <p>a. Levels of capacity in each local municipality are not yet known, and therefore appropriate strategies can not be developed.</p> <p>b. Work-place skills plan either inadequately address capacity challenges or are not fully implemented.</p> |
| <p>Institutional arrangements & HR Strategies</p> | <p>a. Disparities amongst the local municipalities remuneration structures – personnel would rather move to higher grade municipalities</p> <p>b. Local government environment heavily legislated posing a challenge to retention strategies</p> |
| <p>Inter-governmental relations</p> | <p>a. Lack of coordinated cooperation within forums</p> <p>b. Poor/ lack of alignment with the Local Municipalities and other spheres of government</p> <p>c. Poor use of existing IGR structures in addressing service delivery challenges</p> |
| <p>Monitoring and evaluation</p> | <p>a. Inward looking – how will we ensure that we are able to achieve our goals and all the strategic objectives</p> <p>b. Lack of SMART indicators and systems to measure impact of strategic interventions and hence influence future planning</p> <p>c. Poor information and knowledge management with respect to reporting.</p> |

4.3 CURRENT SERVICE DELIVERY CHALLENGES

KPA 1. BASIC SERVICES

Water

PROBLEM STATEMENT: A large portion of households in the Ehlanzeni District Municipality area and in particular rural areas do not have full access to potable water or sanitation services. According to the Community Survey of 2007 (Statistics South Africa) 54% of the total households of the district are regarded as having below basic services regarding access to water. The 2007 water and sanitation blue-print for the district highlighted a total of just over R2.2 billion would be needed to eradicate the water service backlog and to meet the millennium development target. Lack of bulk and reticulation infrastructure in these areas aggravates the situation. Some local municipalities have not yet developed their indigent registers e.g. Bushbuckridge and Nkomazi and are thus not capable of providing free basic water to the entire communities within their areas of jurisdiction.

The number of **cholera** cases reported in the Ehlanzeni District Municipality reached unacceptable levels, since the beginning of January 2009, The most affected areas being Mbombela and Bushbuckridge local municipalities. Ground water is an undisputed major source of potable water in large parts of Ehlanzeni District Municipality. Water borne diseases such as cholera are increasing, causing a huge scare that that ground water in some areas may be polluted. There are almost twice as many pit latrines as there are flash toilets. And at least two out of every three households do not have access to clean, piped water.

| Bushbuckridge | Umjindi | Mbombela | Thaba Chweu | Nkomazi |
|---|--|--|--|--|
| <ul style="list-style-type: none"> • Insufficient water • Insufficient supply • Reticulation | <ul style="list-style-type: none"> • Water reticulation • Provision of water in Hawkers Stalls | <ul style="list-style-type: none"> • Lack of water supply • Water shortage • Poor water quality • Illegal connections • Interrupted supply • Need for household connections • Need reservoirs | <ul style="list-style-type: none"> • Water too expensive • Aging and poor water infrastructure: require replacement • Shortage of water in some parts of location • Purification of water; require clean water • Provision of piped water by Municipality | <ul style="list-style-type: none"> • Poor provision of bulk supply • Water reticulation • Reservoir upgrade |

KPA 1. BASIC SERVICES

| | | | | | |
|-------------------|---|--|---|--|---|
| | | | | <ul style="list-style-type: none"> • Poor quality of tap water • No tap water • Water services needed in informal settlements | |
| Sanitation | <p>PROBLEM STATEMENT: According to the Community Survey of 2007 (Statistics South Africa) 62.1% of the total households of the district are regarded as having below basic service of sanitation and the 2007 water and sanitation blue-print for the district indicated that over R984 million would be required to eradicate the sanitation backlog and meet the millennium development targets. Ehlanzeni District Municipality is largely rural and has a high percentage of households depending on ground water and utilise VIP toilets. Over 43% of water supply does not meet RDP standards and with a huge backlog on sanitation and prevalence of VIP toilets, the situation lends itself to high risk of waterborne diseases such as cholera, typhoid and many others.</p> | | | | |
| | Bushbuckridge | Umjindi | Mbombela | Thaba Chweu | Nkomazi |
| | <ul style="list-style-type: none"> • Insufficient sanitation • Lack of bulk sewerage infrastructure • VIP Toilets | <ul style="list-style-type: none"> • Sanitation –VIP toilets in rural areas | <ul style="list-style-type: none"> • Need for VIP toilets • Upgrade of sewage networks and deal with health hazard sanitation systems | <ul style="list-style-type: none"> • Require replacement of pipes for sewage • Lack of access to sanitation • Damaged sanitation systems • Waste VIP toilets needed • Outbreak of Cholera • Taxi ranks require toilets | <ul style="list-style-type: none"> • VIP toilets needed in areas • Sewer system upgrade |

KPA 1. BASIC SERVICES

| | | | | | |
|-------------------------|--|--|--|--|--|
| Waste Management | <p>PROBLEM STATEMENT: There are backlogs with regards to waste management services that need to be addressed so that there is visibility and an impact of services rendered and experienced by communities. Most rural areas are using communal type of waste management and systems and programmes are lacking. The current frequency of refuse removal needs further improvements.</p> | | | | |
| | Bushbuckridge | Umjindi | Mbombela | Thaba Chweu | Nkomazi |
| | | | <ul style="list-style-type: none"> • Land fill/ waste disposal sites • Refuse collection and monitoring of illegal dumping sites | <ul style="list-style-type: none"> • Lack of dustbins • Poor removal of waste in the locations • Bins are expensive • Unfenced dumpsites • Environmental Pollution • Need for recycling projects | <ul style="list-style-type: none"> • Waste management needed |
| Electricity | <p>PROBLEM STATEMENT: Most areas of Ehlanzeni District Municipality have access to electricity with only 25% of the population depending on other sources of energy like wood, paraffin, gas and candles. Bushbuckridge and Nkomazi Local Municipalities are the least providers of electricity to their communities in the district as a result of not having the supply licences for electricity and service is provided by ESKOM in these Municipalities.</p> | | | | |
| | Bushbuckridge | Umjindi | Mbombela | Thaba Chweu | Nkomazi |
| | <ul style="list-style-type: none"> • Insufficient electrification • Extensions • Power Failure • Use of alternative energy sources | <ul style="list-style-type: none"> • Provision of Electricity • Introduction of solar system for the whole of Umjindi • Street lights | <ul style="list-style-type: none"> • No electrical infrastructure • Power cuts; need to upgrade power • Illegal connections • Need for household connections | <ul style="list-style-type: none"> • High rates for electricity • Require street lights • Lack of electricity in some areas • Frequent power failure • Connection of high mast 'Apollo lights' | <ul style="list-style-type: none"> • Electricity supply and house connection • Street lights |

KPA 1. BASIC SERVICES

Storm Water and Roads PROBLEM STATEMENT: Most of the roads in the district are gravel roads and those tarred are damaged and need upgrading. Certain rural areas are without access bridges and there is a lack of road maintenance in most of the rural and urban areas. There was a lack of storm water drainage systems installed during construction of the routes.

| Bushbuckridge | Umjindi | Mbombela | Thaba Chweu | Nkomazi |
|---|---|---|---|--|
| <ul style="list-style-type: none"> • Opening of streets • Rehabilitation streets • Re-gravelling and grading | <ul style="list-style-type: none"> • Storm water drainage master plan • Storm water channel • Robots at the T-junction R40,Private Hospital Bulembu/Sheba Road • Pedestrian crossing with traffic light | <ul style="list-style-type: none"> • Stormwater drainage systems • Tarring of roads • Access to roads • Graveling of roads • Foot bridges • Speed humps and road signs upgrade • Bus routes • Railway systems | <ul style="list-style-type: none"> • Lack of storm water drains • Lack of road signs • Upgrade of roads and storm water • No access of roads in parts of areas • Stormwater drainage system constantly blocked • Require tarring of roads | <ul style="list-style-type: none"> • Graveling of streets • Stormwater drainage • Need pedestrian crossings and traffic lights in some areas • Tarring of roads required • Subway bridge and graveling of streets • Re-sealing of bus-routes |

Transport and Communication PROBLEM STATEMENT: The transport sector and network in the district needs major improvement in order to enhance economic growth and development in the region. There communication sector also has the potential of creating jobs and contributing to the economy of the district.

| | | | | |
|--|---|--|---|--|
| <ul style="list-style-type: none"> • Lack of telephones • Lack of information centres • Traffic services • Establishment and upgrading of bus and taxi ranks | <ul style="list-style-type: none"> • Require adequate transportation | | <ul style="list-style-type: none"> • Lack of postal services • No street addresses • Aerial networking such as TV, satellite or cell phones need improvement • Post offices are too far | <ul style="list-style-type: none"> • Bus routes requires in locations |
|--|---|--|---|--|

KPA 2. LOCAL ECONOMIC DEVELOPMENT

Economic Growth and Development

PROBLEM STATEMENT: The District is experiencing a high level of dependency with unemployment at 36.1% and high concentration of the population in areas with limited economic opportunities. There is shortage of appropriate economic skills and need to market the economic viability and industrial development of the District. There is a need to explore most of the untapped economic opportunities and potential through PPP initiatives to grow the district economy.

| Bushbuckridge | Umjindi | Mbombela | Thaba Chweu | Nkomazi |
|---|---|---|---|--|
| <ul style="list-style-type: none"> • Job creation • Construction of business centres • Upgrading of land tenure • Grazing land • Market Stalls • Farming • Cultural villages • Market opportunities • Poverty alleviation • Marketing • Erection of business centres • Available land for development • Upgrading of land tenure • Available land for farming | <ul style="list-style-type: none"> • Establishment of Umjindi Development Agency • Implementation of the LED Strategy after review (linking with Investment Prospectus) • LED through Agricultural Initiatives. • Consider the release of farms by Council for Agricultural purposes • Negotiate with Environmental educational Centre for the release of land for Communal Farming. | <ul style="list-style-type: none"> • Empowerment and job creation through projects implemented in wards • Business development • Skills for community-Entrepreneurship, tourism, etc | <ul style="list-style-type: none"> • Training centres for business skills needed • Empowerment of the unemployed • Opportunities for tourism and farming require centres for training in order to contribute to LED • Require development of land for agriculture businesses • Youth involvement in the economy needed • Skills training; hawkers facilities to be upgraded • Unfinished projects need to be taken note of | <p><i>Municipality in process of developing LED strategy</i></p> |

KPA 2. LOCAL ECONOMIC DEVELOPMENT

| Economic Growth and Development | Bushbuckridge | Umjindi | |
|---------------------------------|--|---|---|
| | <ul style="list-style-type: none"> • Grazing land • Deeping tanks • Gardening • Market Stalls • Farming skills • Cattle pounding • Cultural villages • Arts centres • Heritage sites • Traditional dances • Tourist info centre | <ul style="list-style-type: none"> • Facilitation of the involvement of the DALA & GTZ (Land Agricultural Forum) in mentoring and managing the land redistribution farm • Investigate the involvement of private sector in mentoring and • To facilitate the creation of a business hub or centre (small business, i.e. Carpentry) • Facilitate Entrepreneurship development programme through the SMME service provider (Tendering Process; Business Plans; Business Management, Financial Management, ABET, Computer Literacy, Technical Skills - Painting etc) | <ul style="list-style-type: none"> • Development of projects for all wards • Provision of youth development projects in all wards • Information & Communication Technology |

In the District Management Area (DMA), farmers bordering the Kruger National Park have been offered a market (Sabie River farmers for starters) to supply their produce to the park. 131 farmers have been identified, 30 have prepared land and others are practicing. There is a potential for commercial farming. However, farmers need to be trained in producing quality products, require financial support, basic equipment and a reservoir or irrigation system. The farmers wish to transform their farming system in the area (Mkhuhlu) into commercial farming.

KPA 3. INSTITUTIONAL TRANSFORMATION AND DEVELOPMENT

IDP, PMS, Organisational Development, Municipal Policies & strategies, etc

PROBLEM STATEMENT: Inadequate resource capacity (funding, human capital & budgets) hinders implementation of transformation and development programmes such as Performance Management Systems, benchmarking, and research and development related to service delivery. The district municipality has had challenges with its IDP which was declared “not credible” according to local government standards and quality. This has implications on the planning processes in the municipality and its locals. And not all local municipalities have a credible IDP except Mbombela which had a fairly credible IDP during the last financial year 2007/08. An organisational climate survey of the district was undertaken of which the results indicate specific challenges will need to be addressed over time (employee morale, team spirit, shared values, communication, etc).

| Bushbuckridge | Umjindi | Mbombela | Thaba Chweu | Nkomazi |
|--|--|--|---|---|
| <ul style="list-style-type: none"> Lack of strategy to attract skilled labour force and to retain the skilled personnel Lack of appropriate communication systems Lack of development of retention strategy Lack of land tenure strategy to facilitate development Lack of a development strategy for the municipal area based on a proper land audit | <ul style="list-style-type: none"> Extension of Municipal Offices. Main office (PPP investigation) Depot offices (Extension of offices) Extension/ Reconstruction of Emjindini Library Identification and proclamation of a new dumping site Libraries to be made Service Centres (more information from Civil Services) | <ul style="list-style-type: none"> Shortage of staff and scarce skills e.g. Engineers Centralised powers-limited delegations of powers to Section 57 Poor process of decision making Skewed gender balance at senior management Lack of knowledge sharing among the staff Lack of law enforcement of by-laws Lack of credible internal policies and plans | <ul style="list-style-type: none"> Poor services; nepotism in employment Improve access to municipal services Lack of knowledge of how the municipality functions Lack of transparency Capacity building for council officials needed Effective municipal asset management needed Batho Pele does not work Incompetent and irresponsible official | <ul style="list-style-type: none"> Insufficient office infrastructure Insufficiently skilled human resources Unclear roles and responsibilities of most of staff at lower levels Lack of information about communities (Baseline data) Poor communication with the communities Ward committees not fully capacitated to participate in development planning |

KPA 4. FINANCIAL VIABILITY AND MANAGEMENT

Audit Reports

PROBLEM STATEMENT: Year-on-year the municipalities are getting negative audit reports. This reflects negatively on the way the public (our customers) view municipalities. The audit reports also make it difficult for municipalities to obtain loans at a reasonable rate. Ehlanzeni District received unqualified audit reports in the last financial year. The properties in the DMA has never been valued before as it is an environmental area, hence poses a challenge with regards the development of a system for property rates and the associated revenue collection. The Auditor General sites the following major factors attributable to deterioration in audit outcomes:- lack of leadership and ongoing monitoring; lack of a proper records management system; deterioration in the control environment; and lack of adequate financial skills.

| Bushbuckridge | Umjindi | Mbombela | Thaba Chweu | Nkomazi |
|---|--|--|--|--|
| <ul style="list-style-type: none"> • A disclaimer in 2006/07 to receiving a qualified audit report in 2007/08 • Lack of effective debt collection and revenue generating strategies | <ul style="list-style-type: none"> • Maintained unqualified audit 2007/08 | <ul style="list-style-type: none"> • A disclaimer in 2006/07 to receiving a qualified audit report in 2007/08 | <ul style="list-style-type: none"> • A disclaimer in 2006/07 to receiving a qualified audit report in 2007/08 • No reports on financial matters of municipality dispersal • Lack of timeous information on the increase of rates and taxes • Capital projects should be funded by the municipality • Outsourcing skills to private companies required | <ul style="list-style-type: none"> • A qualification in 2006/07 to receiving a disclaimer audit report in 2007/08 |

KPA 5. PUBLIC PARTICIPATION AND GOOD GOVERNANCE

| | | | | | |
|--------------------------------------|--|---|---|---|--|
| <p>Good Governance Survey</p> | <p>PROBLEM STATEMENT: The district and its local municipalities do not have strong public participation structures which hampers effective community involvement in the affairs of municipality. The Good Governance Survey undertaken during 2008/2009 financial year indicated that several challenges exist in terms of aspects of governance, these included issues of poor public participation due to lack of impact of ward committees, lack feedback to communities regarding the execution of projects identified by communities, poor transparency regarding disclosure by officials and councillors and poor participation by communities in council meetings. Suffice to say, the IDP structures of the district have not been effective as required to ensure that planning is integrated and focused in addressing the challenges faced by the district. Poor participation and by the district in local municipal community based planning processes resulted in lack of standardisation of required planning outputs, and poor cooperation amongst municipalities as a district as a whole.</p> | | | | |
| | <p>Bushbuckridge</p> <ul style="list-style-type: none"> • Transparency is very low • Poor feedback to communities on AG or performance reports • Poor consultation on IDP and budget processes • Poor knowledge of Ward Committees and participation in meetings | <p>Umjindi</p> <ul style="list-style-type: none"> • Poor public participation in council meetings • Poor consultation on IDP and budget processes • Poor knowledge of Ward Committees and participation in meetings | <p>Mbombela</p> <ul style="list-style-type: none"> • Need to improve on transparency • Poor knowledge of Ward Committees and participation in meetings | <p>Thaba Chweu</p> <ul style="list-style-type: none"> • Poor municipal services; • Poor communication • Lack of knowledge of own rights • Nepotism • Require community development workers in the areas • Poor services and information dissemination • Poor council participation • Maintenance / monitoring of public infrastructure | <p>Nkomazi</p> <ul style="list-style-type: none"> • Need to improve on transparency • |

4.4 DEVELOPMENT POTENTIAL AND OPPORTUNITIES

Table 27 Potential and Opportunities

| STRATEGIC FOCUS AREA | POTENTIAL | OPPORTUNITIES |
|--|--|--|
| Basic Service Delivery | <ul style="list-style-type: none"> National Route (N4) traversing through the district municipality Bushbuckridge Local Municipality is an ISRDP Node, which prioritises the area for special development incentives and funding from National Government. | Maputo development corridor |
| LED | <ul style="list-style-type: none"> LED initiatives and tourism opportunities derived that can be derived from the inherent location of Ehlanzeni that is with Kruger National Park as a DMA, and other tourist attraction (Pilgrim's rest, Blyde River Canyon) which already draw national and international visitors to the district New/untapped areas for development within the rural areas/ previously disadvantaged Maximise trade and investment opportunities with neighbouring countries of Swaziland and Mozambique Mbombela, Nelspruit a host City for the FIFA 2010 World Cup Kruger Mpumalanga International Airport | <ul style="list-style-type: none"> Limpopo trans-frontier The Kruger to Canyons Biosphere, which links the Blyde River Canyon with the Kruger National Park Nelspruit- Phalaborwa SDI Enhance corporation and trade agreements using MoUs established by the Mpumalanga Provincial Government Marketing of the district & leveraging trade investment creation |
| Financial Viability & Management | Minister of Co-operative Governance and Traditional Affairs, intention to assist municipalities achieve clean financial audit reports by 2014 | |
| Institutional Transformation & Development | Internal units for special programmes with huge mainstreaming potential , i.e. Transversal programmes which include issues on Youth, Disabled, Women, Gender and HIV/AIDS | |
| Public Participation and Good Governance | Capacitated communities and structures through the multiple donor and grant funded capacity building programmes (DPLG, USAID, GTZ) can enhance public participation | |

5. MUNICIPAL COUNCIL STRATEGY

5.1 MISSION

The *mission* of Ehlanzeni District Council is:-

“Ehlanzeni District Municipality shall strive to excel in planning, co-ordination and support for our Local Municipalities in consultation with all stakeholders to ensure the best standard of living for all”

5.2 CORE VALUES

Ehlanzeni is guided by the following values in conducting its business:-

- Transparency
- High Quality Service Delivery
- Accountability
- Service Communities with Integrity
- Efficiency
- Professionalism

5.3 VISION

The *vision* of EDM Council is:-

“The best performing district municipality of the 21st Century”

5.4 IDENTIFIED DISTRICT PRIORITY NEEDS

During the consultation process with local municipalities, the following district priorities were identified by the IDP Technical Clusters which were grouped according to the key focus areas of local government. It was during this consultation process that for the first time the district had an opportunity to engage each local municipality on technical and development issues which formed the basis of the district strategy. These priorities give effect to the long-term strategic trajectory of the district and its local municipalities in serving the communities.

5.4.1 BASIC SERVICES & INFRASTRUCTURE DEVELOPMENT

- Water
- Sanitation
- Roads & Stormwater
- Electricity
- Housing
- Disaster Risk Management
- Disaster & Health Education & Awareness, Training & Research
- Disaster Management Infrastructure (Local Municipal Satellite Centres)
- Municipal Health Services & Environment
- Research and Development
- Infrastructure & Business Planning (Infrastructure Development Prospectus)

5.4.2 LOCAL ECONOMIC DEVELOPMENT

- SMME & Cooperatives Development
- Business Training & Capacity Building
- Tourism Development
- Business and Investment Promotion
- Public Private Partnerships
- Industrial Development Zones (Trade, Manufacturing, Technology)

5.4.3 INSTITUTIONAL TRANSFORMATION AND DEVELOPMENT

- Local Municipal Support and Development (Institutional and Technical)
- Monitoring and Evaluation/Performance Management
- Capacity Building Programme
- Integrated Planning and Baseline Information
- Human Capital Development
- District Resource and Shared Centres (ICT/LG Net)
- Policy Assessment and Development

5.4.4 FINANCIAL VIABILITY AND MANAGEMENT

- District-Wide Financial Management System
- DMA Valuation Roll

5.4.5 PUBLIC PARTICIPATION AND GOOD GOVERNANCE

- Cooperative Governance
 - District Management Forums
 - Institutional Arrangements (SALGA, Economic Advisory Council, etc)
 - Stakeholder Management Relationships (communities, NGO's, Media, Tertiary institutions, etc)
- Inter Governmental Relations (Regional and International)

EDM through its Office of the Speaker has Public Participation Officers who attend plenary meetings of all departments in the district and assist mobilising communities to participate in district events. They work very closely with Community Development Workers (CDW).

There are 119 Ward Committees in the district (across the five local municipalities). Not all ward committees are fully functional and the Office of the Speaker plans to develop and implement a programme of re-establishing ward committee structures. Capacity building programmes for ward committee members on issues of local government through Municipal Support Infrastructure Grant (MSIG) will be rolled out when resources become available.

5.6 DISTRICT GOALS AND STRATEGIC OBJECTIVES

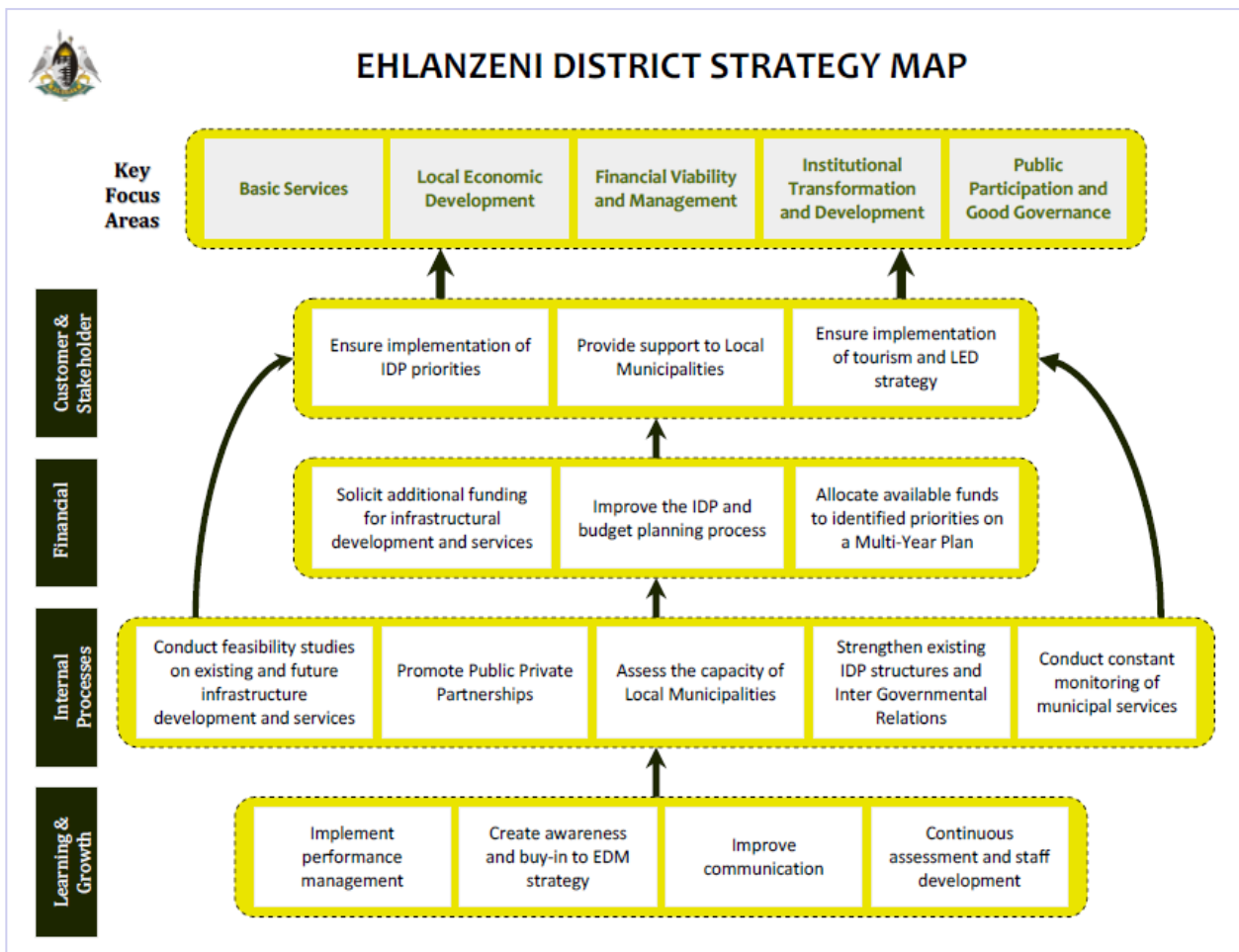
EDM derives its mandate and goals from Section 83 (3) of the Municipal Systems Act of 1998 which states, a district municipality must seek to achieve the integrated, sustainable and equitable social and economic development of its area as a whole by:-

- ensuring integrated development planning for the district as a whole;
- promoting bulk infrastructural development and services for the district as a whole;
- building the capacity of local municipalities in its area to perform their functions and exercise their powers where such capacity is lacking; and
- promoting the equitable distribution of resources between the local municipalities in its area to ensure appropriate levels of municipal services within the area.

In addition to the above, the district has the following goal that forms part of its strategy of ensuring that the aforementioned mandate and goals are achieved.

- Building a modern and performance driven municipality

Figure 34 EDM Strategy Map



The above **Figure...** is the EDM Strategy Map that shows a graphical representation of how the IDP has been translated into operational terms by defining specific objectives which Council aims to achieve. The strategy map is used for communicating the business model of the district municipality, and equally seeks to present the strategic choices that management and Council had made in order to achieve the vision and mission of the municipality.

Table 28 District Goals and Strategic Objectives

| District Goals | Strategic Objectives |
|--|--|
| Goal 1: Ensuring integrated development planning for the district as a whole | <ul style="list-style-type: none"> ⇒ Strengthen existing IDP structures ⇒ Improve the IDP and budget planning process ⇒ Ensure implementation of IDP priorities ⇒ Allocate available funds to identified priorities on a Multi-Year Plan ⇒ Promote Public-Private-Partnerships ⇒ Ensure implementation of tourism and LED strategy |
| Goal 2: Promoting bulk infrastructural development and services for the district as a whole | <ul style="list-style-type: none"> ⇒ Conduct feasibility studies on existing and future infrastructure development and services ⇒ Solicit additional funding for infrastructural development and services ⇒ Support implementation of capital projects and services in Local Municipalities |
| Goal 3: Building the capacity of local municipalities in its area to perform their functions and exercise their powers where such capacity is lacking | <ul style="list-style-type: none"> ⇒ Assess the capacity of Local Municipalities ⇒ Provide support to Local Municipalities ⇒ Strengthen inter governmental relations |
| Goal 4: Promoting the equitable distribution of resources between the local municipalities in its area to ensure appropriate levels of municipal services within the area | <ul style="list-style-type: none"> ⇒ Conduct constant monitoring of municipal services ⇒ Facilitate appropriate response for identified priority needs |
| Goal 5: Building a modern and performance driven municipality | <ul style="list-style-type: none"> ⇒ Implement performance management including LM ⇒ Create awareness and buy-in to EDM strategy ⇒ Improve communication ⇒ Continuous assessment and staff development |

Table 29 Strategic Focus Areas and District Priority Initiatives

| STRATEGIC FOCUS AREA | DISTRICT PRIORITY INITIATIVES |
|---|---|
| 1) Basic Service Delivery | 1.1. Infrastructure Development and Services 1.2. Capital Project Monitoring 1.3. Municipal Services Monitoring |
| 2) Local Economic Development | 2.1. Public Private Partnerships 2.2. Tourism and Local Economic Development 2.3. 2010 FIFA Soccer World Cup |
| 3) Financial Viability and Management | 3.1. IDP and Budget Alignment 3.2. SDBIP Adherence 3.3. Prospectus & Business Plans 3.4. Multi-Year Planning |
| 4) Institutional Transformation and Development | 4.1. Local Municipal Support & Capacity Building 4.2. Performance Management System 4.3. Communication (Siya Deliver Manje) 4.4. Marketing and Branding 4.5. Training and Staff Development |
| 5) Public Participation and Good Governance | 5.1. Stakeholder Participation 5.2. Inter Governmental Relations |

Infrastructure Development and Services focuses on continuous innovation through evaluation and undertaking feasibility studies on existing and future infrastructure development and services in the district. Infrastructure provision is no longer the main function of the district as the function has been devolved to local municipalities. **Capital Projects** and **Municipal Services Monitoring** is focused on ensuring that projects and services in the district are delivered on time, within budget, and required quality and standards.

To promote economic growth the district aims to pursue **Public-Private-Partnerships** that will contribute to sustainable development of the region. The district shall support local municipalities in identifying potential partnerships and facilitate the formalisation or establishment of such partnerships for the benefit of communities. Ehlanzeni is endowed with tourism potential and economic opportunities in agriculture, mining and manufacturing. Priority initiative **Tourism and Local Economic Development** is focused on unlocking tourism potential and economic opportunities for investors, entrepreneurs and businesses to take advantage of, and support the district's underlying objectives of growing the economy, creating jobs and reducing poverty.

The **2010 FIFA Soccer World Cup** presents opportunities for the region in terms of its contribution to the economy in the short term. The event will equally provide long term benefits to businesses that intend to operate even after the event. The district intends to promote the region by taking advantage of the soccer event to market investment potential and its tourism sector.

IDP and Budget Compliance and **SDBIP Adherence** priority initiatives aim at strengthening financial governance in the municipality. This is to ensure that financial resources are used prudently, and priority projects are implemented in the most economical, cost efficient and effective manner thereby promoting the “value for money” principle. The district intends to develop a **Multi-Year Plan** of 5 – 10 years that will assist with long range planning especially with budget planning for the district as a whole. **Prospectus and Business Plans** will be prepared where required to lobby for additional resources from investors or businesses to support development initiatives and priorities in the district. This will also provide opportunities for public-private-partnerships to the district.

Local Municipal Support and Capacity Building will focus on ensuring that all municipalities in the district have the necessary institutional support and capacity to deliver services. This priority initiative aims to strengthen municipalities to perform their functions and deliver on the local government mandate. The district aims to implement a sound **Performance Management System**, improve **Communication** internally and externally, and promote its programmes and those of local municipalities through **Marketing and Branding**.

Training and Development of Staff remains the cornerstone to service delivery. The district will continue to invest in its human capital through continuous learning programmes and skills development.

Stakeholder Participation and involvement in district programmes is critical for good governance and ensuring that democracy becomes embedded in organisational processes of the district. This initiative aims to resuscitate and strengthen the current organisational structures to ensure that stakeholders are part of the district vision and strategy implementation. **Inter governmental relations** in the municipality and other spheres of government are critical in ensuring alignment and harmonisation of programmes across the district and province. This priority initiative aims to ensure that stakeholder structures are effective and contribute to the integration of government programmes in the district.

During the strategy and project phases of the IDP, the district undertook a rigorous approach in prioritising its strategic initiatives and projects in order to ensure that the budget was informed by these initiatives and projects. The Table 30 below shows the ranking of district priority initiatives for the year 2009/10. The 2010 priority initiative was high on the ranking because of the nature in which the event will leave legacy projects in terms of socio-economic development of the district. The district and through its partners has committed itself with resources to ensure that the event is a success.

Table 30 District Priority Initiatives Order of Ranking

| RANK | PRIORITY INITIATIVE | SCORE |
|-------------|--|--------------|
| 1 | Local Municipal Support & Capacity Building | 10 |
| 2 | 2010 FIFA Soccer World Cup | 9,7 |
| 3 | Tourism and Local Economic Development | 8,7 |
| 4 | Performance Management System | 8,2 |
| 5 | Public Private Partnerships, Inter Governmental Relations and Marketing and Branding | 8,0 |
| 6 | Communication (Siya Deliver Manje) | 7,95 |
| 7 | IDP and Budget Alignment | 7,6 |
| 8 | Stakeholder Participation SDBIP Adherence | 7,55 |
| 9 | Multi-Year Planning | 7,45 |
| 10 | Prospectus & Business Plans | 7,4 |
| 11 | Capital Project Monitoring and Municipal Services Monitoring | 6,7 |
| 12 | Infrastructure Development and Services | 6,35 |
| 13 | Training and Staff Development | 6,05 |

5.7 PERFORMANCE MEASURES AND INITIATIVES

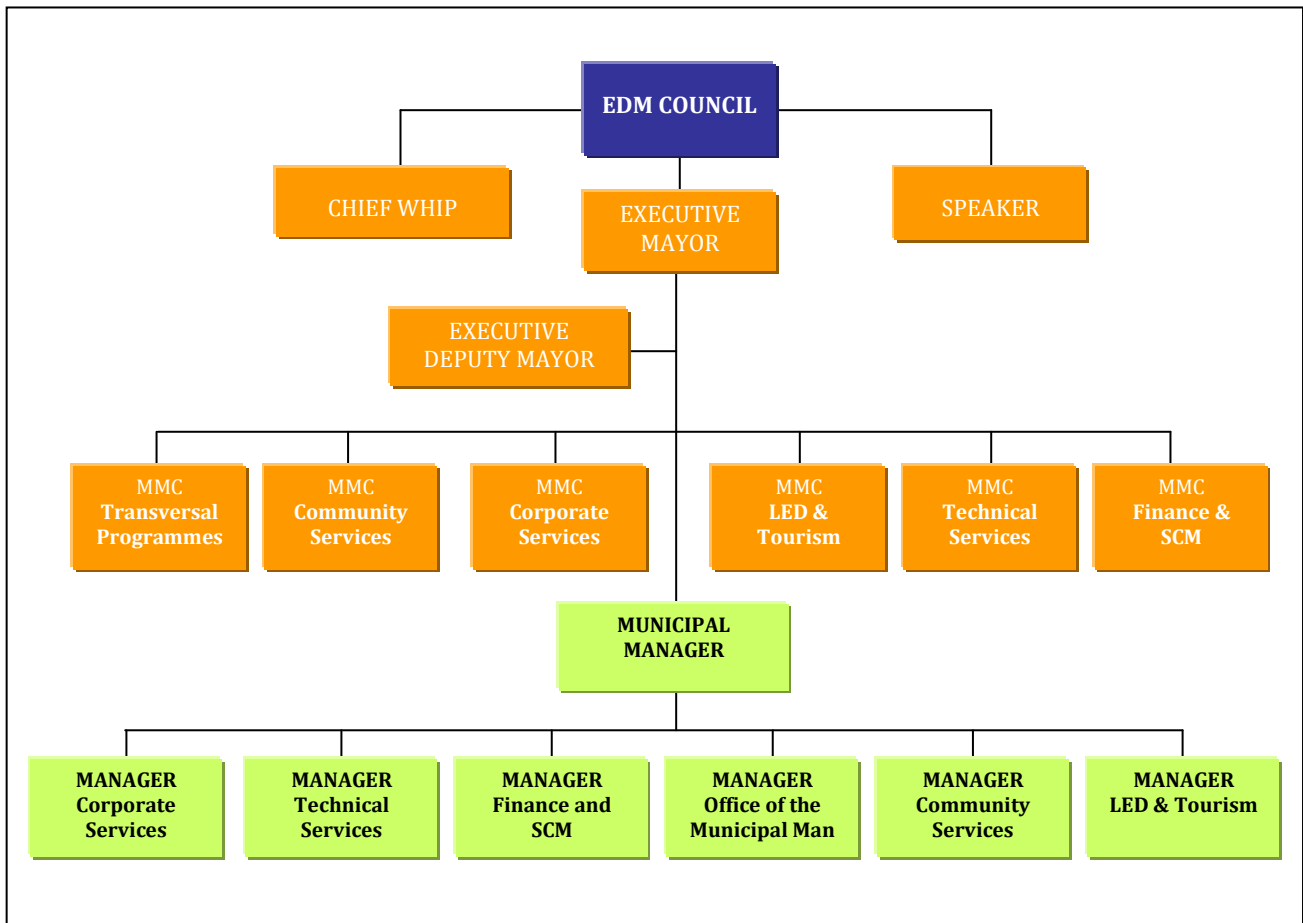
| GOAL 1: Ensuring integrated development planning for the district as a whole | | | |
|--|--|--|--|
| Strategic Objective | Measure | Target | Priority Initiative |
| Strengthen existing IDP structures | ⇒ <i>Lag</i> : Credible IDP Index | ⇒ 100% credible IDP including Local Municipal IDPs by 30 June 2010 | Stakeholder Participation |
| | ⇒ <i>Lag</i> : Credible IDP Index of Local Municipal IDPs <i>Credible</i> is defined as the quality and standards set out by local government | | |
| | ⇒ <i>Lead</i> : Stakeholder participation index | | |
| Improve the IDP and budget planning process | ⇒ <i>Lag</i> : Unqualified Audit Opinion | ⇒ “Positive expression” in terms of IDP and Budget alignment | IDP & Budget Alignment |
| | ⇒ <i>Lead</i> : Schedule of deadlines (district process plan and framework) | ⇒ Meet deadlines as set out in the schedule and legislation | |
| Ensure implementation of IDP priorities | ⇒ <i>Lag</i> : Stakeholder satisfaction rating | ⇒ Establish baseline FY 2009/10 | SDBIP Adherence 2010 Soccer World Cup |
| | ⇒ <i>Lead</i> : Implementation of IDP priorities (Performance Reports) | ⇒ 100% according to the SDBIP (Monthly/Quarterly) | |
| Allocate available funds to identified priorities on a Multi-Year Plan | ⇒ <i>Lead</i> : Multi-Year Plan with budget for identified priorities | ⇒ End of FY 2009/10 | Multi-Year Planning |
| Promote Public-Private-Partnerships | ⇒ <i>Lead</i> : Number of PPP agreements that support Local Economic Development | ⇒ 2 PPP agreements (Mbombela and Nkomazi) | Public-Private-Partnerships |
| Ensure implementation of tourism and LED strategy | ⇒ Percentage implementation of tourism and LED priorities | ⇒ 40% of tourism and LED priorities | Tourism & LED |

| GOAL 2: Promoting bulk infrastructural development and services for the district as a whole | | | |
|--|---|--|---|
| Strategic Objective | Measure | Target | Priority Initiative |
| Conduct feasibility studies on existing and future infrastructure development and services | ⇒ <i>Lead</i> : Number of infrastructural plans updated ⇒ <i>Lead</i> : Number of studies completed ⇒ <i>Lag</i> : Number of business plans | ⇒ At least 10 projects FY 2009/2010 ⇒ 2 (Waste Management) | Infrastructure Development & Services |
| Solicit additional funding for infrastructural development and services | ⇒ <i>Lag</i> : Rand Value ⇒ <i>Lag</i> : Number of prospectus and business plans | ⇒ (To be determined by 1 st Quarter of FY 2009/2010) including Local Municipal priorities | Prospectus & Business Plans |
| Support implementation of capital projects and services in Local Municipalities | ⇒ <i>Lag</i> : Municipal Satisfaction Rating/Index ⇒ <i>Lead</i> : Programme implementation (time, quality, cost and budget) | ⇒ Establish baseline by end of FY 2009/10 | Project Monitoring |
| GOAL 3: Building the capacity of local municipalities in its area to perform their functions and exercise their powers where such capacity is lacking | | | |
| Strategic Objective | Measure | Target | Priority Initiative |
| Assess the capacity of Local Municipalities | ⇒ <i>Lead</i> : Capacity Assessment Report | ⇒ End of 1 st Quarter of FY 2009/10 | Local Municipal Support & Capacity Building |
| Provide support to Local Municipalities | ⇒ <i>Lag</i> : Municipal Satisfaction Rating/Index ⇒ <i>Lead</i> : Number of municipal support programmes | ⇒ End of FY 2009/10 | Local Municipal Support & Capacity Building |
| Strengthen inter governmental relations | ⇒ <i>Lag</i> : Stakeholder Feedback/Rating ⇒ <i>Lag</i> : Implementation of initiatives/resolutions ⇒ <i>Lead</i> : Level and consistency of representation | ⇒ Establish baseline by 1 st Quarter of FY 2009/10 | Institutionalise IGR |

| GOAL 4: Promoting the equitable distribution of resources between the local municipalities in its area to ensure appropriate levels of municipal services within the area | | | |
|--|---|---|------------------------------------|
| Strategic Objective | Measure | Target | Priority Initiative |
| Conduct constant monitoring of municipal services | ⇒ <i>Lag</i> : Municipal Services Index (Quality, Standards and Accessibility) | Ongoing | Municipal Services Monitoring |
| GOAL 5: Building a modern and performance driven municipality | | | |
| Strategic Objective | Measure | Target | Priority Initiative |
| Implement performance management including LM | ⇒ <i>Lag</i> : Employee satisfaction/motivation Index | ⇒ 90% | Performance Management System |
| | ⇒ <i>Lead</i> : Number of scorecards developed | ⇒ 22 scorecards | |
| | ⇒ <i>Lead</i> : Timely implementation of Performance Management | ⇒ 30 June 2010 | |
| Create awareness and buy-in to EDM strategy | ⇒ <i>Lag</i> : Employee awareness index | ⇒ 99% | Communication (Siya Deliver Manje) |
| Improve communication | ⇒ <i>Lag</i> : Internal communication rating | ⇒ Establish baseline 1 st Quarter of FY 2009/10 | Marketing & Branding |
| | ⇒ <i>Lag</i> : Image and perception index | | |
| | ⇒ <i>Lag</i> : Stakeholder rating index | | |
| Continuous assessment and staff development | ⇒ <i>Lag</i> : Competency coverage ratio | ⇒ (dependent on planned skill audit 1 st quarter FY 2009/10) | Training and Staff Development |
| | ⇒ <i>Lead</i> : Number of employees achieving Personal Development Plan (PDP) targets | | |
| | ⇒ <i>Lead</i> : Number of employees with advanced training | | |

5.8 ORGANISATIONAL STRUCTURE

Figure 35 EDM Political Leadership and Administration Structure



Ehlanzeni District Municipality reviewed its organisational structure, which was approved by the Municipal Manager and adopted by Council, making it possible for the municipality to meet all the requirements of its legislative mandate as well as deliver on services in line with the IDP. Figure 35 above shows the top-layer organisational structure of Ehlanzeni District Municipality. This structure is streamlined according to the key focus areas of local government (basic service delivery; financial viability and management; local economic development; institutional transformation and development; and public participation and good governance) and includes transversal or special programmes namely youth development, support for people with disabilities, HIV/Aids, women, and economic empowerment of previously marginalised groups.

5.9 SPECIAL PROGRAMMES

5.9.1 YOUTH DEVELOPMENT

An important tool for mainstreaming youth development at local level is the youth policy. A youth policy provides an opportunity for youth issues on local government agenda. It provides a reference point for assessing and responding to the needs of young people in the municipality's decision making and planning mechanisms. The role of the District Municipality in addressing issues of youth development has been the following: Political support to lobby and advocate for youth development interests by a portfolio committee and other stakeholders.

Institutional arrangement has been catered for to ensure administrative support through establishment of a fully resourced District Youth Unit: Transversal Programmes which is responsible for the designing, facilitation and implementation of youth development projects and programmes. An autonomous structure charged with the responsibility of representing the interest of civil society and promoting the interests of youth at community level has been established.

5.9.2 WOMEN DEVELOPMENT

Despite the emphasis on gender equality in policies guiding development, there still exist some challenges regarding the explicit implementation of the gender agenda. More often than not, there is still a serious lack with regard to designing, implementing a system which will ensure that the genuine interests of women in participation and planning, improved service delivery mechanisms, and capacity building are sufficiently addressed.

Local government within its developmental mandate as espoused in the Constitution of South Africa has a surmountable task of transforming the lives of women. Municipalities are thus expected to respond to the service needs of local communities, but also to establish, understand and respond to the needs of different community groups including those of women. These interventions take place within the government's frameworks of women empowerment and equality.

The historical discrimination of women, their political participation at local level, access to services and resources, gender dimension of poverty and violence, remain a key issue in development. In line with the Framework for Women's empowerment and the Local established the Transversal Programmes Unit that deals with issues relating to Women's Empowerment and Gender Equality. In order to achieve these outcomes, a policy and an implementation plan has been developed by Ehlanzeni District Municipality.

5.9.3 HIV/AIDS

The provision of community health such as primary health clinics and ambulance services in the municipal area is primarily the responsibility of the provincial health departments. In some rural areas, the Department of Health is using mobile clinics to provide the service of primary health.

In some instances the rural communities have to travel long distances for health service. One of the problems remaining is the lack of continuous services for example mobile clinics that service certain rural areas only once or twice a week on specific days. The problem is that the community needs such services on a full time basis.

In terms of the Ehlanzeni District Municipality HIV/AIDS strategy and the Mpumalanga development perspective document the infection rate of the HIV/AIDS is high within the municipality with a reported figure in Nkomazi of 40% and 80% of the hospital admissions in both medical and pediatric wards being HIV related illness. Of the more than 100 000 people are in need of ARVs, in the district and only 1000 receive them. Only four out of 9 hospitals provide ARVs⁹. The District Aids Council is in place to coordinate all the activities within the district similar to Local Municipalities which have also established HIV/AIDS Councils within their areas of Jurisdiction. The HIV/AIDS Council with assistance from the GTZ has developed an HIV/AIDS strategy and roads maps of all affected areas.

A registered shortage of social workers (the norm is 1 Social worker: 75 cases but reality is 1 Social worker: 350 cases). As a result there is huge backlog on foster care cases. Aggravating the situation in the case of orphaned children is the huge number of children without Birth certificates and identity documents in the District hence the challenge they face is the access to social grants.

⁹ *Mpumalanga Spatial Framework update 2005: Towards a spatial development perspective for Mpumalanga.*

Refugees from the neighbouring countries aggravate the HIV & AIDS situation especially if they are in the country illegally. Cross border strategies need to be prioritised. Farm workers needs to be prioritised in strategies as their HIV Prevalence stands at 50%. There is a growing sex industry in the District and research has proven that in challenged conditions tourism activity increases the spread of HIV by 64%, hence the coming 2010 poses a great challenge for HIV Programmes. Matabaffin, where the stadium in preparation for 2010 is being built, does not have a fixed Public Health facility. A 2010 HIV plan needs to be developed and implemented.

The other reality is that 91% of the population earns below the poverty line (R1600) in the District. It is a population that is dependant on state grants. Poverty alleviation programmes must be prioritised in the HIV Prevention programmes. The spread of HIV is further compounded the big gap between those who have money and those who do not have money. Either exploits the other.

The workforce has been neglected as the target area for HIV & AIDS Programmes. The Department of labour has noted this as a serious concern. Workplace policies & Programmes on HIV & AIDS must be prioritised and implemented in the District by 2012.

The functioning of all AIDS Councils in the District needs to be strengthened. All spheres of government, civil society, and private sector and development agencies constitute the AIDS councils through a partner-driven initiative to promote integrated development planning and implementation of strategies & programmes.

5.9.4 PEOPLE WITH DISABILITIES

Government has taken a policy decision to employ two percent (2%) of people with disabilities across all employment sectors with municipalities included. It is also acknowledged that people with disabilities are still faced with challenges when it comes to public health facilities, assistive devices, accessible housing, water, employment points, education and access to a public transport system. Economic empowerment and skills development are still major challenges that are to be considered for redress by municipalities. Education facilities for children with disabilities are also an issue for consideration in Ehlanzeni.

6. SERVICE DELIVERY & BUDGET IMPLEMENTATION PLAN

Table 31 Capital Projects & Budget 2009/2010

| | FUNDER | 2009/2010 FINANCIAL YEAR | | | | | TOTAL BUDGET | 2010/2011 TOTAL BUDGET | 2011/2012 TOTAL BUDGET |
|--|--------|--------------------------|-------------------|----------------|-----|--------------------|--------------------|------------------------|------------------------|
| | | CARRIED OVER FROM 08/09 | ROADS & TRANSPORT | MSIG | MIG | EDM | | | |
| EHLANZENI DISTRICT MUNICIPALITY | | | | | | | | | |
| WATER SERVICE DEVELOPMENT PLAN | | - | - | - | - | 600,000 | 600,000 | - | - |
| DISTRICT PUBLIC VIEWING SITE | | - | - | - | - | 500,000 | 500,000 | - | - |
| SHARED SERVICES CENTRE | | - | - | - | - | 5,000,000 | 5,000,000 | - | - |
| ASSISTANCE TO LMS FOR DEVELOPMENT PLANNING PROJECTS | | - | - | - | - | 6,800,000 | 6,800,000 | - | - |
| TRANSPORT INDABA | | - | 750,000 | - | - | - | 750,000 | - | - |
| BUILDING OF NEW OFFICES | | - | - | - | - | 183,509,480 | 183,509,480 | - | - |
| SUPPORTING URBAN RENEWAL PROJECTS IN MBOMBELA | | - | - | - | - | 2,800,000 | 2,800,000 | - | - |
| WARD COMMITTEE CAPACITY BUILDING | | - | - | 735,000 | - | - | 735,000 | - | - |
| LEGACY STADIUMS | | - | - | - | - | 8,800,000 | 8,800,000 | - | - |
| TOTAL | | - | 760,000 | 735,000 | - | 208,009,480 | 209,484,480 | - | - |
| MBOMBELA LOCAL MUNICIPALITY | | | | | | | | | |
| KANYAMAZANE STADIUM (FIFA 2010) | | - | - | - | - | 13,000,000 | 13,000,000 | - | - |
| WTW & WWTW | | - | - | - | - | 1,560,000 | 1,560,000 | - | - |
| KABOKWENI STADIUM (FIFA 2010) | | - | - | - | - | 13,000,000 | 13,000,000 | - | - |
| PUBLIC FAN PARK (FIFA 2010) | | - | - | - | - | 10,000,000 | 10,000,000 | - | - |
| TOTAL ALLOCATION MBOMBELA LOCAL MUNICIPALITY | | - | - | - | - | 37,560,000 | 37,560,000 | - | - |
| NKOMAZI LOCAL MUNICIPALITY | | | | | | | | | |
| KRUGER MALELANE JUNCTION | | - | - | - | - | 1,000,000 | 1,000,000 | - | - |
| STEENBOK ROAD | | - | - | - | - | 11,500,000 | 11,500,000 | - | - |
| PHIVA MDLADLA ROAD | | - | - | - | - | 6,100,000 | 6,100,000 | - | - |
| WTW & WWTW | | - | - | - | - | 1,330,000 | 1,330,000 | - | - |
| REMEDIAL WORK WTW | | - | - | - | - | 11,200,000 | 11,200,000 | - | - |
| TOTAL ALLOCATION NKOMAZI MUNICIPALITY | | - | - | - | - | 31,130,000 | 31,130,000 | - | - |
| THABA CHWEU LOCAL MUNICIPALITY | | | | | | | | | |
| LERORO BULK WATER SUPPLY | | - | - | - | - | 4,000,000 | 4,000,000 | - | - |
| REMEDIAL WORK WTW | | - | - | - | - | 1,500,000 | 1,500,000 | - | - |
| WTW & WWTW | | - | - | - | - | 2,670,000 | 2,670,000 | - | - |
| TOTAL ALLOCATION THABA CHWEU LOCAL MUNICIPALITY | | - | - | - | - | 8,170,000 | 8,170,000 | - | - |
| UMJINDI LOCAL MUNICIPALITY | | | | | | | | | |
| WWTW INLET STRUCTURE | | - | - | - | - | 3,800,000 | 3,800,000 | - | - |
| BOREHOLES | | - | - | - | - | - | - | - | - |
| REMEDIAL WORK WTW | | - | - | - | - | 1,500,000 | 1,500,000 | - | - |
| WTW & WWTW | | - | - | - | - | 890,000 | 890,000 | - | - |
| TOTAL ALLOCATION UMJINDI LOCAL MUNICIPALITY | | - | - | - | - | 6,190,000 | 6,190,000 | - | - |

| | FUNDER | 2009/2010 FINANCIAL YEAR | | | | | | 2010/2011 TOTAL BUDGET | 2011/2012 TOTAL BUDGET |
|--|--------|-------------------------------|----------------------|---------|-----------|-------------|-----------------|------------------------------|------------------------------|
| | | CARRIED OVER FROM 08/09 | ROADS & TRANSPORT | MSIG | MIG | EDM | TOTAL BUDGET | | |
| BUSHBUCKRIDGE LOCAL MUNICIPALITY | | | | | | | | | |
| TOURIST INFORMATION CENTRE | | - | - | - | - | 2,500,000 | 2,500,000 | - | - |
| SATELITE DISASTER CENTRE | | - | - | - | - | 3,000,000 | 3,000,000 | - | - |
| GREENVALLEY TO SALIQUE ROAD | | - | - | - | - | 8,500,000 | 8,500,000 | - | - |
| WTW & WWTW | | - | - | - | - | 3,550,000 | 3,550,000 | - | - |
| TOTAL ALLOCATION BUSHBUCKRIDGE LOCAL MUNICIPALITY | | - | - | - | - | 17,550,000 | 17,550,000 | - | - |
| KRUGER NATIONAL PARK [DMA] | | | | | | | | | |
| BALULE TO SATARA BULK WATER SUPPLY LINE UPGRADE | | - | - | - | 4,000,000 | - | 4,000,000 | - | - |
| SKUKUZA VILLAGE EXISTING SEWER UPGRADE CONTROL | | - | - | - | 477,000 | - | 477,000 | - | - |
| | | - | - | - | 500,000 | - | 500,000 | - | - |
| | | - | - | - | - | - | - | - | - |
| TOTAL ALLOCATION TO KRUGER NATIONAL PARK (DMA) | | - | - | - | 4,977,000 | - | 4,977,000 | - | - |
| TOTAL | | - | 750,000 | 735,000 | 4,977,000 | 308,609,480 | 315,071,480 | - | - |

TABLES: REVISED SERVICE DELIVERY BUDGET IMPLEMENTATION PLAN (SDBIP)

| Project Name | DISTRICT PRIORITY INITIATIVES | | | | | | | | | | | | | Purpose /Objective | Budget 2009/10 | Budget 2010/11 | Budget 2011/12 | Value Benefit/ Impact | Location / Beneficiaries |
|--|---|----------------------------|--------------------------------------|-------------------------------|---------------------------------|-----------------------------------|------------------------|---|---------------------|-----------------------------|--|---------------------------------------|------------------------------|--|----------------|------------------|----------------|---|--------------------------------|
| | Local Municipal Support & Capacity Building | 2010 FIFA Soccer World Cup | Tourism & Local Economic Development | Performance Management System | PPP, IGR & Marketing & Branding | Communication (Siya Deliver Manje | IDP & Budget Alignment | Stakeholder Participation & SDBIP Adherence | Multi Year Planning | Prospectus & Business Plans | Capital Project and Municipal Service Monitoring | Infrastructure Development & Services | Training & Staff Development | | | | | | |
| | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 13 | | | | | | |
| OFFICE OF THE MUNICIPAL MANAGER | | | | | | | | | | | | | | | | | | | |
| IDP | | | | | | | | | | | | | | | 500,000 | 2,650,000 | | | |
| IDP Review 1 July 2009 - 30 June 2010 | H | | | | | | H | H | | | | | | Coordinate district planning processes and support Local Municipalities | 500,000 | | | Credible IDPs in all municipalities and improved service delivery | EDM & All Local Municipalities |
| In Depth Studies and Surveys: 1 July 2010 - 30 June 2011 | H | | | H | | | H | | | | H | H | | Updated and detailed statistics data /information for planning (IDP) review and the next 5 year strategic planning cycle as well as current projects | | 2,650,000 | | Development of correct strategies at district and local level. Improved IDP credibility and long-term | EDM & All Local Municipalities |
| Inter-Governmental and International Relations | | | | | | | | | | | | | | | | 1,200,000 | | | |
| 2010 Heritage celebrations: strengthening Local government communication July 2010 - June 2011 | H | | | M | H | M | | H | | | | | | Support local municipalities in communicating programmes to communities in diverse languages/forms | | | | Project will enhance participation in and awareness of key municipal processes | EDM & All Local Municipalities |

| Project Name | DISTRICT PRIORITY INITIATIVES | | | | | | | | | | | | | Purpose /Objective | Budget 2009/10 | Budget 2010/11 | Budget 2011/12 | Value Benefit/ Impact | Location / Beneficiaries |
|------------------------------------|---|----------------------------|--------------------------------------|-------------------------------|---------------------------------|-----------------------------------|------------------------|---|---------------------|-----------------------------|--|---------------------------------------|------------------------------|---|------------------|----------------|----------------|--|--------------------------------|
| | Local Municipal Support & Capacity Building | 2010 FIFA Soccer World Cup | Tourism & Local Economic Development | Performance Management System | PPP, IGR & Marketing & Branding | Communication (Siya Deliver Manje | IDP & Budget Alignment | Stakeholder Participation & SDBIP Adherence | Multi Year Planning | Prospectus & Business Plans | Capital Project and Municipal Service Monitoring | Infrastructure Development & Services | Training & Staff Development | | | | | | |
| | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 13 | | | | | | |
| District-wide IGR and IR Framework | H | | | | H | M | | | | | | | | Development of a District Consolidated Policy Framework, the Coordination of Intergovernmental and International Relations Programmes | | | | Improved level of IGR structures, functionality and effective coordination of IR Programmes | EDM & All Local Municipalities |
| International Relations Programme | | | H | | H | | | | | | | | | Promote international relations activities in line with the MPG twinning/MOU initiatives | | 1,200,000 | | Enhance governance and democracy while leveraging on MOUs signed by MPG | EDM & All Local Municipalities |
| Performance Management | | | | | | | | | | | | | | | 2,720,000 | | | | |
| Performance Management System | | | | H | | H | | | | | | | | Monitor implementation of the IDP and strategies of the municipality, as well as provide information for strategic decision making | | 2,000,000 | | Performance management reporting & timely submission of reports. Improved good governance | EDM & All Local Municipalities |
| Performance Management Development | H | | | H | | | | | | | | | | Develop scorecard s for all business units (Key Performance measures/ indicators, and targets for all staff members. Conduct training within EDM and Local Municipalities | | 720,000 | | Results of increased strategic alignment (organisational, departmental & individual). Measure performance & achievement of district objectives | |

| Project Name | DISTRICT PRIORITY INITIATIVES | | | | | | | | | | | | | Purpose /Objective | Budget 2009/10 | Budget 2010/11 | Budget 2011/12 | Value Benefit/ Impact | Location / Beneficiaries |
|--|---|----------------------------|--------------------------------------|-------------------------------|---------------------------------|-----------------------------------|------------------------|---|---------------------|-----------------------------|--|---------------------------------------|------------------------------|--|------------------|----------------|----------------|--|--------------------------------|
| | Local Municipal Support & Capacity Building | 2010 FIFA Soccer World Cup | Tourism & Local Economic Development | Performance Management System | PPP, IGR & Marketing & Branding | Communication (Siya Deliver Manje | IDP & Budget Alignment | Stakeholder Participation & SDBIP Adherence | Multi Year Planning | Prospectus & Business Plans | Capital Project and Municipal Service Monitoring | Infrastructure Development & Services | Training & Staff Development | | | | | | |
| | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 13 | | | | | | |
| Organizational Development Programme | | | | H | | M | | | | | | | | Team building programme to ensure improved workplace culture, as well as improved team effectiveness and strategic focus | | | | A motivated workforce is able to function as effective teams & benefits will directly address urgent issues identified in climate survey | EDM & All Local Municipalities |
| Development Planning | | | | | | | | | | | | | | | 9,600,000 | 250,000 | | | |
| Development Planning Projects for local municipalities | M | | | | | | | | | | | | | Provide assistance (technical and financial) to LMs for specific development / town planning issues / projects | 6,800,000 | | | Service delivery regarding development in local municipalities | EDM & All Local Municipalities |
| Spatial Development Framework | H | | | | | | M | | | H | | H | | Legislative requirement and guiding LMs in terms of the Spatial Development Frameworks | | 250,000 | | Spatially guided intervention programmes | EDM & All Local Municipalities |
| Supporting Urban Renewal Projects in Mbombela | M | | M | | M | | | | | H | | | | Urban renewal of various localities - Nsikazi and Kanyamazane | 2,800,000 | | | Creating suitable environment for development | Mbombela |
| Ehlanzeni Environmental Management Plan | M | | M | | | | | | | | | M | | Environmental Management Plan and State of Environment report | | | | Compliance with legislation | EDM & All Local Municipalities |

| Project Name | DISTRICT PRIORITY INITIATIVES | | | | | | | | | | | | | Purpose /Objective | Budget 2009/10 | Budget 2010/11 | Budget 2011/12 | Value Benefit/ Impact | Location / Beneficiaries |
|---|---|----------------------------|--------------------------------------|-------------------------------|---------------------------------|-----------------------------------|------------------------|---|---------------------|-----------------------------|--|---------------------------------------|------------------------------|---|----------------|------------------|----------------|--|--------------------------|
| | Local Municipal Support & Capacity Building | 2010 FIFA Soccer World Cup | Tourism & Local Economic Development | Performance Management System | PPP, IGR & Marketing & Branding | Communication (Siya Deliver Manje | IDP & Budget Alignment | Stakeholder Participation & SDBIP Adherence | Multi Year Planning | Prospectus & Business Plans | Capital Project and Municipal Service Monitoring | Infrastructure Development & Services | Training & Staff Development | | | | | | |
| | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 13 | | | | | | |
| Geographical Information System | | | | | | | | | | | | | | | | 1,050,000 | | | |
| District Wide GIS Development: Linking Local Municipalities | H | | | | | | | | | | L | M | | Increasing GIS database accessibility by local municipalities & resource capacity in municipalities to allow for use of the GIS in decision making | | 300,000 | | Provides GIS through a shared service concept hence reduces cost barriers and limits duplication | EDM & All LMs |
| Baseline Data Acquisition and Maintenance | | H | H | | | H | | | | | | M | | Update the spatial baseline data and information on travel & tourism/on existing infrastructure & LM services leading to backlog calculations | | 750,000 | | The shared GIS service inter organisational & with LM results in decreased costs of data capture with less duplication & decreased costs of annual review of plans | EDM & All LMs |
| Community mapping, field data capture and community needs mapping (IDP) | H | | | | | M | | H | | | H | M | | Updated mapping information of the district informed by the communities hence correctly representing the needs of communities during community based planning in the IDP process. | | | | Decreased costs of annual review of frameworks and plans & improvement of spatial analysis | EDM & All LMs |

| Project Name | DISTRICT PRIORITY INITIATIVES | | | | | | | | | | | | | Purpose /Objective | Budget 2009/10 | Budget 2010/11 | Budget 2011/12 | Value Benefit/ Impact | Location / Beneficiaries |
|---|---|----------------------------|--------------------------------------|-------------------------------|---------------------------------|-----------------------------------|------------------------|---|---------------------|-----------------------------|--|---------------------------------------|------------------------------|---|----------------|------------------|----------------|--|--|
| | Local Municipal Support & Capacity Building | 2010 FIFA Soccer World Cup | Tourism & Local Economic Development | Performance Management System | PPP, IGR & Marketing & Branding | Communication (Siya Deliver Manje | IDP & Budget Alignment | Stakeholder Participation & SDBIP Adherence | Multi Year Planning | Prospectus & Business Plans | Capital Project and Municipal Service Monitoring | Infrastructure Development & Services | Training & Staff Development | | | | | | |
| | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 13 | | | | | | |
| HIV AIDS | | | | | | | | | | | | | | | | 1,700,000 | | | |
| Workplace Policy and Programme Development, launch and implementation | H | | | | | | | | | | | | H | Developing Workplace Policies for HIV/AIDS for EDM and all LMs | | | | Long term benefits to the district & LM workforce will impact on productivity regarding service delivery | EDM & All LMs |
| Global AIDS fund proposal development | H | | | | M | | | | | | | | M | Business plan to the Global Aids Fund to obtain funds for home based care organizations | | 100,000 | | Business plan is an initiative to access funds to the tune of R7M | EDM & All LMs |
| AIDS Strategy development programme (Reviews) | H | | | | | | | | | | | | | Strategy for EDM drafted and support to LMs | | | | Enhance IDP credibility at both local and district level | EDM & All LMs |
| AIDS Council Programme (Structures) | H | | | | L | | | | | | | | M | Coordination of and support to HIV/AIDS structures (Including AIDS forum) | | 1,000,000 | | Supporting AIDS Councils in EDM and LMs | 5 AIDS Council Meetings, Participation in 1 International & 1 National AIDS Conference EDM & All LMs |

| Project Name | DISTRICT PRIORITY INITIATIVES | | | | | | | | | | | | | Purpose /Objective | Budget 2009/10 | Budget 2010/11 | Budget 2011/12 | Value Benefit/ Impact | Location / Beneficiaries |
|---|---|----------------------------|--------------------------------------|-------------------------------|---------------------------------|------------------------------------|------------------------|---|---------------------|-----------------------------|--|---------------------------------------|------------------------------|--|------------------|----------------|----------------|---|--------------------------|
| | Local Municipal Support & Capacity Building | 2010 FIFA Soccer World Cup | Tourism & Local Economic Development | Performance Management System | PPP, IGR & Marketing & Branding | Communication (Siya Deliver Manje) | IDP & Budget Alignment | Stakeholder Participation & SDBIP Adherence | Multi Year Planning | Prospectus & Business Plans | Capital Project and Municipal Service Monitoring | Infrastructure Development & Services | Training & Staff Development | | | | | | |
| | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 13 | | | | | | |
| Child Care Jamboree - Platform for Inter-Gov support for children | H | | | | H | | | | | | | | | Create a platform for massive intervention to assist orphans and vulnerable children to get IDs /birth certificates for access to grants | | 600,000 | | Active participation of structures (Local, provincial & National) in an event with far reaching impacts regarding children affected by pandemic | EDM & All LMs |
| HIV AIDS Mainstreaming Programme | H | | | | | | | | | | | | | Supporting LMs in raising and creating awareness on HIV & AIDS | | | | Commemoration of events & using these for district awareness raising will enhance mainstreaming in districts and local | EDM & All LMs |
| 2010 | | | | | | | | | | | | | | | 1,000,000 | 600,000 | | | |
| Volunteer Programme | | H | | | | | | | | | | | | Training of youth as volunteers for 2010, also covering HIV/AIDS awareness | 500,000 | | | 2010 preparedness (involvement of youth, marginalised groups & ensuring HIV/AIDS prevention issues are addressed): Multifaceted | EDM & All LMs |

| Project Name | DISTRICT PRIORITY INITIATIVES | | | | | | | | | | | | | Purpose /Objective | Budget 2009/10 | Budget 2010/11 | Budget 2011/12 | Value Benefit/ Impact | Location / Beneficiaries |
|-------------------------------------|---|----------------------------|--------------------------------------|-------------------------------|---------------------------------|------------------------------------|------------------------|---|---------------------|-----------------------------|--|---------------------------------------|------------------------------|--|------------------|----------------|----------------|---|--------------------------|
| | Local Municipal Support & Capacity Building | 2010 FIFA Soccer World Cup | Tourism & Local Economic Development | Performance Management System | PPP, IGR & Marketing & Branding | Communication (Siya Deliver Manje) | IDP & Budget Alignment | Stakeholder Participation & SDBIP Adherence | Multi Year Planning | Prospectus & Business Plans | Capital Project and Municipal Service Monitoring | Infrastructure Development & Services | Training & Staff Development | | | | | | |
| | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 13 | | | | | | |
| 2010 Build-up programmes & Events | H | H | H | | M | | | | | | | | | Supporting the Host City and the Provincial 2010 Office through mass mobilisation of the FIFA 2010 promotions. Sensitization on child trafficking/abuse. Cross border initiative | | | | Increase in benefits from 2010 being realised by locals & local participation | EDM & All LMs |
| SALGA Games 2009 (Annual programme) | | | | | H | | | | | | | | | Participation of the district in the 2009 SALGA Games | | 600,000 | | Participation as Local govt. entity | EDM & All LMs |
| District Public Viewing Site | | H | | | H | | | | | | | | | To establish a district public viewing site to bring 2010 closer to communities in the District who are far from both the Host City and the Fan Park. | 500,000 | | | Legacy project & provincial requirement | EDM & All LMs |
| Transversal | | | | | | | | | | | | | | | 3,750,000 | | | | |
| Youth Development Programme | H | | M | | | | | | | | | | | Promoting, advocating and creating an enabling environment for youth development in the district and local municipalities | | 1,750,000 | | Benefits of support to national special programmes and development of target groups | EDM & All LMs |

| Project Name | DISTRICT PRIORITY INITIATIVES | | | | | | | | | | | | | Purpose /Objective | Budget 2009/10 | Budget 2010/11 | Budget 2011/12 | Value Benefit/ Impact | Location / Beneficiaries |
|--|---|----------------------------|--------------------------------------|-------------------------------|---------------------------------|-----------------------------------|------------------------|---|---------------------|-----------------------------|--|---------------------------------------|------------------------------|---|------------------|----------------|----------------|---|----------------------------|
| | Local Municipal Support & Capacity Building | 2010 FIFA Soccer World Cup | Tourism & Local Economic Development | Performance Management System | PPP, IGR & Marketing & Branding | Communication (Siya Deliver Manje | IDP & Budget Alignment | Stakeholder Participation & SDBIP Adherence | Multi Year Planning | Prospectus & Business Plans | Capital Project and Municipal Service Monitoring | Infrastructure Development & Services | Training & Staff Development | | | | | | |
| | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 13 | | | | | | |
| Promoting Women's Development & Gender Awareness Programme | H | | M | | | | | | | | | | | Promoting, advocating and creating an enabling environment for women development & gender awareness programmes in the district and local municipalities | | 700,000 | | Benefits of support to national special programmes and development of target groups | EDM & All LMs |
| Programme for people with Disabilities | H | | M | | L | | | | | | | | | Promoting, advocating and creating an enabling environment for people with disabilities in the district and local municipalities | | 1,300,000 | | Benefits of support to national special programmes and development of target groups | EDM & All LMs |
| Mainstreaming Transversal Issues | H | | | | | | | | | | | | H | Increasing the awareness within district and local municipalities on the transversal issues especially local government programmes | | | | Establishment of institutional arrangements to support the transversal programmes in locals | EDM & Local Municipalities |
| Office of the Speaker | | | | | | | | | | | | | | | 1,235,000 | 350,000 | | | |
| Ward Committee Capacity Building Programme (MSIG, Local Government, GTZ) | H | | | | | M | H | H | | | | | M | Enhancing community/public participation in government programmes | 735,000 | | | Strengthen public participation & enhance governance | EDM & All LMs |

| Project Name | DISTRICT PRIORITY INITIATIVES | | | | | | | | | | | | | Purpose /Objective | Budget 2009/10 | Budget 2010/11 | Budget 2011/12 | Value Benefit/ Impact | Location / Beneficiaries |
|---|---|----------------------------|--------------------------------------|-------------------------------|---------------------------------|------------------------------------|------------------------|---|---------------------|-----------------------------|--|---------------------------------------|------------------------------|--|-------------------|----------------|----------------|--|---------------------------|
| | Local Municipal Support & Capacity Building | 2010 FIFA Soccer World Cup | Tourism & Local Economic Development | Performance Management System | PPP, IGR & Marketing & Branding | Communication (Siya Deliver Manje) | IDP & Budget Alignment | Stakeholder Participation & SDBIP Adherence | Multi Year Planning | Prospectus & Business Plans | Capital Project and Municipal Service Monitoring | Infrastructure Development & Services | Training & Staff Development | | | | | | |
| | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 13 | | | | | | |
| Community Outreach Programme!!! | H | | | | L | | | | | | | | | Create relations between traditional leaders & councils | 500,000 | | | Enhancing relations for enhanced governance & active participation | EDM & All LMs |
| Moral Regeneration Programme | H | | M | | L | | | | | | | | | Collaboration with DCSR, Education | | 350,000 | | Encourage positive change in terms of social behaviour | EDM & All LMs |
| Total | | | | | | | | | | | | | | 12,335,000 | 14,270,000 | | | | |
| LOCAL ECONOMIC DEVELOPMENT & TOURISM | | | | | | | | | | | | | | | | | | | |
| Investment Incentive Policies | H | | | | | | | | | | | | | Assist local municipalities to attract investment through Incentive policies | | 750,000 | | Economic Growth and Job creation through investment initiatives | EDM & All LMs |
| Computer Training for Councillors | | | | | | | | | | | | | M | Train councillors on computer skills ,economic research and entrepreneurship | | 500,000 | | Skills development of officials | EDM |
| Bushbuckridge Tourist Information Centre | | | H | | | | | | | | | | H | Construction of a tourist information centre | 2,500,000 | | | Job creation and tourism promotion | Bushbuck Ridge /Community |
| Kruger Malelane Junction | | | H | | | | | | M | | | | | Construction of a Cultural Boutique Market | 1,000,000 | | | Tourism promotion and business opportunities | Nkomazi/Malelane |

| Project Name | DISTRICT PRIORITY INITIATIVES | | | | | | | | | | | | | Purpose /Objective | Budget 2009/10 | Budget 2010/11 | Budget 2011/12 | Value Benefit/ Impact | Location / Beneficiaries |
|--|---|----------------------------|--------------------------------------|-------------------------------|---------------------------------|-----------------------------------|------------------------|---|---------------------|-----------------------------|--|---------------------------------------|------------------------------|---|----------------|----------------|---|--|--------------------------|
| | Local Municipal Support & Capacity Building | 2010 FIFA Soccer World Cup | Tourism & Local Economic Development | Performance Management System | PPP, IGR & Marketing & Branding | Communication (Siya Deliver Manje | IDP & Budget Alignment | Stakeholder Participation & SDBIP Adherence | Multi Year Planning | Prospectus & Business Plans | Capital Project and Municipal Service Monitoring | Infrastructure Development & Services | Training & Staff Development | | | | | | |
| | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 13 | | | | | | |
| Tourism Route Development | | | H | | | | | | M | | | L | | Promote heritage and encourage development of new tourism products | | 400,000 | | Tourism promotion and business opportunities | EDM & All LMs |
| Tour Guide Training | | H | M | | | | | | | | | | | Facilitate training for Tour Guides in collaboration with MTPA | 300,000 | | Skills development for communities | EDM/Community members | |
| Grading Informal Accommodation for 2010 (and beyond) | | H | H | | | | | | | | | | | Grading of informal accommodation and training of homeowners on entrepreneurship, business management, customer care and service excellence | 1,000,000 | | Increased tourism opportunities for previously marginalized communities | EDM & All LMs | |
| Social Entertainment | | H | | | | | | | | | | | | Host 2010 Events to create awareness about the 2010 FIFA Soccer World Cup and economic opportunities in the district | 3,000,000 | | Readiness for the 2010 FIFA Soccer World Cup | EDM & All LMs | |
| 2010 National Durban Tourism Indaba | | H | M | | L | | | | | | | | | Promotion, marketing and exhibition of tourism products in the district | | 500,000 | | Increased international and national tourism visitors, product ownership revenue generation and creation of jobs | EDM & All LMs |

| Project Name | DISTRICT PRIORITY INITIATIVES | | | | | | | | | | | | | Purpose /Objective | Budget 2009/10 | Budget 2010/11 | Budget 2011/12 | Value Benefit/ Impact | Location / Beneficiaries |
|---|---|----------------------------|--------------------------------------|-------------------------------|---------------------------------|------------------------------------|------------------------|---|---------------------|-----------------------------|--|---------------------------------------|------------------------------|--|------------------|----------------|--|--|---------------------------|
| | Local Municipal Support & Capacity Building | 2010 FIFA Soccer World Cup | Tourism & Local Economic Development | Performance Management System | PPP, IGR & Marketing & Branding | Communication (Siya Deliver Manje) | IDP & Budget Alignment | Stakeholder Participation & SDBIP Adherence | Multi Year Planning | Prospectus & Business Plans | Capital Project and Municipal Service Monitoring | Infrastructure Development & Services | Training & Staff Development | | | | | | |
| | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 13 | | | | | | |
| Trade Shows & Exhibition | | | H | | M | | | | | | | | | Create a platform to expose entrepreneurs to business opportunities and support mechanisms at local level | | 500,000 | | Stimulation of development and economic growth | EDM & All LMs |
| Tourism, Trade and Industrial Development Zones | | | H | | H | | | | L | M | | | | Establishing trade/tourism/Industrial zones (economic development hubs) | 1,000,000 | | Stimulation of trade and industrial growth | EDM & All LMs | |
| Entrepreneur of the Year Awards | | | M | | M | | | | | | | | | Encourage entrepreneurship in Ehlanzeni | | 500,000 | | Promoting a culture of entrepreneurship | |
| Tourism 2010 | | | | | | | | | | | | | | | 5,700,000 | | | | |
| Total | | | | | | | | | | | | | | 14,500,000 | 3,150,000 | | | | |
| CORPORATE SERVICES | | | | | | | | | | | | | | | | | | | |
| Marketing & Publicity | | | | | | H | | H | | | | | | Providing support to local municipalities through the DCF and also providing an actual internal service to all departments | | | | Positive publicity and image of the District | Events & publications EDM |

| Project Name | DISTRICT PRIORITY INITIATIVES | | | | | | | | | | | | | Purpose /Objective | Budget 2009/10 | Budget 2010/11 | Budget 2011/12 | Value Benefit/ Impact | Location / Beneficiaries |
|---|---|----------------------------|--------------------------------------|-------------------------------|---------------------------------|-----------------------------------|------------------------|---|---------------------|-----------------------------|--|---------------------------------------|------------------------------|--|------------------|------------------|----------------|--|--------------------------|
| | Local Municipal Support & Capacity Building | 2010 FIFA Soccer World Cup | Tourism & Local Economic Development | Performance Management System | PPP, IGR & Marketing & Branding | Communication (Siya Deliver Manje | IDP & Budget Alignment | Stakeholder Participation & SDBIP Adherence | Multi Year Planning | Prospectus & Business Plans | Capital Project and Municipal Service Monitoring | Infrastructure Development & Services | Training & Staff Development | | | | | | |
| | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 13 | | | | | | |
| Skills Audit | | | | | | | | | | | | | | | 500,000 | | | | |
| Skills Development | | | | H | | | | | | | | | H | Training of personnel according to Personal Development Plans as well as the Workplace Skills Plan | 2,000,000 | 2,000,000 | | Improving skills and knowledge of staff regarding their "know-how" on efficient service delivery | EDM Employees |
| Bursary Scheme | | | | | | | | | | | | | | | | 500,000 | | | |
| Internship | | | | | | | | | | | | | | | | 800,000 | | | |
| Learnership | | | | | | | | | | | | | | | | 1,000,000 | | | |
| Employee Assistance Programme | | | | | | | | | | | | | | | | 500,000 | | | |
| Corporate Image, Website and Intranet | | | | | H | H | | | | | | | | Building the corporate image of the institution through marketing and branding of the district | 1,900,000 | | | | EDM |
| Total | | | | | | | | | | | | | | | 4,400,000 | 5,300,000 | | | |
| FINANCE & SUPPLY CHAIN MANAGEMENT | | | | | | | | | | | | | | | | | | | |
| Valuation Roll for District Management Area (DMA) | M | | | | | | | | | | | | | Compiling the Valuation Roll for the District Management Area | 1,000,000 | | | Cost recovery and service delivery | Kruger National Park DMA |

| Project Name | DISTRICT PRIORITY INITIATIVES | | | | | | | | | | | | | Purpose /Objective | Budget 2009/10 | Budget 2010/11 | Budget 2011/12 | Value Benefit/ Impact | Location / Beneficiaries |
|--------------------------------|---|----------------------------|--------------------------------------|-------------------------------|---------------------------------|-----------------------------------|------------------------|---|---------------------|-----------------------------|--|---------------------------------------|------------------------------|---|----------------|----------------|----------------|--|---|
| | Local Municipal Support & Capacity Building | 2010 FIFA Soccer World Cup | Tourism & Local Economic Development | Performance Management System | PPP, IGR & Marketing & Branding | Communication (Siya Deliver Manje | IDP & Budget Alignment | Stakeholder Participation & SDBIP Adherence | Multi Year Planning | Prospectus & Business Plans | Capital Project and Municipal Service Monitoring | Infrastructure Development & Services | Training & Staff Development | | | | | | |
| | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 13 | | | | | | |
| Shared Services Centre | H | | | | | | | | | | | | | To provide a standardised Financial System from a central location and provide technical financial support(budget, budget control and annual financial statements | 5,000,000 | | | Reliance on financial statements, better credit rating and stakeholder satisfaction (financial governance) | EDM & All LMs |
| Financial Interns | | | | | | | | | | | | | | | 1,440,000 | | | | |
| Total | | | | | | | | | | | | | | 7,440,000 | | | | | |
| COMMUNITY SERVICES | | | | | | | | | | | | | | | | | | | |
| Volunteers Unit (400) | | H | | | | | | | | | | | | Chapter 7 of the Disaster Management Act requires that a District Municipality establish a volunteer unit | 2,000,000 | | | A number of unemployed people will benefit through training and be part of 2010 Soccer World Cup event | Disaster Management Volunteer Unit EDM & community |
| Bushbuckridge Satellite Centre | H | M | | | | | | | | | | H | | Construction of the disaster management centre | 3,000,000 | 5,000,000 | | Prompt response to disasters | Disaster Management Satellite Centre Bushbuck Ridge & community |

| Project Name | DISTRICT PRIORITY INITIATIVES | | | | | | | | | | | | | Purpose /Objective | Budget 2009/10 | Budget 2010/11 | Budget 2011/12 | Value Benefit/ Impact | Location / Beneficiaries |
|--|---|----------------------------|--------------------------------------|-------------------------------|---------------------------------|-----------------------------------|------------------------|---|---------------------|-----------------------------|--|---------------------------------------|------------------------------|---|----------------|----------------|----------------|--|--------------------------------|
| | Local Municipal Support & Capacity Building | 2010 FIFA Soccer World Cup | Tourism & Local Economic Development | Performance Management System | PPP, IGR & Marketing & Branding | Communication (Siya Deliver Manje | IDP & Budget Alignment | Stakeholder Participation & SDBIP Adherence | Multi Year Planning | Prospectus & Business Plans | Capital Project and Municipal Service Monitoring | Infrastructure Development & Services | Training & Staff Development | | | | | | |
| | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 13 | | | | | | |
| District Disaster Management Advisory Forum | | | | | | M | | H | | | | | | Chapter 5 of the Act Requires that EDM establish a Disaster Advisory Forum | 650,000 | 700,000 | 750,000 | Communication and strengthening of stakeholder relations | EDM & All local municipalities |
| Disaster Awareness | | H | | | | | | | | | | | H | Seasonal risks and the Disaster Management Act requires that a district conduct awareness programmes around hazards for that season | | | | Community awareness of risks around them and ways to prevent and mitigate them | EDM & All local municipalities |
| Disaster Relief Materials | | M | | | | | | | | | | | H | Purchase of relief materials: tents, blankets, and food parcels | | 900,000 | 1,000,000 | Affected communities will benefit through the distribution of tents and blankets | EDM & All local municipalities |
| Disaster Incident Management and Communication system | | | | | | | | | | | | | H | Installation of a disaster incident management and communication system | | 2,000,000 | 2,500,000 | Timeous response to disasters | EDM & All local municipalities |
| Environmental Health Action Programme & the 2010 FIFA Soccer World Cup | | H | | | | | | | | | | | H | Developing an Environmental Health Action Programme for Ehlanzeni to ensure that environmental factors are addressed, including the Mbombela Soccer Stadium and Fan Parks | | 960,000 | | Health and safe environment | |

| Project Name | DISTRICT PRIORITY INITIATIVES | | | | | | | | | | | | | Purpose /Objective | Budget 2009/10 | Budget 2010/11 | Budget 2011/12 | Value Benefit/ Impact | Location / Beneficiaries |
|---|---|----------------------------|--------------------------------------|-------------------------------|---------------------------------|-----------------------------------|------------------------|---|---------------------|-----------------------------|--|---------------------------------------|------------------------------|---|----------------|----------------|----------------|---|--------------------------------|
| | Local Municipal Support & Capacity Building | 2010 FIFA Soccer World Cup | Tourism & Local Economic Development | Performance Management System | PPP, IGR & Marketing & Branding | Communication (Siya Deliver Manje | IDP & Budget Alignment | Stakeholder Participation & SDBIP Adherence | Multi Year Planning | Prospectus & Business Plans | Capital Project and Municipal Service Monitoring | Infrastructure Development & Services | Training & Staff Development | | | | | | |
| | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 13 | | | | | | |
| Community Outreach Programme for Municipal Health | | | | | | | | | | | | H | | Community Outreach Programme to bring health educational programmes to communities and inform about the bill of rights. | | 500,000 | 500,000 | Public will be capacitated about municipal health services and the basic individual rights | EDM & all local municipalities |
| Air Quality Management Plan | H | | | | | | | | | | H | H | | Development and implementation of an Air Quality Management Plan for EDM as prescribed by legislation | | 1,500,000 | | Cleaner air in Ehlanzeni; Compliance with health standards | EDM & All local municipalities |
| Integrated Waste Management Plan | M | | | | | | | | | | M | M | | Development and Implementation of an Integrated Waste Management Plan | | 1,500,000 | | Coordinated and monitored of local municipalities: improvement in collection, storage, transportation and disposal of solid waste | EDM & All local municipalities |
| Health Educational Mobile Unit | | | | | | | | | | | | M | | Purchase of a Health Educational Mobile Unit for training and education of rural communities (pro-actively prevent diseases like Cholera) | | 500,000 | | Public awareness on municipal health services available in Ehlanzeni. Reduction in diseases and improved hygienic practices | EDM & All local municipalities |

| Project Name | DISTRICT PRIORITY INITIATIVES | | | | | | | | | | | | | Purpose /Objective | Budget 2009/10 | Budget 2010/11 | Budget 2011/12 | Value Benefit/ Impact | Location / Beneficiaries |
|-------------------------------------|---|----------------------------|--------------------------------------|-------------------------------|---------------------------------|-----------------------------------|------------------------|---|---------------------|-----------------------------|--|---------------------------------------|------------------------------|--|-------------------|------------------|----------------|--|--------------------------------|
| | Local Municipal Support & Capacity Building | 2010 FIFA Soccer World Cup | Tourism & Local Economic Development | Performance Management System | PPP, IGR & Marketing & Branding | Communication (Siya Deliver Manje | IDP & Budget Alignment | Stakeholder Participation & SDBIP Adherence | Multi Year Planning | Prospectus & Business Plans | Capital Project and Municipal Service Monitoring | Infrastructure Development & Services | Training & Staff Development | | | | | | |
| | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 13 | | | | | | |
| Training of 500 Stewards/Volunteers | | H | | | | | | | | | | | | Training of 500 Stewards/Volunteers for 2010 EDM Public Viewing Site | | | | Community support in crime prevention | EDM & All local municipalities |
| Crime Awareness Campaign | | H | | | | | | H | | | | H | | Conduct crime awareness campaign | | 500,000 | | Community crime prevention | EDM & All local municipalities |
| Total | | | | | | | | | | | | | | 5,650,000 | 14,060,000 | 4,750,000 | | | |
| TECHNICAL SERVICES | | | | | | | | | | | | | | | | | | | |
| Green Valley to Salique Rd | | | | | | | | | | | | H | | Upgrading of 6km of road from gravel to surface at Green Valley village to the Salique forest | 8,500,000 | | | Improved accessibility and mobility for local commuters and businesses | Bushbuckridge |
| Steenbok Road | | | | | | | | | | | | H | | Upgrading of 9.2km of road from gravel to surface to complete the bus route at Steenbok village | 11,500,000 | | | Improved accessibility and mobility for local commuters and businesses | Nkomazi |
| Phiva Mdladla Bus Route | | | | | | | | | | | | H | | Upgrading of approximately 3.85km of road from gravel to surface to complete the bus route at Phiva/Mdladla villages | 6,100,000 | | | Improved accessibility and mobility for local commuters and businesses | Nkomazi |

| Project Name | DISTRICT PRIORITY INITIATIVES | | | | | | | | | | | | | Purpose /Objective | Budget 2009/10 | Budget 2010/11 | Budget 2011/12 | Value Benefit/ Impact | Location / Beneficiaries |
|---------------------------------|---|----------------------------|--------------------------------------|-------------------------------|---------------------------------|------------------------------------|------------------------|---|---------------------|-----------------------------|--|---------------------------------------|------------------------------|--|----------------|----------------|----------------|---|---|
| | Local Municipal Support & Capacity Building | 2010 FIFA Soccer World Cup | Tourism & Local Economic Development | Performance Management System | PPP, IGR & Marketing & Branding | Communication (Siya Deliver Manje) | IDP & Budget Alignment | Stakeholder Participation & SDBIP Adherence | Multi Year Planning | Prospectus & Business Plans | Capital Project and Municipal Service Monitoring | Infrastructure Development & Services | Training & Staff Development | | | | | | |
| | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 13 | | | | | | |
| Legacy Stadiums | | L | | | | | | | | | | H | | Construction of Mashishing Stadium, as a legacy project benefited from the 2010 Soccer World Cup event | 8,800,000 | | | | Kamhlushwa; Umjindi Thaba Chweu; Mashishing |
| Kanyamazane Stadium (FIFA 2010) | | H | | | | | | | | | | H | | The upgrading of Kanyamazane Stadium as per the FIFA requirements to prepare it to be training and warm-up match venue for the 2010 Soccer World Cup event | 13,000,000 | | | Improved state of infrastructure on community facilities and therefore encouraging participation in extramural activities and build a sports culture in the communities | Mbombela / Kanyamazane community |

| Project Name | DISTRICT PRIORITY INITIATIVES | | | | | | | | | | | | | Purpose /Objective | Budget 2009/10 | Budget 2010/11 | Budget 2011/12 | Value Benefit/ Impact | Location / Beneficiaries |
|---------------------------------|---|----------------------------|--------------------------------------|-------------------------------|---------------------------------|------------------------------------|------------------------|---|---------------------|-----------------------------|--|---------------------------------------|------------------------------|--|----------------|----------------|----------------|---|--|
| | Local Municipal Support & Capacity Building | 2010 FIFA Soccer World Cup | Tourism & Local Economic Development | Performance Management System | PPP, IGR & Marketing & Branding | Communication (Siya Deliver Manje) | IDP & Budget Alignment | Stakeholder Participation & SDBIP Adherence | Multi Year Planning | Prospectus & Business Plans | Capital Project and Municipal Service Monitoring | Infrastructure Development & Services | Training & Staff Development | | | | | | |
| | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 13 | | | | | | |
| Kabokweni Stadium | | H | | | | | | | | | | H | | The upgrading of Kabokweni Stadium as per the FIFA requirements to prepare it to be training and warm-up match venue for the 2010 Soccer World Cup event | 13,000,000 | | | Improved state of infrastructure on community facilities and therefore encouraging participation in extramural activities and build a sports culture in the communities | Kabokweni Mbombela / Kabokweni community |
| Public Fan Park (FIFA 2010) | | H | | | | | | | | | | H | | Preparation of the Bergvlam High School to serve as a public fan park for the 2010 Soccer World Cup event as per the FIFA requirements | 10,000,000 | | | Improved state of infrastructure on community facilities and therefore encouraging participation in extramural activities | Mbombela-Nelspruit / all communities |
| Transport Indaba | | | | | | | | | | | | | | | 750,000 | | | | EDM |
| District Tourism Signage | | | | | | | | | | | | | | | | 2,500,000 | | | EDM |
| District Transport Mobility Hub | | | | | | | | | | | | | | Construction of transport Hub | | 1,600,000 | | | EDM |
| Leroro Bulk Water Supply | | | | | | | | | | | | | | | 4,000,000 | | | | Thaba Chweu |

| Project Name | DISTRICT PRIORITY INITIATIVES | | | | | | | | | | | | | Purpose /Objective | Budget 2009/10 | Budget 2010/11 | Budget 2011/12 | Value Benefit/ Impact | Location / Beneficiaries |
|--|---|----------------------------|--------------------------------------|-------------------------------|---------------------------------|-----------------------------------|------------------------|---|---------------------|-----------------------------|--|---------------------------------------|------------------------------|---|----------------|----------------|---|---|--------------------------------|
| | Local Municipal Support & Capacity Building | 2010 FIFA Soccer World Cup | Tourism & Local Economic Development | Performance Management System | PPP, IGR & Marketing & Branding | Communication (Siya Deliver Manje | IDP & Budget Alignment | Stakeholder Participation & SDBIP Adherence | Multi Year Planning | Prospectus & Business Plans | Capital Project and Municipal Service Monitoring | Infrastructure Development & Services | Training & Staff Development | | | | | | |
| | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 13 | | | | | | |
| Feasibility Study - Energy Development | | | | | | | | | | | | | | Conduct feasibility Studies on Energy, | | 1,500,000 | | Supporting Local Municipalities in their endeavour to providing a total Delivery of Services across the board | EDM |
| Balule – Satara Bulk Water Supply Line Upgrade | | | | | | | | | | | | | | Replacement of existing corroded 200mm steel pipes and AC coupling with 160 – 200mm PVC pipes | 4,000,000 | | Community / household access to potable water | DMA (Kruger National Park) | |
| Ground Water Protocol Studies | | | | | | | | | | | | | | | | 2,500,000 | | Information for long term planning | EDM & all local municipalities |
| Water Services Development Plan | H | | | | | | | | | | | | | | 600,000 | | | | |
| Graskop WWTW Extension | | | | | | | | | | | | | | | | 4,000,000 | | | |
| Remedial Work WTW Nkomazi | | | | | | | | | | | | | | | 11,200,000 | | | | |
| Remedial Work WTW Thaba Chweu | | | | | | | | | | | | | | | 1,500,000 | | | | |
| Remedial Work WTW Umjindi | | | | | | | | | | | | | | | 1,500,000 | | | | |

| Project Name | DISTRICT PRIORITY INITIATIVES | | | | | | | | | | | | | Purpose /Objective | Budget 2009/10 | Budget 2010/11 | Budget 2011/12 | Value Benefit/ Impact | Location / Beneficiaries |
|---|---|----------------------------|--------------------------------------|-------------------------------|---------------------------------|------------------------------------|------------------------|---|---------------------|-----------------------------|--|---------------------------------------|------------------------------|---|----------------|----------------|----------------|--|--------------------------------------|
| | Local Municipal Support & Capacity Building | 2010 FIFA Soccer World Cup | Tourism & Local Economic Development | Performance Management System | PPP, IGR & Marketing & Branding | Communication (Siya Deliver Manje) | IDP & Budget Alignment | Stakeholder Participation & SDBIP Adherence | Multi Year Planning | Prospectus & Business Plans | Capital Project and Municipal Service Monitoring | Infrastructure Development & Services | Training & Staff Development | | | | | | |
| | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 13 | | | | | | |
| Upgrading of Existing Sewer Works Skukuza Village | | | | | | | | | | | | H | | Replacement of existing corroded 200mm steel pipes and AC coupling with 160 – 200mm PVC pipes | 477,000 | MIG | | Community of Skukuza can access sanitation services | Skukuza community |
| Upgrade and Replace Pipeline and Erosion Control Phabeni - Pretoriuskop | | | | | | | | | | | | | | Replacement of existing corroded 200mm steel pipes and AC coupling with 160 – 200mm PVC pipes | 500,000 | MIG | | Infrastructure upgrade | DMA (Phabeni-Pretoriuskop community) |
| EDM New Offices | | | | | | | | | | | | H | | Building of NEW EDM Office Complex that constitute two Administration Wings, Central Council Chambers, a stand alone Disaster Management Centre complete with Rest Quarters | 183,510,000 | | | Provision of Access to Services and Support offered by the District Municipality to Local Municipality | EDM and communities of Ehlanzeni |
| Nyongane – RDP Houses Bus Route | | | | | | | | | | | | | | Construction of access road and storm water infrastructure | | 2,500,000 | | Improved access to Public Transport | Nyongane community |
| Pilgrims Rest WWTW Extension | | | | | | | | | | | | | | | 2,670,000 | | | | |

| Project Name | DISTRICT PRIORITY INITIATIVES | | | | | | | | | | | | | Purpose /Objective | Budget 2009/10 | Budget 2010/11 | Budget 2011/12 | Value Benefit/ Impact | Location / Beneficiaries |
|------------------------------|---|----------------------------|--------------------------------------|-------------------------------|---------------------------------|------------------------------------|------------------------|---|---------------------|-----------------------------|--|---------------------------------------|------------------------------|--------------------|-------------------|----------------|----------------|-----------------------|--------------------------|
| | Local Municipal Support & Capacity Building | 2010 FIFA Soccer World Cup | Tourism & Local Economic Development | Performance Management System | PPP, IGR & Marketing & Branding | Communication (Siya Deliver Manje) | IDP & Budget Alignment | Stakeholder Participation & SDBIP Adherence | Multi Year Planning | Prospectus & Business Plans | Capital Project and Municipal Service Monitoring | Infrastructure Development & Services | Training & Staff Development | | | | | | |
| | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 13 | | | | | | |
| Remedial Works WWTW | | | | | | | | | | | | | | | 7,330,000 | 10,000,000 | | | |
| Umjindi WWTW Inlet Structure | | | | | | | | | | | | | | | 3,800,000 | | | | |
| Rimmers Creek Water Works | | | | | | | | | | | | | | | | 1,500,000 | | | |
| Thulamahashe WWTW | | | | | | | | | | | | | | | | 6,000,000 | | | |
| Total | | | | | | | | | | | | | | 292,737,000 | 32,100,000 | | | | |
| EDM Grand Total | | | | | | | | | | | | | | 337,062,000 | 68,880,000 | | | | |

Table 33 Operational Budget 2009/2010

| | Budget 2008/2009 | Budget 2009/2010 | Budget 2010/2011 | Budget 2011/2012 |
|--|----------------------|----------------------|----------------------|-----------------------|
| SALARIES WAGES AND ALLOWANCES | | | | |
| SALARIES | 29,106,766 | 34,539,201 | 37,302,400 | 40,286,600 |
| BONUS | | | | |
| ACTING ALLOWANCE | 2,616,591 200,000 | 3,145,596 200,000 | 3,397,200 216,000 | 3,668,900 233,300 |
| HOUSING ALLOWANCES | 598,392 | 501,600 | 541,700 | 585,100 |
| MEDICAL FUND COUNCIL CONTRIBUTION | | | | |
| OVERTIME | 2,451,860 282,065 | 2,780,936 415,000 | 3,003,400 448,200 | 3,243,700 484,100 |
| PENSION FUND COUNCIL CONTRIBUTION | | | | |
| TRAVELING ALLOWANCES | 6,397,784 | 7,469,411 | 8,067,000 | 8,712,400 |
| UNEMPLOYMENT INSURANCE FUND | 7,430,216 204,000 | 8,798,600 223,500 | 9,502,400 241,100 | 10,262,500 260,300 |
| S.A.R.S SKILLS LEVY | 393,011 | 397,138 | 428,900 | 463,400 |
| INDUSTRIAL LEVY | 5,712 | 7,104 | 7,104 | 7,610 |
| REMUNERATION EX-BOHLABELA OFFICIALS FUNDED BY GRANT | | | | |
| | 1,362,793 | - | - | - |
| TOTAL SALARY WAGES AND ALLOWANCES | 51,049,190 | 58,478,086 | 63,155,404 | 68,207,910 |
| REMUNERATION OF COUNCILLORS | | | | |
| ALLOWANCES COUNCILLORS FIXED | 2,666,613 | 2,807,909 | 3,032,500 | 3,275,100 |
| ALLOWANCES COUNCILLORS HOUSING | 234,000 | 234,000 | 252,700 | 272,900 |
| ALLOWANCES COUNCILLORS TRAVEL | | | | |
| ALLOWANCES: APPOINTED COUNCILLORS | 1,493,821 | 1,631,915 | 1,762,500 | 1,903,500 |
| CELLPHONE ALLOWANCE: FULL TIME COUNCILLORS | 1,868,692 144,000 | 1,499,986 159,840 | 1,620,000 172,700 | 1,749,600 186,600 |
| PENSION FUND CONTRIBUTION | 942,895 | 482,709 | 298,600 | 322,500 |
| CELLPHONE ALLOWANCE: PART TIME COUNCILLORS | 143,808 | 141,951 | 153,300 | 165,600 |
| SITTING ALLOWANCE | 443,520 | 655,108 | 707,500 | 764,100 |
| MEDICAL AID CONTRIBUTION | 216,901 | 81,132 | 87,600 | 94,600 |
| | | | | |
| | 8,154,250 | 7,694,550 | 8,087,400 | 8,734,500 |
| GENERAL EXPENSES | | | | |
| 2010 PROGRAMMES | 500,000 | - | - | - |
| ADVERTISING | 300,000 | 300,000 | 324,000 | 349,900 |
| ANALYSING OF SAMPLES | 10,500 | 12,000 | 13,000 | 14,000 |
| ANNUAL BUDGET & OTHER FUNCTIONS | 900,000 | 50,000 | 54,000 | 58,300 |
| ASSISTANCE TO LOCAL MUNICIPALITIES (FINANCIAL INTERNS) | - | 1,440,000 | 1,555,200 | 1,679,600 |
| AUDIT COMMITTEE | 60,000 | | | 70,000 |

| | | | | |
|---|------------|------------|------------|------------|
| BACTERIOLOGICAL TEST | 5,250 | 60,000 | 64,800 | 11,700 |
| BANK CHARGES | 40,000 | 10,000 | 10,800 | 46,700 |
| BURSARIES EMPLOYEES | 200,000 | 40,000 | 43,200 | 233,300 |
| CAPACITY BUILDING FOR SERVICE PROVIDERS | - | 200,000 | 216,000 | 233,300 |
| CASH COLLECTION SERVICES | 45,000 | - | - | - |
| CHANGE MANAGEMENT PROCESS | - | 45,000 | 48,600 | 52,500 |
| COMMUNITY OUTREACH | 1,000,000 | - | - | - |
| COMPILING VALUATION ROLL | 500,000 | 500,000 | 540,000 | 583,200 |
| COMPUTOR MAINTENANCE AND SUPPORT | - | 1,000,000 | - | - |
| COMPUTOR SYSTEM, PROGRAMMES & TRAINING | 940,000 | 1,000,000 | 1,080,000 | 1,166,400 |
| CONFERENCE & CONGRESS | - | 700,000 | 756,000 | 816,500 |
| CONSUMABLES | 60,000 | - | - | - |
| CORPORATE IMAGE, WEBSITE AND INTRANET | 20,000 | - | - | - |
| DISASTER MANAGEMENT OPERATIONAL COSTS | - | 1,900,000 | - | - |
| DISTRICT DISASTER MANAGEMENT ADVISORY FORUM | 7,000,000 | 2,883,870 | 3,114,600 | 3,363,800 |
| DONATIONS | - | 650,000 | - | - |
| ENGINEERING MEMBERSHIP FEES | 8,000 | 12,000 | 13,000 | 14,000 |
| ENTERTAINMENT | 294,500 | 337,000 | 363,900 | 393,200 |
| EQUIPMENT RENTAL AND SERVICES | 365,000 | 855,000 | 923,400 | 997,200 |
| FIRST AID STOCK | 8,000 | 10,000 | 10,800 | 11,700 |
| FUEL AND LUBRICANTS | 120,000 | 160,000 | 172,800 | 186,600 |
| GIS OPERATIONAL COSTS | 104,933 | 250,000 | 270,000 | 291,600 |
| GRADING INFORMAL ACCOMMODATION | - | 1,000,000 | - | - |
| HANDY MAN SERVICES | 45,000 | 60,000 | 64,800 | 70,000 |
| HIV/AIDS AWARENESS | 2,500,000 | - | - | - |
| IDP REVIEW | - | 500,000 | - | - |
| ILGM (WOMEN CONFERENCE) | 35,000 | - | - | - |
| IMESA | - | - | - | - |
| INCORPORATION OF TRADITIONAL LEADERS | 62,000 | 62,000 | 67,000 | 72,400 |
| INSURANCE | 750,000 | 550,000 | 594,000 | 641,500 |
| INTEREST ON EXTERNAL LOAN | - | 32,161,248 | 32,161,248 | 32,161,248 |
| INTEREST ON INCA LOAN | 13,682,000 | 15,868,000 | 15,868,000 | 15,868,000 |
| INTERNATIONAL/MUNICIPAL RELATIONS | 1,790,000 | - | - | - |
| LEGAL COST | 700,000 | 200,000 | 216,000 | 233,300 |
| MAM - SAFETY & SECURITY | 1,000,000 | - | - | - |
| MARKETING & PUBLICITY | 2,500,000 | - | - | - |
| MATERIAL AND STOCK | 51,302 | 65,000 | 70,200 | 75,900 |
| MAYOR'S BURSARIES | - | 160,000 | - | - |
| MEMBERSHIP FEES SALGA | 250,000 | 250,000 | 270,000 | 291,600 |

| | | | | |
|--|------------|------------|------------|------------|
| MORAL REGENERATION/PUBLIC PARTICIPATION | 1,500,000 | - | - | - |
| MUNICIPAL HEALTH OPERATIONAL COSTS | 358,985 | 500,000 | 540,000 | 583,200 |
| OFFICE CLEANING SERVICES | 260,000 | 260,000 | 280,800 | 303,300 |
| OFFICE RENTAL | 7,940,000 | 8,734,000 | 9,432,700 | 10,187,300 |
| PMS OPERATIONAL COSTS- EDM FUNDS | 70,000 | - | - | - |
| POST BAG AND POST BOX RENTAL | 4,000 | 4,000 | 4,300 | 4,600 |
| POSTAGE AND STAMPS | 50,000 | 30,000 | 32,400 | 35,000 |
| PRESIDENTIAL IMBIZO/ MANDELA DAY CELEBRATION | 500,000 | - | - | - |
| PRINTING AND STATIONERY | 693,270 | 623,000 | 672,800 | 726,700 |
| PROFESSIONAL SERVICES | 320,000 | 170,000 | 183,600 | 198,300 |
| PROGRAMS AND CAMPAIGNS | 3,000,000 | - | - | - |
| PROTECTIVE CLOTHING | - | 50,000 | 54,000 | 58,300 |
| REFERENCE BOOKS & PERIODICALS | 65,500 | 49,500 | 53,500 | 57,800 |
| RELOCATION & RECRUITMENT COSTS | 60,000 | 60,000 | 64,800 | 70,000 |
| RISK ASSESSMENT | - | 80,000 | 86,400 | 93,300 |
| SAWID | 45,000 | 30,000 | 32,400 | 35,000 |
| SECURITY SERVICES | 330,000 | 330,000 | 356,400 | 384,900 |
| SKILLS AUDIT | - | 500,000 | 540,000 | 583,200 |
| SKILLS DEVELOPMENT: EMPLOYEES | 1,022,000 | 2,000,000 | 2,160,000 | 2,332,800 |
| SOCIAL ENTERTAINMENT | - | 3,000,000 | - | - |
| STANDBY ALLOWANCES | 84,128 | - | - | - |
| STUDY TOUR | - | - | - | - |
| TECHNICAL SERVICES FORUM | - | 72,000 | 77,800 | 84,000 |
| TECHNICAL TRAINING: COUNCILLORS | 60,000 | - | - | - |
| TELEPHONE | 1,701,065 | 1,200,000 | 1,296,000 | 1,399,700 |
| TOUR GUIDES | - | 300,000 | - | - |
| TOURISM 2010 | - | 5,700,000 | - | - |
| TRADE ZONES | - | 1,000,000 | - | - |
| TRAINING & CAPACITY BUILDING | 1,300,000 | - | - | - |
| TRAVELING AND SUBSISTANCE | 1,790,000 | 1,320,000 | 1,425,600 | 1,539,600 |
| VEHICLES LICENSES | 17,000 | 18,000 | 19,400 | 21,000 |
| VOLUNTEER PROGRAMME | - | 500,000 | - | - |
| VOLUNTEER UNIT | - | 2,000,000 | - | - |
| TOTAL GENERAL EXPENSES | 57,017,433 | 91,821,618 | 76,198,248 | 78,452,148 |
| REPAIR AND MAINTENANCE | | | | |
| R&M: BUILDINGS AND INSTALLATIONS | - | - | - | - |
| R&M: OFFICE MACHINES AND EQUIPMENT | 148,000 | 135,000 | 145,700 | 157,500 |
| R&M: OFFICE FURNITURE AND EQUIPMENT | 96,000 | 107,500 | 116,100 | 125,500 |
| R&M: AIR CONDITIONERS | 50,000 | 81,600 | 88,100 | 95,100 |
| R&M: FIRE BRIGADE WAGONETTES | 40,000 | - | - | 58,300 |

| | | | | |
|--|---------------|---------------|---------------|---------------|
| R&M: VEHICLES | 65,000 | 50,000 | 54,000 | 81,700 |
| | | 70,000 | 75,600 | |
| TOTAL REPAIR AND MAINTENANCE | 399,000 | 444,100 | 479,500 | 518,100 |
| CONTRIBUTION TO CAPITAL OUTLAY | | | | |
| TOTAL CONTRIBUTIONS TO CAPITAL OUTLAY | 3,150,000 | 824,000 | 511,900 | 552,900 |
| CONTRIBUTION TO FUNDS | | | | |
| CTF: ACCRUED LEAVE | - | - | - | - |
| CTF: AUDIT FEES | 900,000 | 1,301,529 | 1,405,700 | 1,518,200 |
| CTF: BURSARIES | - | - | - | - |
| TOTAL CONTRIBUTION TO FUNDS | 900,000 | 1,301,529 | 1,405,700 | 1,518,200 |
| TOTAL EXPENDITURE | 120,669,873 | 160,563,883 | 149,838,152 | 157,983,758 |
| INCOME | | | | |
| RENTAL OF MUNICIPAL FACILITIES | | | | |
| RENTAL BOHLABELA OFFICES | - | (629,856) | - | - |
| RENTAL PARKING TO VANKOL FLATS | - | (10,000) | - | - |
| TOTAL RENTAL OF MUNICIPAL FACILITIES | - | (639,856) | - | - |
| INTEREST | | | | |
| INTEREST ON INVESTMENT | (9,000,000) | (10,000,000) | (10,800,000) | (11,664,000) |
| TOTAL INTEREST | (9,000,000) | (10,000,000) | (10,800,000) | (11,664,000) |
| OTHER INCOME | | | | |
| SUNDRY INCOME | (80,000) | (80,000) | (86,400) | (93,300) |
| PROPOSED LOAN | - | (227,000,000) | - | - |
| INCA LOAN | - | (75,000,000) | - | - |
| GRANT EX-BOHLABELA FOR PERSONNEL COSTS | (1,362,793) | - | - | - |
| TOTAL OTHER INCOME | (1,442,793) | (302,080,000) | (86,400) | (93,300) |
| FUNDS ALLOCATED TO COUNCIL ITO DORA | | | | |
| Equitable share | (20,670,000) | (26,083,864) | (26,551,000) | (34,316,000) |
| Equitable share: RSC Levies Replacement | (113,511,000) | (127,369,643) | (165,094,000) | (172,654,000) |
| | | |) | |
| | (134,181,000) | (153,453,507) | (191,645,000) | (206,970,000) |
| | | |) | |
| MUNICIPAL PROPERTY RATES | | | | |

| | | | | |
|---|---------------------|-----------------------------|---------------------|---------------------|
| PROPERTY RATES | - | (3,000,000) | (6,000,000) | (9,000,000) |
| TOTAL MUNICIPAL PROPERTY RATES | - | (3,000,000) | (6,000,000) | (9,000,000) |
| TOTAL OPERATING INCOME | (144,623,793) | (469,173,363) | (208,531,400) | (227,727,300) |
| OPERATING (SURPLUS)/ LOSS | (23,953,920) | (308,609,480) | (58,693,248) | (69,743,542) |
| CONDITIONAL GRANTS- DORA | | | | |
| Finance Management Grant | (500,000) | (750,000) | (750,000) | (1,000,000) |
| Municipal Systems Improvement Grant | (1,000,000) | (735,000) | (735,000) | (735,000) |
| National Electrification Programme: Eskom Grant | (3,306,000) | - | | |
| Municipal Infrastructure Grant | (19,884,000) | (4,977,000) | (3,623,000) | (4,057,000) |
| Department of Culture, Sport & Recreation | (1,200,000) | - | - | - |
| Local Government/Department Roads & Transport | (1,300,000) | - | | |
| | (27,190,000) | (6,462,000) | (5,108,000) | (5,792,000) |
| CONTRIBUTION TO CAPITAL OUTLAY | | | | |
| CTCO: OFFICE MACHINES & EQUIPMENT | 2,300,000 | 340,000 | 367,200 | 396,600 |
| CTCO: OFFICE FURNITURE & EQUIPMENT | 600,000 | 83,000 | 89,600 | 96,800 |
| CTCO: VEHICLES | 250,000 | 351,000 | 1,100 | 1,200 |
| CTCO: TOOLS AND EQUIPMENT | - | 50,000 | 54,000 | 58,300 |
| TOTAL CONTRIBUTION TO CAPITAL OUTLAY | 3,150,000 | 824,000 | 511,900 | 552,900 |
| | | | | |
| | Budget 2008/2009 | Budget 2009/2010 | Budget 2010/2011 | Budget 2011/2012 |
| OFFICE OF THE EXECUTIVE MAYOR | | | | |
| SALARIES WAGES AND ALLOWANCES | | | | |
| SALARIES | 1,122,361 | 1,628,717 | 1,759,000 | 1,899,700 |
| BONUS | 93,530 | 135,726 | 146,600 | 158,300 |
| ACTING ALLOWANCE | - | - | - | - |
| HOUSING ALLOWANCES | 8,244 | 6,000 | 6,500 | 7,000 |
| MEDICAL FUND COUNCIL CONTRIBUTION | 72,032 | 108,979 | 117,700 | 127,100 |
| OVERTIME | 50,000 | 60,000 | 64,800 | 70,000 |
| PENSION FUND COUNCIL CONTRIBUTION | 246,919 | 358,318 | 387,000 | 418,000 |
| TRAVELING ALLOWANCES | 308,760 | 488,160 | 527,200 | 569,400 |
| UNEMPLOYMENT INSURANCE FUND | 9,000 | 10,500 | 11,300 | 12,200 |
| S.A.R.S SKILLS LEVY | 15,329 | 22,586 | 24,400 | 26,400 |
| INDUSTRIAL LEVY | 252 | 336 | 400 | 400 |

| | | | | |
|--|-----------|------------------|-----------|-----------|
| TOTAL SALARY WAGES AND ALLOWANCES | 1,926,427 | 2,819,323 | 3,044,900 | 3,288,500 |
| REMUNERATION OF COUNCILLORS | | | | |
| ALLOWANCES COUNCILLORS FIXED | 639,813 | 665,868 | 719,100 | 776,600 |
| ALLOWANCES COUNCILLORS TRAVEL | 218,340 | 242,358 | 261,700 | 282,600 |
| ALLOWANCES COUNCILLORS HOUSING | - | - | - | - |
| CELLPHONE ALLOWANCE: FULL TIME COUNCILLORS | 28,800 | 31,968 | 34,500 | 37,300 |
| MEDICAL AID CONTRIBUTION | 37,512 | 24,768 | 26,700 | 28,800 |
| PENSION FUND CONTRIBUTION | 158,133 | 91,215 | 98,500 | 106,400 |
| | 1,082,598 | 1,056,177 | 1,140,500 | 1,231,700 |
| GENERAL EXPENCES | | | | |
| COMMUNITY OUTREACH | 500,000 | 500,000 | 540,000 | 583,200 |
| PRESIDENTIAL IMBIZO/ MANDELA DAY CELEBRATION | 500,000 | - | - | - |
| ENTERTAINMENT | 50,000 | 50,000 | 54,000 | 58,300 |
| MATERIAL AND STOCK | 10,000 | 10,000 | 10,800 | 11,700 |
| PRINTING AND STATIONERY | 20,000 | 20,000 | 21,600 | 23,300 |
| TELEPHONE | 62,000 | - | - | - |
| TRAVELING AND SUBSISTANCE | 250,000 | 50,000 | 54,000 | 58,300 |
| REFERENCE BOOKS & PERIODICALS | 5,000 | 5,000 | 5,400 | 5,800 |
| TRAINING & CAPACITY BUILDING | 100,000 | - | - | - |
| 2010 PROGRAMMES | 500,000 | - | - | - |
| INTERNATIONAL/MUNICIPAL RELATIONS | 1,790,000 | - | - | - |
| MAYOR'S BURSARIES | - | 160,000 | - | - |
| TOTAL GENERAL EXPENSES | 3,787,000 | 795,000 | 685,800 | 740,600 |
| REPAIR AND MAINTENANCE | | | | |
| R&M: OFFICE MACHINES AND EQUIPMENT | 4,000 | 4,000 | 4,300 | 4,600 |
| R&M: OFFICE FURNITURE AND EQUIPMENT | 3,000 | 3,000 | 3,200 | 3,500 |
| R&M: VEHICLES | - | - | - | - |
| TOTAL REPAIR AND MAINTENANCE | 7,000 | 7,000 | 7,500 | 8,100 |
| CONTRIBUTION TO CAPITAL OUTLAY | | | | |
| TOTAL CONTRIBUTIONS TO CAPITAL OUTLAY | - | - | - | - |
| TOTAL EXPENDITURE | 6,803,025 | 4,677,500 | 4,878,700 | 5,268,900 |
| CONTRIBUTION TO CAPITAL OUTLAY | | | | |
| CTCO: OFFICE MACHINES & EQUIPMENT | - | - | - | - |
| CTCO: OFFICE FURNITURE & EQUIPMENT | - | - | - | - |
| CTCO: TOOLS AND ACCESSORIES | - | - | - | - |
| CTCO: VEHICLES | - | - | - | - |
| TOTAL CONTRIBUTION TO CAPITAL OUTLAY | - | - | - | - |
| | Budget | Budget | Budget | Budget |
| | 2008/2009 | 2009/2010 | 2010/2011 | 2011/2012 |
| OFFICE OF THE SPEAKER | | | | |

| | | | | |
|--|-----------|------------------|-----------|-----------|
| SALARIES WAGES AND ALLOWANCES | | | | |
| SALARIES | 1,136,674 | 1,289,085 | 1,392,200 | 1,503,600 |
| BONUS | 94,723 | 107,424 | 116,000 | 125,300 |
| ACTING ALLOWANCE | - | - | - | - |
| HOUSING ALLOWANCES | 24,732 | 3,000 | 3,200 | 3,500 |
| MEDICAL FUND COUNCIL CONTRIBUTION | 114,206 | 135,960 | 146,800 | 158,500 |
| OVERTIME | 60,000 | 60,000 | 64,800 | 70,000 |
| PENSION FUND COUNCIL CONTRIBUTION | 250,068 | 283,599 | 306,300 | 330,800 |
| TRAVELING ALLOWANCES | 410,160 | 433,560 | 468,200 | 505,700 |
| UNEMPLOYMENT INSURANCE FUND | 10,500 | 10,500 | 11,300 | 12,200 |
| S.A.R.S SKILLS LEVY | 16,663 | 18,331 | 19,800 | 21,400 |
| INDUSTRIAL LEVY | 294 | 336 | 35 | 37 |
| TOTAL SALARY WAGES AND ALLOWANCES | 2,118,020 | 2,341,795 | 2,528,635 | 2,731,037 |
| REMUNERATION OF COUNCILLORS | | | | |
| ALLOWANCES COUNCILLORS FIXED | 285,827 | 306,265 | 330,800 | 357,300 |
| ALLOWANCES COUNCILLORS TRAVEL | 97,040 | 107,715 | 116,300 | 125,600 |
| ALLOWANCES COUNCILLORS HOUSING | - | - | - | - |
| CELLPHONE ALLOWANCE: FULL TIME COUNCILLORS | 14,400 | 15,984 | 17,300 | 18,700 |
| MEDICAL AID CONTRIBUTION | 15,324 | - | - | - |
| PENSION FUND CONTRIBUTION | 70,483 | 41,954 | 45,300 | 48,900 |
| | 483,074 | 471,918 | 509,700 | 550,500 |
| GENERAL EXPENSES | | | | |
| ENTERTAINMENT | 50,000 | 50,000 | 54,000 | 58,300 |
| MATERIAL AND STOCK | 9,000 | 9,000 | 9,700 | 10,500 |
| MORAL REGENERATION/PUBLIC PARTICIPATION | 1,500,000 | - | - | - |
| PRINTING AND STATIONERY | 50,000 | 50,000 | 54,000 | 58,300 |
| SKILLS DEVELOPMENT: EMPLOYEES | 150,000 | - | - | - |
| TELEPHONE | 400,000 | - | - | - |
| INCORPORATION OF TRADITIONAL LEADERS | 62,000 | 62,000 | 67,000 | 72,400 |
| TRAINING & CAPACITY BUILDING | 150,000 | - | - | - |
| TRAVELING AND SUBSISTANCE | 100,000 | 100,000 | 108,000 | 116,600 |
| REFERENCE BOOKS & PERIODICALS | 3,000 | 3,000 | 3,200 | 3,500 |
| TOTAL GENERAL EXPENSES | 2,474,000 | 274,000 | 295,900 | 319,600 |
| REPAIR AND MAINTENANCE | | | | |
| R&M: OFFICE MACHINES AND EQUIPMENT | 2,000 | 1,000 | 1,100 | 1,200 |
| R&M: OFFICE FURNITURE AND EQUIPMENT | 1,000 | 2,000 | 2,200 | 2,400 |
| R&M: VEHICLES | - | - | - | - |
| TOTAL REPAIR AND MAINTENANCE | 3,000 | 3,000 | 3,300 | 3,600 |
| CONTRIBUTION TO CAPITAL OUTLAY | | | | |
| TOTAL CONTRIBUTIONS TO CAPITAL OUTLAY | - | - | - | - |

| | | | | |
|--|---------------------|-----------------------------|---------------------|---------------------|
| TOTAL EXPENDITURE | 5,078,094 | 3,090,713 | 3,337,535 | 3,604,737 |
| CONTRIBUTION TO CAPITAL OUTLAY | | | | |
| CTCO: OFFICE MACHINES & EQUIPMENT | - | - | - | - |
| CTCO: OFFICE FURNITURE & EQUIPMENT | - | - | - | - |
| CTCO: VEHICLES | - | - | - | - |
| TOTAL CONTRIBUTION TO CAPITAL OUTLAY | - | - | - | - |
| | Budget 2008/2009 | Budget 2009/2010 | Budget 2010/2011 | Budget 2011/2012 |
| OFFICE OF THE CHIEF WHIP | | | | |
| SALARIES WAGES AND ALLOWANCES | | | | |
| SALARIES | 144,811 | 157,550 | 170,200 | 183,800 |
| BONUS | 12,068 | 13,129 | 14,200 | 15,300 |
| ACTING ALLOWANCE | - | - | - | - |
| HOUSING ALLOWANCES | 3,000 | 3,000 | 3,200 | 3,500 |
| MEDICAL FUND COUNCIL CONTRIBUTION | 14,507 | 17,015 | 18,400 | 19,900 |
| OVERTIME | - | - | - | - |
| PENSION FUND COUNCIL CONTRIBUTION | 31,858 | 34,661 | 37,400 | 40,400 |
| TRAVELING ALLOWANCES | - | - | - | - |
| UNEMPLOYMENT INSURANCE FUND | 1,500 | 1,500 | 1,600 | 1,700 |
| S.A.R.S SKILLS LEVY | 1,599 | 1,737 | 1,900 | 2,100 |
| INDUSTRIAL LEVY | 42 | 48 | 35 | 37 |
| TOTAL SALARY WAGES AND ALLOWANCES | 209,385 | 228,639 | 246,935 | 266,737 |
| REMUNERATION OF COUNCILLORS | | | | |
| ALLOWANCES COUNCILLORS FIXED | 264,210 | 330,090 | 356,500 | 385,000 |
| ALLOWANCES COUNCILLORS TRAVEL | 90,975 | 100,982 | 109,100 | 117,800 |
| ALLOWANCES COUNCILLORS HOUSING | - | - | - | - |
| CELLPHONE ALLOWANCE: FULL TIME COUNCILLORS | 14,400 | 15,984 | 17,300 | 18,700 |
| MEDICAL AID CONTRIBUTION | 18,996 | - | - | - |
| PENSION FUND CONTRIBUTION | 65,381 | - | - | - |
| | 453,962 | 447,056 | 482,900 | 521,500 |
| GENERAL EXPENCES | | | | |
| ENTERTAINMENT | 10,000 | 10,000 | 10,800 | 11,700 |
| MATERIAL AND STOCK | 3,000 | 1,000 | 1,100 | 1,200 |
| PRINTING AND STATIONERY | 3,000 | 3,000 | 3,200 | 3,500 |
| SKILLS DEVELOPMENT: EMPLOYEES | 2,000 | - | - | - |
| TELEPHONE | 20,000 | - | - | - |
| REFERENCE BOOKS & PERIODICALS | 3,000 | 1,000 | 1,100 | 1,200 |
| TRAINING & CAPACITY BUILDING | 40,000 | - | - | - |
| TRAVELING AND SUBSISTANCE | 30,000 | 20,000 | 21,600 | 23,300 |
| TOTAL GENERAL EXPENSES | 111,000 | 35,000 | 37,800 | 40,900 |
| REPAIR AND MAINTENANCE | | | | |
| R&M: OFFICE MACHINES AND EQUIPMENT | 3,000 | 3,000 | 3,200 | 3,500 |
| R&M: OFFICE FURNITURE AND EQUIPMENT | 2,000 | 2,000 | 2,200 | 2,400 |
| R&M: VEHICLES | - | - | - | - |

| | | | | |
|--|-----------|-----------|-----------|-----------|
| TOTAL REPAIR AND MAINTENANCE | 5,000 | 5,000 | 5,400 | 5,900 |
| CONTRIBUTION TO CAPITAL OUTLAY | | | | |
| TOTAL CONTRIBUTIONS TO CAPITAL OUTLAY | - | 4,000 | 4,300 | 4,700 |
| TOTAL EXPENDITURE | 779,347 | 719,695 | 777,335 | 839,737 |
| CONTRIBUTION TO CAPITAL OUTLAY | | | | |
| CTCO: OFFICE MACHINES & EQUIPMENT | - | - | - | - |
| CTCO: OFFICE FURNITURE & EQUIPMENT | - | 3,000 | 3,200 | 3,500 |
| CTCO: VEHICLES | - | 1,000 | 1,100 | 1,200 |
| TOTAL CONTRIBUTION TO CAPITAL OUTLAY | - | 4,000 | 4,300 | 4,700 |
| | | | | |
| | | | | |
| | Budget | Budget | Budget | Budget |
| | 2008/2009 | 2009/2010 | 2010/2011 | 2011/2012 |
| MAYORAL COMMITTEE | | | | |
| SALARIES WAGES AND ALLOWANCES | | | | |
| SALARIES | 855,149 | 930,374 | 1,004,800 | 1,085,200 |
| BONUS | 71,262 | 77,531 | 83,700 | 90,400 |
| ACTING ALLOWANCE | - | - | - | - |
| HOUSING ALLOWANCES | 13,044 | 13,860 | 15,000 | 16,200 |
| MEDICAL FUND COUNCIL CONTRIBUTION | 50,886 | 84,784 | 91,600 | 98,900 |
| OVERTIME | 5,000 | 10,000 | 10,800 | 11,700 |
| PENSION FUND COUNCIL CONTRIBUTION | 188,133 | 204,682 | 221,100 | 238,800 |
| TRAVELING ALLOWANCES | - | - | - | - |
| UNEMPLOYMENT INSURANCE FUND | 9,000 | 9,000 | 9,700 | 10,500 |
| S.A.R.S SKILLS LEVY | 9,395 | 10,218 | 11,000 | 11,900 |
| INDUSTRIAL LEVY | 252 | 288 | 300 | 300 |
| TOTAL SALARY WAGES AND ALLOWANCES | 1,202,121 | 1,340,737 | 1,448,000 | 1,563,900 |
| REMUNERATION OF COUNCILLORS | | | | |
| ALLOWANCES COUNCILLORS FIXED | 1,476,763 | 1,505,686 | 1,626,100 | 1,756,200 |
| ALLOWANCES COUNCILLORS TRAVEL | 545,850 | 605,880 | 654,400 | 706,800 |
| ALLOWANCES COUNCILLORS HOUSING | 234,000 | 234,000 | 252,700 | 272,900 |
| CELLPHONE ALLOWANCE: FULL TIME COUNCILLORS | 86,400 | 95,904 | 103,600 | 111,900 |
| MEDICAL AID CONTRIBUTION | 110,659 | 56,364 | 60,900 | 65,800 |
| PENSION FUND CONTRIBUTION | 270,102 | 143,292 | 154,800 | 167,200 |
| | 2,723,774 | 2,641,126 | 2,852,500 | 3,080,800 |
| GENERAL EXPENSES | | | | |
| ENTERTAINMENT | 24,000 | 24,000 | 25,900 | 28,000 |
| PRINTING AND STATIONERY | 15,000 | 15,000 | 16,200 | 17,500 |

| | | | | |
|--|-----------|-----------|-----------|-----------|
| SKILLS DEVELOPMENT: EMPLOYEES | 20,000 | - | - | - |
| TELEPHONE | 100,000 | - | - | - |
| TRAVELING AND SUBSISTANCE | 100,000 | 70,000 | 75,600 | 81,600 |
| REFERENCE BOOKS & PERIODICALS | 2,000 | 2,000 | 2,200 | 2,400 |
| SAWID | 45,000 | 30,000 | 32,400 | 35,000 |
| ILGM (WOMEN CONFERENCE) | 35,000 | - | - | - |
| TOTAL GENERAL EXPENSES | 341,000 | 141,000 | 152,300 | 164,500 |
| REPAIR AND MAINTENANCE | | | | |
| R&M: OFFICE MACHINES AND EQUIPMENT | 1,000 | - | - | - |
| R&M: OFFICE FURNITURE AND EQUIPMENT | 1,000 | - | - | - |
| R&M: VEHICLES | - | - | - | - |
| TOTAL REPAIR AND MAINTENANCE | 2,000 | - | - | - |
| CONTRIBUTION TO CAPITAL OUTLAY | | | | |
| TOTAL CONTRIBUTIONS TO CAPITAL OUTLAY | 90,000 | 50,000 | 54,000 | 58,300 |
| TOTAL EXPENDITURE | 4,358,895 | 4,172,863 | 4,506,800 | 4,867,500 |
| CONTRIBUTION TO CAPITAL OUTLAY | | | | |
| CTCO: OFFICE MACHINES & EQUIPMENT | 90,000 | 50,000 | 54,000 | 58,300 |
| CTCO: OFFICE FURNITURE & EQUIPMENT | - | - | - | - |
| CTCO: VEHICLES | - | - | - | - |
| TOTAL CONTRIBUTION TO CAPITAL OUTLAY | 90,000 | 50,000 | 54,000 | 58,300 |
| | Budget | Budget | Budget | Budget |
| | 2008/2009 | 2009/2010 | 2010/2011 | 2011/2012 |
| OFFICE OF THE MUNICIPAL MANAGER | | | | |
| SALARIES WAGES AND ALLOWANCES | | | | |
| SALARIES | 3,382,625 | 4,813,861 | 5,199,000 | 5,614,900 |
| BONUS | 335,928 | 482,875 | 521,500 | 563,200 |
| ACTING ALLOWANCE | 200,000 | 200,000 | 216,000 | 233,300 |
| HOUSING ALLOWANCES | 38,976 | 42,240 | 45,600 | 49,200 |
| MEDICAL FUND COUNCIL CONTRIBUTION | 202,145 | 290,176 | 313,400 | 338,500 |
| OVERTIME | 5,000 | 5,000 | 5,400 | 5,800 |
| PENSION FUND COUNCIL CONTRIBUTION | 744,178 | 1,059,051 | 1,143,800 | 1,235,300 |
| TRAVELING ALLOWANCES | 955,680 | 1,218,312 | 1,315,800 | 1,421,100 |
| UNEMPLOYMENT INSURANCE FUND | 16,500 | 24,000 | 25,900 | 28,000 |
| S.A.R.S SKILLS LEVY | 44,508 | 39,962 | 43,200 | 46,700 |
| INDUSTRIAL LEVY | 462 | 768 | 800 | 900 |
| TOTAL SALARY WAGES AND ALLOWANCES | 5,926,002 | 8,176,244 | 8,830,400 | 9,536,900 |
| GENERAL EXPENSES | | | | |

| | | | | |
|--|-----------|-----------|-----------|------------|
| CONFERENCE & CONGRESS | 60,000 | - | - | - |
| ENTERTAINMENT | 20,000 | 30,000 | 32,400 | 35,000 |
| EQUIPMENT RENTAL AND SERVICES | 20,000 | 20,000 | 21,600 | 23,300 |
| GIS OPERATIONAL COSTS | 104,933 | 250,000 | 270,000 | 291,600 |
| IDP REVIEW | - | 500,000 | - | - |
| MATERIAL AND STOCK | - | 3,000 | 3,200 | 3,500 |
| PMS OPERATIONAL COSTS- EDM FUNDS | 70,000 | - | - | - |
| PRINTING AND STATIONERY | 50,000 | 80,000 | 86,400 | 93,300 |
| REFERENCE BOOKS & PERIODICALS | 8,000 | 8,000 | 8,600 | 9,300 |
| SKILLS DEVELOPMENT: EMPLOYEES | 50,000 | - | - | - |
| TELEPHONE | 100,000 | - | - | - |
| TECHNICAL SERVICES FORUM | - | 72,000 | 77,800 | 84,000 |
| TRAINING & CAPACITY BUILDING | 60,000 | - | - | - |
| TRAVELING AND SUBSISTANCE | 300,000 | 200,000 | 216,000 | 233,300 |
| VOLUNTEER PROGRAMME | - | 500,000 | - | - |
| TOTAL GENERAL EXPENSES | 842,933 | 1,663,000 | 716,000 | 773,300 |
| REPAIR AND MAINTENANCE | | | | |
| R&M: OFFICE MACHINES AND EQUIPMENT | 5,000 | 5,500 | 5,900 | 6,400 |
| R&M: OFFICE FURNITURE AND EQUIPMENT | 5,000 | 5,500 | 5,900 | 6,400 |
| R&M: VEHICLES | - | - | - | - |
| TOTAL REPAIR AND MAINTENANCE | 10,000 | 11,000 | 11,800 | 12,800 |
| CONTRIBUTION TO CAPITAL OUTLAY | | | | |
| TOTAL CONTRIBUTIONS TO CAPITAL OUTLAY | 80,000 | 90,000 | 97,200 | 105,000 |
| TOTAL EXPENDITURE | 6,858,935 | 9,940,244 | 9,655,400 | 10,428,000 |
| CONTRIBUTION TO CAPITAL OUTLAY | | | | |
| CTCO: OFFICE MACHINES & EQUIPMENT | 80,000 | 80,000 | 86,400 | 93,300 |
| CTCO: OFFICE FURNITURE & EQUIPMENT | - | 10,000 | 10,800 | 11,700 |
| CTCO: VEHICLES | - | - | - | - |
| TOTAL CONTRIBUTION TO CAPITAL OUTLAY | 80,000 | 90,000 | 97,200 | 105,000 |
| | Budget | Budget | Budget | Budget |
| | 2008/2009 | 2009/2010 | 2010/2011 | 2011/2012 |
| FINANCE AND SUPPLY CHAIN MANAGEMENT | | | | |
| SALARIES WAGES AND ALLOWANCES | | | | |
| SALARIES | 5,059,463 | 5,649,120 | 6,101,000 | 6,589,100 |
| BONUS | 451,693 | 509,905 | 550,700 | 594,800 |
| ACTING ALLOWANCE | - | - | - | - |
| HOUSING ALLOWANCES | 132,660 | 102,600 | 110,800 | 119,700 |
| MEDICAL FUND COUNCIL CONTRIBUTION | 467,729 | 478,870 | 517,200 | 558,600 |

| | | | | |
|--|------------|------------|------------|------------|
| OVERTIME | - | 50,000 | 54,000 | 58,300 |
| PENSION FUND COUNCIL CONTRIBUTION | | | | |
| | 1,113,082 | 1,242,807 | 1,342,200 | 1,449,600 |
| TRAVELING ALLOWANCES | 897,480 | 1,095,360 | 1,183,000 | 1,277,600 |
| UNEMPLOYMENT INSURANCE FUND | 39,000 | 39,000 | 42,100 | 45,500 |
| S.A.R.S SKILLS LEVY | 65,413 | 64,135 | 69,300 | 74,800 |
| INDUSTRIAL LEVY | 1,092 | 1,248 | 1,300 | 1,400 |
| TOTAL SALARY WAGES AND ALLOWANCES | | | | |
| | 8,227,612 | 9,233,045 | 9,971,600 | 10,769,400 |
| GENERAL EXPENSES | | | | |
| ASSISTANCE TO LOCAL MUNICIPALITIES (FINANCIAL INTERNS) | - | 1,440,000 | 1,555,200 | 1,679,600 |
| BANK CHARGES | 40,000 | 40,000 | 43,200 | 46,700 |
| COMPILING VALUATION ROLL | - | 1,000,000 | - | - |
| ENTERTAINMENT | 10,000 | 18,000 | 19,400 | 21,000 |
| EQUIPMENT RENTAL AND SERVICES | 80,000 | 80,000 | 86,400 | 93,300 |
| MATERIAL AND STOCK | 10,000 | 12,000 | 13,000 | 14,000 |
| POSTAGE AND STAMPS | 20,000 | 5,000 | 5,400 | 5,800 |
| PRINTING AND STATIONERY | 100,000 | 120,000 | 129,600 | 140,000 |
| REFERENCE BOOKS & PERIODICALS | 20,000 | 20,000 | 21,600 | 23,300 |
| TELEPHONE | 180,000 | - | - | - |
| TRAINING & CAPACITY BUILDING | 600,000 | - | - | - |
| TRAVELING AND SUBSISTANCE | 300,000 | 200,000 | 216,000 | 233,300 |
| TOTAL GENERAL EXPENSES | | | | |
| | 1,360,000 | 2,935,000 | 2,089,800 | 2,257,000 |
| REPAIR AND MAINTENANCE | | | | |
| R&M: OFFICE MACHINES AND EQUIPMENT | 50,000 | 50,000 | 54,000 | 58,300 |
| R&M: OFFICE FURNITURE AND EQUIPMENT | 30,000 | 30,000 | 32,400 | 35,000 |
| R&M: VEHICLES | 40,000 | 40,000 | 43,200 | 46,700 |
| TOTAL REPAIR AND MAINTENANCE | | | | |
| | 120,000 | 120,000 | 129,600 | 140,000 |
| CONTRIBUTION TO CAPITAL OUTLAY | | | | |
| TOTAL CONTRIBUTIONS TO CAPITAL OUTLAY | | | | |
| | 95,000 | 170,000 | 183,600 | 198,300 |
| CONTRIBUTION TO FUNDS | | | | |
| CTF: AUDIT FEES | 900,000 | 1,301,529 | 1,405,700 | 1,518,200 |
| CTF: BAD DEBTS | - | - | - | - |
| TOTAL CONTRIBUTION TO FUNDS | | | | |
| | 900,000 | 1,301,529 | 1,405,700 | 1,518,200 |
| TOTAL EXPENDITURE | | | | |
| | 10,702,612 | 13,759,574 | 13,780,300 | 14,882,900 |

| | | | | |
|---|---------------|---------------|---------------|---------------|
| INCOME | | | | |
| RENTAL OF MUNICIPAL FACILITIES | | | | |
| RENTAL BOHLABELA OFFICES | - | (629,856) | - | - |
| RENTAL PARKING TO VANKOL FLATS | - | (10,000) | - | - |
| | - | - | - | - |
| TOTAL RENTAL OF MUNICIPAL FACILITIES | - | (639,856) | - | - |
| EQUITABLE SHARE | | | | |
| EQUITABLE SHARE FORMULA | (20,670,000) | (26,083,864) | (26,551,000) | (34,316,000) |
| EQUITABLE RSC LEVIES REPLACEMENT | (113,511,000) | (127,369,643) | (165,094,000) | (172,654,000) |
| | - | - | - | - |
| | (134,181,000) | (153,453,507) | (191,645,000) | (206,970,000) |
| MUNICIPAL PROPERTY RATES | | | | |
| PROPERTY RATES | - | (3,000,000) | (6,000,000) | (9,000,000) |
| TOTAL MUNICIPAL PROPERTY RATES | - | (3,000,000) | (6,000,000) | (9,000,000) |
| INTEREST | | | | |
| INTEREST ON INVESTMENT | (9,000,000) | (10,000,000) | (10,800,000) | (11,664,000) |
| TOTAL INTEREST | (9,000,000) | (10,000,000) | (10,800,000) | (11,664,000) |
| OTHER INCOME | | | | |
| SUNDRY INCOME | (80,000) | (80,000) | (86,400) | (93,300) |
| PROPOSED LOAN | - | (227,000,000) | - | - |
| INCA LOAN | - | (75,000,000) | - | - |
| GRANT EX-BOHLABELA FOR PERSONNEL COSTS | (1,362,793) | - | - | - |
| TOTAL SUNDRY INCOME | (1,442,793) | (302,080,000) | (86,400) | (93,300) |
| TOTAL INCOME | (144,623,793) | (469,173,363) | (10,886,400) | (11,757,300) |
| SURPLUS/DEFICIT | (133,921,181) | (455,413,789) | 2,893,900 | 3,125,600 |
| CONDITIONAL GRANTS- DORA | | | | |
| FINANCE MANAGEMENT GRANT | (500,000) | (750,000) | (750,000) | (1,000,000) |
| MUNICIPAL SYSTEMS IMPROVEMENT GRANT | (735,000) | (735,000) | (735,000) | (735,000) |
| NEP: ESKOM GRANT | - | - | - | - |
| MUNICIPAL INFRASTRUCTURE GRANT | (2,563,000) | (4,977,000) | (3,623,000) | (4,057,000) |
| DEPARTMENT OF CULTURE, SPORT AND RECREATION | - | - | - | - |
| LOCAL GOVERNMENT/ROADS AND TRANSPORT | - | - | - | - |

| | | | | |
|---|---------------------|-----------------------------|---------------------|---------------------|
| | (3,798,000) | (6,462,000) | (5,108,000) | (5,792,000) |
| CONTRIBUTION TO CAPITAL OUTLAY | | | | |
| CTCO: OFFICE MACHINES & EQUIPMENT | 70,000 | 120,000 | 129,600 | 140,000 |
| CTCO: OFFICE FURNITURE & EQUIPMENT | 25,000 | 50,000 | 54,000 | 58,300 |
| CTCO: VEHICLES | - | - | - | - |
| TOTAL CONTRIBUTION TO CAPITAL OUTLAY | 95,000 | 170,000 | 183,600 | 198,300 |
| | | | | |
| | Budget 2008/2009 | Budget 2009/2010 | Budget 2010/2011 | Budget 2011/2012 |
| CORPORATE SERVICES | | | | |
| SALARIES WAGES AND ALLOWANCES | | | | |
| SALARIES | 5,111,049 | 5,690,081 | 6,145,300 | 6,636,900 |
| BONUS | 443,033 | 508,150 | 548,800 | 592,700 |
| ACTING ALLOWANCE | - | - | - | - |
| HOUSING ALLOWANCES | 113,172 | 77,280 | 83,500 | 90,200 |
| MEDICAL FUND COUNCIL CONTRIBUTION | 561,541 | 666,521 | 719,800 | 777,400 |
| OVERTIME | 90,000 | 90,000 | 97,200 | 105,000 |
| PENSION FUND COUNCIL CONTRIBUTION | 1,118,726 | 1,243,637 | 1,343,100 | 1,450,500 |
| TRAVELING ALLOWANCES | 1,041,555 | 1,076,592 | 1,162,700 | 1,255,700 |
| UNEMPLOYMENT INSURANCE FUND | 45,000 | 48,000 | 51,800 | 55,900 |
| S.A.R.S SKILLS LEVY | 65,809 | 65,017 | 70,200 | 75,800 |
| REMUNERATION EX-BOHLABELA OFFICIALS FUNDED BY GRANT | 1,362,793 | - | - | - |
| INDUSTRIAL LEVY | 1,260 | 1,536 | 1,700 | 1,800 |
| TOTAL SALARY WAGES AND ALLOWANCES | 9,953,938 | 9,466,814 | 10,224,100 | 11,041,900 |
| GENERAL EXPENSES | | | | |
| ANNUAL BUDGET & OTHER FUNCTIONS | 300,000 | 50,000 | 54,000 | 58,300 |
| CORPORATE IMAGE, WEBSITE AND INTRANET | - | 1,900,000 | - | - |
| ENTERTAINMENT | 15,000 | 17,000 | 18,400 | 19,900 |
| EQUIPMENT RENTAL AND SERVICES | 230,000 | 400,000 | 432,000 | 466,600 |
| FUEL AND LUBRICANTS | 120,000 | 160,000 | 172,800 | 186,600 |
| MARKETING & PUBLICITY | 2,500,000 | - | - | - |
| POSTAGE AND STAMPS | 30,000 | 25,000 | 27,000 | 29,200 |
| PRINTING AND STATIONERY | 140,000 | 200,000 | 216,000 | 233,300 |
| PROFESSIONAL SERVICES | 120,000 | 120,000 | 129,600 | 140,000 |
| PROTECTIVE CLOTHING | - | 20,000 | 21,600 | 23,300 |
| REFERENCE BOOKS & PERIODICALS | 3,500 | 3,500 | 3,800 | 4,100 |
| SKILLS AUDIT | - | 500,000 | 540,000 | 583,200 |

| | | | | |
|---------------------------------------|------------|------------|------------|------------|
| SKILLS DEVELOPMENT: EMPLOYEES | 700,000 | 2,000,000 | 2,160,000 | 2,332,800 |
| TELEPHONE | 250,000 | - | - | - |
| TRAINING & CAPACITY BUILDING | 350,000 | - | - | - |
| TRAVELING AND SUBSISTANCE | 250,000 | 120,000 | 129,600 | 140,000 |
| VEHICLES LICENSES | 7,000 | 8,000 | 8,600 | 9,300 |
| TOTAL GENERAL EXPENSES | 5,015,500 | 5,523,500 | 3,913,400 | 4,226,600 |
| REPAIR AND MAINTENANCE | | | | |
| R&M: OFFICE MACHINES AND EQUIPMENT | 30,000 | 13,500 | 14,600 | 15,800 |
| R&M: OFFICE FURNITURE AND EQUIPMENT | 12,000 | 35,000 | 37,800 | 40,800 |
| R&M: VEHICLES | 25,000 | 30,000 | 32,400 | 35,000 |
| TOTAL REPAIR AND MAINTENANCE | 67,000 | 78,500 | 84,800 | 91,600 |
| CONTRIBUTION TO CAPITAL OUTLAY | | | | |
| TOTAL CONTRIBUTIONS TO CAPITAL OUTLAY | 1,615,000 | - | - | - |
| TOTAL EXPENDITURE | 16,651,438 | 15,068,814 | 14,222,300 | 15,360,100 |
| CONTRIBUTION TO CAPITAL OUTLAY | | | | |
| CTCO: OFFICE MACHINES & EQUIPMENT | 1,600,000 | - | - | - |
| CTCO: OFFICE FURNITURE & EQUIPMENT | 15,000 | - | - | - |
| CTCO: VEHICLES | - | - | - | - |
| TOTAL CONTRIBUTION TO CAPITAL OUTLAY | 1,615,000 | - | - | - |
| | | | | |
| | Budget | Budget | Budget | Budget |
| | 2008/2009 | 2009/2010 | 2010/2011 | 2011/2012 |
| TECHNICAL SERVICES | | | | |
| SALARIES WAGES AND ALLOWANCES | | | | |
| SALARIES | 3,634,053 | 4,788,479 | 5,171,600 | 5,585,300 |
| BONUS | 336,098 | 442,695 | 478,100 | 516,300 |
| ACTING ALLOWANCE | - | - | - | - |
| HOUSING ALLOWANCES | 68,952 | 66,420 | 71,700 | 77,400 |
| MEDICAL FUND COUNCIL CONTRIBUTION | 279,074 | 279,074 | 301,400 | 325,500 |
| OVERTIME | - | 50,000 | 54,000 | 58,300 |
| PENSION FUND COUNCIL CONTRIBUTION | 799,492 | 922,499 | 996,300 | 1,076,000 |
| TRAVELING ALLOWANCES | 1,209,840 | 1,389,240 | 1,500,400 | 1,620,400 |
| UNEMPLOYMENT INSURANCE FUND | 19,500 | 22,500 | 24,300 | 26,200 |
| S.A.R.S SKILLS LEVY | 52,489 | 56,526 | 61,000 | 65,900 |
| INDUSTRIAL LEVY | 546 | 720 | 800 | 900 |
| TOTAL SALARY WAGES AND ALLOWANCES | | | | |

| | | | | |
|---|-----------|------------------|-----------|-----------|
| | 6,400,044 | 8,018,154 | 8,659,600 | 9,352,200 |
| GENERAL EXPENSES | | | | |
| ENTERTAINMENT | 3,000 | 3,000 | 3,200 | 3,500 |
| TECHNICAL SERVICES FORUM | - | - | - | - |
| CONSUMABLES | 20,000 | - | - | - |
| EQUIPMENT RENTAL AND SERVICES | 35,000 | 5,000 | 5,400 | 5,800 |
| SKILLS DEVELOPMENT: EMPLOYEES | 60,000 | - | - | - |
| TELEPHONE | 75,000 | - | - | - |
| PROFESSIONAL SERVICES | 200,000 | 50,000 | 54,000 | 58,300 |
| ENGINEERING MEMBERSHIP FEES | 8,000 | 12,000 | 13,000 | 14,000 |
| PRINTING AND STATIONERY | 20,000 | 30,000 | 32,400 | 35,000 |
| TRAVELING AND SUBSISTANCE | 150,000 | 100,000 | 108,000 | 116,600 |
| REFERENCE BOOKS & PERIODICALS | 6,000 | 2,000 | 2,200 | 2,400 |
| STUDY TOUR | - | - | - | - |
| IMESA | - | - | - | - |
| CAPACITY BUILDING FOR SERVICE PROVIDERS | - | - | - | - |
| PROTECTIVE CLOTHING | - | 30,000 | 32,400 | 35,000 |
| TOTAL GENERAL EXPENSES | 577,000 | 232,000 | 250,600 | 270,600 |
| REPAIR AND MAINTENANCE | | | | |
| R&M: OFFICE MACHINES AND EQUIPMENT | 5,000 | - | - | - |
| R&M: OFFICE FURNITURE AND EQUIPMENT | 12,000 | - | - | - |
| TOTAL REPAIR AND MAINTENANCE | 17,000 | - | - | - |
| CONTRIBUTION TO CAPITAL OUTLAY | | | | |
| TOTAL CONTRIBUTIONS TO CAPITAL OUTLAY | - | 50,000 | 54,000 | 58,300 |
| TOTAL EXPENDITURE | 6,994,044 | 8,300,154 | 8,964,200 | 9,681,100 |
| CONTRIBUTION TO CAPITAL OUTLAY | | | | |
| CTCO: OFFICE MACHINES & EQUIPMENT | - | - | - | - |
| CTCO: OFFICE FURNITURE & EQUIPMENT | - | - | - | - |
| CTCO: VEHICLES | - | - | - | - |
| CTCO: TOOLS AND EQUIPMENT | - | 50,000 | 54,000 | 58,300 |
| TOTAL CONTRIBUTION TO CAPITAL OUTLAY | - | 50,000 | 54,000 | 58,300 |
| | | | | |
| | Budget | Budget | Budget | Budget |
| | 2008/2009 | 2009/2010 | 2010/2011 | 2011/2012 |
| COMMUNITY SERVICES | | | | |
| SALARIES WAGES AND ALLOWANCES | | | | |
| SALARIES | 5,037,902 | 5,052,090 | 5,456,300 | 5,892,800 |
| BONUS | 448,203 | 455,971 | 492,400 | 531,800 |
| ACTING ALLOWANCE | - | - | - | - |
| HOUSING ALLOWANCES | 126,660 | 129,840 | 140,200 | 151,400 |
| MEDICAL FUND COUNCIL CONTRIBUTION | 463,650 | 454,753 | 491,100 | 530,400 |
| OVERTIME | 12,065 | | | 23,300 |

| | | | | |
|---|------------|------------|------------|------------|
| | | 20,000 | 21,600 | |
| PENSION FUND COUNCIL CONTRIBUTION | | | | |
| | 1,108,338 | 1,120,260 | 1,209,900 | 1,306,700 |
| TRAVELING ALLOWANCES | | | | |
| | 1,407,941 | 1,685,136 | 1,819,900 | 1,965,500 |
| UNEMPLOYMENT INSURANCE FUND | 31,500 | | | 38,400 |
| | | 33,000 | 35,600 | |
| S.A.R.S SKILLS LEVY | 70,207 | | | 75,400 |
| | | 64,637 | 69,800 | |
| INDUSTRIAL LEVY | 882 | 1,056 | 1,100 | 1,200 |
| | | | | |
| TOTAL SALARY WAGES AND ALLOWANCES | 8,707,348 | 9,016,743 | 9,737,900 | 10,516,900 |
| | | | | |
| GENERAL EXPENSES | | | | |
| | | | | |
| ANALYSING OF SAMPLES | 10,500 | | | 14,000 |
| | | 12,000 | 13,000 | |
| BACTERIOLOGICAL TEST | 5,250 | | | 11,700 |
| | | 10,000 | 10,800 | |
| COMPUTOR SYSTEM, PROGRAMMES & TRAINING | - | | | |
| | | 700,000 | 756,000 | 816,500 |
| DISASTER MANAGEMENT OPERATIONAL COSTS | | | | |
| | 7,000,000 | 2,883,870 | 3,114,600 | 3,363,800 |
| DISTRICT DISASTER MANAGEMENT ADVISORY FORUM | - | | | - |
| | | 650,000 | | |
| ENTERTAINMENT | 5,000 | 8,000 | 8,600 | 9,300 |
| EQUIPMENT RENTAL AND SERVICES | - | | | |
| | | 350,000 | 378,000 | 408,200 |
| MAM - SAFETY & SECURITY | | | | |
| | 1,000,000 | - | - | - |
| MATERIAL AND STOCK | 9,302 | | | 14,000 |
| | | 12,000 | 13,000 | |
| MUNICIPAL HEALTH OPERATIONAL COSTS | 358,985 | | | |
| | | 500,000 | 540,000 | 583,200 |
| PRINTING AND STATIONERY | 231,270 | | | 58,300 |
| | | 50,000 | 54,000 | |
| REFERENCE BOOKS & PERIODICALS | 10,000 | - | - | - |
| STANDBY ALLOWANCES | 84,128 | - | - | - |
| TELEPHONE | 109,065 | - | - | - |
| TRAVELING AND SUBSISTANCE | - | | | |
| | | 200,000 | 216,000 | 233,300 |
| VOLUNTEER UNIT | - | | | - |
| | | 2,000,000 | | |
| TOTAL GENERAL EXPENSES | 8,823,500 | 7,375,870 | 5,104,000 | 5,512,300 |
| | | | | |
| REPAIR AND MAINTENANCE | | | | |
| | | | | |
| R&M: OFFICE MACHINES AND EQUIPMENT | | - | - | - |
| R&M: OFFICE FURNITURE AND EQUIPMENT | | - | - | - |
| R&M: VEHICLES | | - | - | - |
| | | | | |
| TOTAL REPAIR AND MAINTENANCE | - | - | - | - |
| | | | | |
| CONTRIBUTION TO CAPITAL OUTLAY | | | | |
| | | | | |
| TOTAL CONTRIBUTIONS TO CAPITAL OUTLAY | 1,150,000 | 400,000 | 54,000 | 58,300 |
| | | | | |
| TOTAL EXPENDITURE | 18,680,848 | 16,792,613 | 14,895,900 | 16,087,500 |
| | | | | |
| LESS AMOUNT DEBITED OUT | | | | |
| | | | | |
| LESS AMOUNT DEBITED OUT | - | - | - | - |
| | | | | |
| TOTAL LESS AMOUNT DEBITED OUT | - | - | - | - |

| | | | | |
|---------------------------------------|---------------------|---------------------|---------------------|---------------------|
| CONTRIBUTION TO CAPITAL OUTLAY | | | | |
| CTCO: OFFICE MACHINES & EQUIPMENT | 400,000 | 50,000 | 54,000 | 58,300 |
| CTCO: OFFICE FURNITURE & EQUIPMENT | 500,000 | - | - | - |
| CTCO: VEHICLES | 250,000 | 350,000 | - | - |
| TOTAL CONTRIBUTION TO CAPITAL OUTLAY | 1,150,000 | 400,000 | 54,000 | 58,300 |
| | Budget 2008/2009 | Budget 2009/2010 | Budget 2010/2011 | Budget 2011/2012 |
| LED & TOURISM | | | | |
| SALARIES WAGES AND ALLOWANCES | | | | |
| SALARIES | 2,254,276 | 2,689,684 | 2,904,900 | 3,137,300 |
| BONUS | 216,019 | 258,010 | 278,700 | 301,000 |
| ACTING ALLOWANCE | - | - | - | - |
| HOUSING ALLOWANCES | 44,220 | 39,240 | 42,400 | 45,800 |
| MEDICAL FUND COUNCIL CONTRIBUTION | 143,260 | 143,642 | 155,100 | 167,500 |
| OVERTIME | 30,000 | 40,000 | 43,200 | 46,700 |
| PENSION FUND COUNCIL CONTRIBUTION | 495,941 | 592,862 | 640,300 | 691,500 |
| TRAVELING ALLOWANCES | 804,600 | 859,200 | 927,900 | 1,002,100 |
| UNEMPLOYMENT INSURANCE FUND | 13,500 | 15,000 | 16,200 | 17,500 |
| S.A.R.S SKILLS LEVY | 33,191 | 29,848 | 32,200 | 34,800 |
| INDUSTRIAL LEVY | 378 | 432 | 500 | 500 |
| TOTAL SALARY WAGES AND ALLOWANCES | 4,035,385 | 4,667,918 | 5,041,400 | 5,444,700 |
| GENERAL EXPENSES | | | | |
| ENTERTAINMENT | 10,000 | 5,000 | 5,400 | 5,800 |
| GRADING INFORMAL ACCOMMODATION | - | 1,000,000 | - | - |
| PRINTING AND STATIONERY | 40,000 | 30,000 | 32,400 | 35,000 |
| REFERENCE BOOKS & PERIODICALS | 5,000 | 5,000 | 5,400 | 5,800 |
| SOCIAL ENTERTAINMENT | - | 3,000,000 | - | - |
| TOURISM 2010 | - | 5,700,000 | - | - |
| TRADE ZONES | - | 1,000,000 | - | - |
| TOUR GUIDES | - | 300,000 | - | - |
| TELEPHONE | 35,000 | - | - | - |
| TRAVELING AND SUBSISTANCE | 60,000 | 120,000 | 129,600 | 140,000 |
| TOTAL GENERAL EXPENSES | 150,000 | 11,160,000 | 172,800 | 186,600 |
| REPAIR AND MAINTENANCE | | | | |
| R&M: OFFICE MACHINES AND EQUIPMENT | 10,000 | 10,000 | 10,800 | 11,700 |
| R&M: OFFICE FURNITURE AND EQUIPMENT | 10,000 | 10,000 | 10,800 | 11,700 |
| TOTAL REPAIR AND MAINTENANCE | 20,000 | | | 23,400 |

| | | | | |
|--|-----------------------|---------------------|---------------------|---------------------|
| | | 20,000 | 21,600 | |
| CONTRIBUTION TO CAPITAL OUTLAY | | | | |
| TOTAL CONTRIBUTIONS TO CAPITAL OUTLAY | - | - | - | - |
| TOTAL EXPENDITURE | 4,205,385 | 15,847,918 | 5,235,800 | 5,654,700 |
| CONTRIBUTION TO CAPITAL OUTLAY | | | | |
| CTCO: OFFICE MACHINES & EQUIPMENT | - | - | - | - |
| CTCO: OFFICE FURNITURE & EQUIPMENT | - | - | - | - |
| CTCO: VEHICLES | - | - | - | - |
| TOTAL CONTRIBUTION TO CAPITAL OUTLAY | - | - | - | - |
| | Budget 2008/2009 | Budget 2009/2010 | Budget 2010/2011 | Budget 2011/2012 |
| COUNCIL GENERAL EXPENCES | | | | |
| REMUNERATION OF COUNCILLORS | | | | |
| ALLOWANCES: APPOINTED COUNCILLORS | 1,868,692 | 1,499,986 | 1,620,000 | 1,749,600 |
| ALLOWANCES COUNCILLORS TRAVEL | 541,616 | 574,980 | 621,000 | 670,700 |
| SITTING ALLOWANCE | 443,520 | 655,108 | 707,500 | 764,100 |
| PENSION FUND CONTRIBUTION | 378,796 | 206,248 | | |
| MEDICAL AID CONTRIBUTION | 34,410 | - | | |
| CELLPHONE ALLOWANCE: PART TIME COUNCILLORS | 143,808 | 141,951 | 153,300 | 165,600 |
| | 3,410,842 | 3,078,273 | 3,101,800 | 3,350,000 |
| GENERAL EXPENCES | | | | |
| ADVERTISING | 300,000 | 300,000 | 324,000 | 349,900 |
| ANNUAL BUDGET & OTHER FUNCTIONS | 600,000 | - | - | - |
| AUDIT COMMITTEE | 60,000 | 60,000 | 64,800 | 70,000 |
| BURSARIES EMPLOYEES | 200,000 | 200,000 | 216,000 | 233,300 |
| CASH COLLECTION SERVICES | 45,000 | 45,000 | 48,600 | 52,500 |
| CHANGE MANAGEMENT PROCESS | | - | - | - |
| COMPUTOR MAINTENANCE AND SUPPORT | 1,000,000 940,000 | 1,000,000 | 1,080,000 | 1,166,400 |
| ENTERTAINMENT | 95,000 | 120,000 | 129,600 | 140,000 |
| FIRST AID STOCK | 8,000 | 10,000 | 10,800 | 11,700 |
| HANDY MAN SERVICES | 45,000 | 60,000 | 64,800 | 70,000 |
| INSURANCE | 750,000 | 550,000 | 594,000 | 641,500 |
| INTEREST ON EXTERNAL LOAN | - | 32,161,248 | 32,161,248 | 32,161,248 |
| INTEREST ON INCA LOAN | | | | |
| LEGAL COST | 13,682,000 700,000 | 15,868,000 | 15,868,000 | 15,868,000 |
| MATERIAL AND STOCK | 10,000 | 200,000 | 216,000 | 233,300 |
| MEMBERSHIP FEES SALGA | 250,000 | 18,000 | 19,400 | 21,000 |

| | | | | |
|---------------------------------------|------------|------------|------------|------------|
| OFFICE CLEANING SERVICES | 260,000 | 250,000 | 270,000 | 291,600 |
| OFFICE RENTAL | | 260,000 | 280,800 | 303,300 |
| POST BAG AND POST BOX RENTAL | 7,940,000 | 8,734,000 | 9,432,700 | 10,187,300 |
| RELOCATION & RECRUITMENT COSTS | 4,000 | 4,000 | 4,300 | 4,600 |
| SECURITY SERVICES | 60,000 | 60,000 | 64,800 | 70,000 |
| TECHNICAL TRAINING: COUNCILLORS | 330,000 | 330,000 | 356,400 | 384,900 |
| TELEPHONE | 60,000 | - | - | - |
| TRAVELING AND SUBSISTANCE | 300,000 | 1,200,000 | 1,296,000 | 1,399,700 |
| VEHICLES LICENSES | 100,000 | - | - | - |
| | 10,000 | 10,000 | 10,800 | 11,700 |
| TOTAL GENERAL EXPENSES | 27,749,000 | 61,440,248 | 62,513,048 | 63,671,948 |
| REPAIR AND MAINTENANCE | | | | |
| R&M: OFFICE MACHINES AND EQUIPMENT | 30,000 | 40,000 | 43,200 | 46,700 |
| R&M: OFFICE FURNITURE AND EQUIPMENT | 10,000 | 10,000 | 10,800 | 11,700 |
| R&M: AIR CONDITIONERS | 50,000 | 81,600 | 88,100 | 95,100 |
| R&M: FIRE BRIGADE WAGONETTES | 40,000 | 50,000 | 54,000 | 58,300 |
| R&M: VEHICLES | - | - | - | - |
| R&M: EDM BUILDING | - | - | - | - |
| TOTAL REPAIR AND MAINTENANCE | 130,000 | 181,600 | 196,100 | 211,800 |
| CONTRIBUTION TO CAPITAL OUTLAY | | | | |
| TOTAL CONTRIBUTIONS TO CAPITAL OUTLAY | - | - | - | - |
| CONTRIBUTION TO FUNDS | | | | |
| CTF: ACCRUED LEAVE | - | - | - | - |
| CTF: BURSARIES | - | - | - | - |
| TOTAL CONTRIBUTION TO FUNDS | - | - | - | - |
| TOTAL EXPENDITURE | 31,289,842 | 64,700,121 | 65,810,948 | 67,233,748 |
| CONTRIBUTION TO CAPITAL OUTLAY | | | | |
| CTCO: OFFICE MACHINES & EQUIPMENT | - | - | - | - |
| CTCO: OFFICE FURNITURE & EQUIPMENT | - | - | - | - |
| CTCO: VEHICLES | - | - | - | - |
| TOTAL CONTRIBUTION TO CAPITAL OUTLAY | - | - | - | - |
| | | | | |
| | Budget | Budget | Budget | Budget |
| | 2008/2009 | 2009/2010 | 2010/2011 | 2011/2012 |
| INTERNAL AUDIT | | | | |
| SALARIES WAGES AND ALLOWANCES | | | | |
| SALARIES | 481,571 | 541,527 | 584,800 | 631,600 |
| BONUS | 40,131 | 45,127 | 48,700 | 52,600 |
| ACTING ALLOWANCE | - | - | - | - |
| HOUSING ALLOWANCES | 8,244 | 9,060 | 9,800 | 10,600 |
| MEDICAL FUND COUNCIL CONTRIBUTION | 26,677 | 21,820 | 23,600 | 25,500 |
| PENSION FUND COUNCIL CONTRIBUTION | 105,946 | 119,136 | 128,700 | 139,000 |

| | | | | |
|---------------------------------------|-----------|-----------|-----------|-----------|
| TRAVELING ALLOWANCES | 167,880 | 203,040 | 219,300 | 236,800 |
| UNEMPLOYMENT INSURANCE FUND | 3,000 | 3,000 | 3,200 | 3,500 |
| S.A.R.S SKILLS LEVY | 6,373 | 4,996 | 5,400 | 5,800 |
| INDUSTRIAL LEVY | 84 | 96 | 100 | 100 |
| TOTAL SALARY WAGES AND ALLOWANCES | 839,906 | 947,801 | 1,023,600 | 1,105,500 |
| GENERAL EXPENSES | | | | |
| PRINTING AND STATIONERY | 12,000 | 10,000 | 10,800 | 11,700 |
| TELEPHONE | 30,000 | - | - | - |
| SKILLS DEVELOPMENT: EMPLOYEES | 40,000 | - | - | - |
| TRAVELING AND SUBSISTANCE | 50,000 | 20,000 | 21,600 | 23,300 |
| ENTERTAINMENT | 2,500 | 2,000 | 2,200 | 2,400 |
| RISK ASSESSMENT | | 80,000 | 86,400 | 93,300 |
| TOTAL GENERAL EXPENSES | 134,500 | 112,000 | 121,000 | 130,700 |
| REPAIR AND MAINTENANCE | | | | |
| R&M: OFFICE MACHINES AND EQUIPMENT | 5,000 | 5,000 | 5,400 | 5,800 |
| R&M: OFFICE FURNITURE AND EQUIPMENT | 5,000 | 5,000 | 5,400 | 5,800 |
| TOTAL REPAIR AND MAINTENANCE | 10,000 | 10,000 | 10,800 | 11,600 |
| CONTRIBUTION TO CAPITAL OUTLAY | | | | |
| TOTAL CONTRIBUTIONS TO CAPITAL OUTLAY | - | 15,000 | 16,200 | 17,500 |
| TOTAL EXPENDITURE | 984,406 | 1,084,801 | 1,171,600 | 1,265,300 |
| CONTRIBUTION TO CAPITAL OUTLAY | | | | |
| CTCO: OFFICE MACHINES & EQUIPMENT | - | 15,000 | 16,200 | 17,500 |
| CTCO: OFFICE FURNITURE & EQUIPMENT | - | - | - | - |
| CTCO: VEHICLES | - | - | - | - |
| TOTAL CONTRIBUTION TO CAPITAL OUTLAY | - | 15,000 | 16,200 | 17,500 |
| | Budget | Budget | Budget | Budget |
| | 2008/2009 | 2009/2010 | 2010/2011 | 2011/2012 |
| TRANSVERSAL ISSUES | | | | |
| SALARIES WAGES AND ALLOWANCES | | | | |
| SALARIES | 886,832 | 1,308,632 | 1,413,300 | 1,526,400 |
| BONUS | 73,903 | 109,053 | 117,800 | 127,200 |
| ACTING ALLOWANCE | - | - | - | - |
| HOUSING ALLOWANCES | 16,488 | 9,060 | 9,800 | 10,600 |
| MEDICAL FUND COUNCIL CONTRIBUTION | 56,153 | 99,343 | 107,300 | 115,900 |
| PENSION FUND COUNCIL CONTRIBUTION | 195,103 | 287,899 | 310,900 | 335,800 |
| TRAVELING ALLOWANCES | 226,320 | 350,000 | 378,000 | 408,200 |

| | | | | |
|---------------------------------------|-----------|-----------|-----------|-----------|
| OVERTIME | 30,000 | 30,000 | 32,400 | 35,000 |
| UNEMPLOYMENT INSURANCE FUND | 6,000 | 7,500 | 8,100 | 8,700 |
| S.A.R.S SKILLS LEVY | 12,035 | 19,147 | 20,700 | 22,400 |
| INDUSTRIAL LEVY | 168 | 240 | 34 | 36 |
| TOTAL SALARY WAGES AND ALLOWANCES | 1,503,002 | 2,220,874 | 2,398,334 | 2,590,236 |
| GENERAL EXPENSES | | | | |
| HIV/AIDS AWARENESS | 2,500,000 | - | - | - |
| PRINTING AND STATIONERY | 12,000 | 15,000 | 16,200 | 17,500 |
| PROGRAMS AND CAMPAIGNS | 3,000,000 | - | - | - |
| TELEPHONE | 40,000 | - | - | - |
| TRAVELING AND SUBSISTANCE | 100,000 | 120,000 | 129,600 | 140,000 |
| TOTAL GENERAL EXPENSES | 5,652,000 | 135,000 | 145,800 | 157,500 |
| REPAIR AND MAINTENANCE | | | | |
| R&M: OFFICE MACHINES AND EQUIPMENT | 3,000 | 3,000 | 3,200 | 3,500 |
| R&M: OFFICE FURNITURE AND EQUIPMENT | 5,000 | 5,000 | 5,400 | 5,800 |
| TOTAL REPAIR AND MAINTENANCE | 8,000 | 8,000 | 8,600 | 9,300 |
| CONTRIBUTION TO CAPITAL OUTLAY | | | | |
| TOTAL CONTRIBUTIONS TO CAPITAL OUTLAY | 120,000 | 45,000 | 48,600 | 52,500 |
| SUB TOTAL EXPENDITURE | 7,283,002 | 2,408,874 | 2,601,334 | 2,809,536 |
| CONTRIBUTION TO CAPITAL OUTLAY | | | | |
| CTCO: OFFICE MACHINES & EQUIPMENT | 60,000 | 25,000 | 27,000 | 29,200 |
| CTCO: OFFICE FURNITURE & EQUIPMENT | 60,000 | 20,000 | 21,600 | 23,300 |
| CTCO: TOOLS AND ACCESSORIES | - | - | - | - |
| TOTAL CONTRIBUTION TO CAPITAL OUTLAY | 120,000 | 45,000 | 48,600 | 52,500 |

7. CORPORATE GOVERNANCE

7.1 INSTITUTIONAL ARRANGEMENTS & GOVERNANCE

7.1.1 AUDIT COMMITTEE

EDM has an established Audit Committee which is appointed by Council on a 2 year basis. The current Audit Committee was appointed by a Council Resolution A63/2009 on 19 May 2009. To ensure that Ehlanzeni complies with Section 166 of the Municipal Finance Management Act No. 56 of 2003 by having an Audit Committee as an independent advisory body must advise the municipal council, the political office bearers, the accounting officer and the management staff of the municipality on matters relating to:-

- internal financial control and internal audits;
- risk management;
- accounting policies;
- the adequacy, reliability and accuracy of financial reporting and information;
- performance management;
- effective governance;
- compliance to legislation;
- performance evaluation; and
- any other issues referred to it by the municipality.

7.1.2 INCORPORATION OF TRADITIONAL LEADERS

EDM held its first Traditional Leadership Summit on 3-4 June 2008. The objective of the summit was to get communities especially tribal authorities closer to government programmes so that they become partners and agents of service delivery in the district. The theme of the summit was dubbed as “Renewing our pledge, a district partnership, to build a better life for all”. One of the key resolutions of the summit was that traditional leaders, chairpersons of development committees and councillors should take lead and work together in delivering services to rural communities in the district.

There is a need to strengthen the structures in the district and involvement of traditional leadership as key stakeholders on matters of development especially in rural communities that live on tribal land. The district also conducted training and capacity building programme for traditional leaders which included local economic development, project management, leadership conflict management, etc.

7.1.3 FRAUD PREVENTION POLICY & RESPONSE PLAN

The Fraud Prevention Policy is intended to reinforce existing systems, policies, procedures, rules and regulations of EDM by preventing, detecting and reducing the impact of fraud. EDM fosters a zero tolerance to fraud. The policy statement states that all fraud will be investigated and followed up by the application of all remedial actions available within the full extent of the law as well as the application of appropriate prevention and detection controls which include financial and other controls. The Fraud Prevention Policy and Response Plan was approved and adopted by Council on 3 December 2008 Council Resolution No A231/2008.

7.1.4 RISK MANAGEMENT POLICY

The district Risk Management Policy was approved and adopted by Council on 28 May 2008 Council Resolution A70/2008.

7.1.5 HUMAN RESOURCE STRATEGY

7.1.5.1 WORKPLACE SKILLS PLAN (WSP)

Ehlanzeni has a workplace WSP in place that was approved by Local Government SETA in compliance with the Skills Development Act (SDA). The Plan is reviewed annually by requesting departments to submit their skills and training needs to the HR department.

7.1.5.2 EMPLOYMENT EQUITY PLAN (EEP)

The EEP has been developed and currently applied to address the challenges of employment. There is a need however of reviewing annually to ensure alignment with the organogram (organizational structure).

7.1.5.3 RETENTION STRATEGY

The District Municipality has a developed retention strategy which is aimed at finding best employees and ways of keeping them for a target period of time. In most instances, the strategy is most relevant to employees with scarce skills in the market. The existing strategy is in place and can be reviewed continuously to ensure that it remain effective in reducing numbers of resigning staff.

7.1.5.4 EMPLOYEE ASSISTANCE PROGRAMME (EAP)

The district municipality has an Employee Assistance Programme that will be implemented from 1 July 2009.

7.2 PERFORMANCE MONITORING & EVALUATION

The successful implementation of a performance management system is a very extensive process which requires a complete change in management processes of an organization. Performance management is about alignment of an organization's strategy with all its key processes and systems and applied correctly. It will ensure improved strategy-implementation through monitoring and review processes.

Performance reporting is currently conducted on a quarterly basis. The Audit Committee also plays an oversight role in ensuring that performance reports reflect a true representation of delivery by the district municipality. However, there is a need to improve on the timeous submission of performance reports so that decision making can be improved.

The district has an established structure (PMS/M&E Forum) which represents all its local municipalities and sector departments which will ensure the development and implementation of a district-wide performance management system. This will assist the monitoring and evaluation function especially with regard to service delivery programmes in the district. A district-wide PMS policy framework was adopted by Council in 2007. The District Wide Performance Management and M&E System will follow the path of the provincial planning and M&E initiative, which is pioneered by the Office of the Premier – Mpumalanga. The district-wide performance management system is envisaged to work across all local municipalities in the district and support organisation performance culture, best practices and effective business processes.

The District Municipality started to implement its performance management during the 2007/2008 financial year. Although there has been a huge improvement on tackling the challenges in terms of the processes undertaken during the previous year (as indicated in the Annual Performance Report), many challenges remain. The table below indicates the status of performance management implementation in the District and the local municipalities.

Table 34 PMS Implementation in Ehlanzeni as at 18 May 2009

| ASSESSMENT CRITERIA | | Bushbuckridge | Mbombela | Nkomazi | Thaba Chweu | Umjindi | Ehlanzeni |
|---------------------|---|---------------|--------------------------------|----------------------|-----------------|------------|-----------|
| 1. | Performance Management Policy/Framework adopted by Council | No | Yes | Yes | Yes | Yes | Yes |
| 2. | Dedicated official appointed for performance management | Yes | Yes | No, to be advertised | Position vacant | Yes | Yes |
| 3. | Responsibilities of different levels of management and their roles in performance reporting clear, documented and communicated to all staff | Yes | Yes | No | No, partly | No | Yes |
| 4. | Performance Management Task Team established | Yes | Yes | No | Yes | No | Yes |
| 5. | Position of Internal Auditor filled | Yes | Yes | Yes | Yes | Yes | Yes |
| 6. | Audit Committee established | Yes | Yes | Yes | Yes | Yes | Yes |
| 7. | Audit Committee performing function of Performance Audit Committee | Yes | Yes | Yes | Yes | Yes | Yes |
| 8. | Performance Audit Committee established | N/A | N/A | N/A | N/A | N/A | No |
| 9. | Annual performance appraisal for Section 57 for 2007/2008 done | Yes | No | Yes | Yes | Yes | Yes |
| 10. | Fixed-term contracts signed by Section 57 Managers and Municipal Manager | Yes | Yes | Yes | Yes | Yes | Yes |
| 11. | Performance Agreements signed by Municipal Manager and Section 57 Managers | Yes | Yes | Yes | Yes | Yes | Yes |
| 12. | Standard templates and formats available and used throughout the year to report on performance information | Yes | Yes | No | No | Yes | Yes |
| 13. | Performance information of the previous year submitted in time for audit purposes and required significant adjustments | No | No, did not require adjustment | No | Yes, all. | Yes | No |
| 14. | Written policies and procedures to guide the | Yes | No | No | In process | In process | No |

| ASSESSMENT CRITERIA | | Bushbuckridge | Mbombela | Nkomazi | Thaba Chweu | Umjindi | Ehlanzeni |
|---------------------|--|---------------|----------|---------|-------------|---------|-----------|
| | recording of performance information and related controls developed and documented | | | | | s | |
| 15. | Policies and procedures indicated above address the reporting roles and responsibilities | Yes | No | No | Partly | Yes | N/A |
| 16. | Responsible staff fully aware of the policies and procedures that have to be adhered to | Yes | No | No | Not all | Yes | Yes |
| 17. | A performance review policy or procedure in place | Yes | Yes. | No | Yes | No | Yes |
| 18. | Performance reviews performed on a frequent basis | Yes | Yes | No | No | Yes | Yes |
| 19. | Management takes actions based on the performance review results | Yes | Yes | No | Partly | No | Partly |
| 20. | Control activities for detection of material misstatements in the performance information reported developed and implemented | Yes | No | No | Yes | No | No |
| 21. | Quarterly reports regarding performance information compiled by Management | Yes | Yes | No | Yes | Yes | Yes |

8. INSTITUTIONAL PLANS AND SECTOR STRATEGIES

| Sector Plan/Strategy | Recent Update | Scheduled Update/Review |
|---|----------------------|--------------------------------|
| Spatial Development Framework | Drafted 2007 | |
| Local Economic Development Strategy | Drafted 2008 | 2012 |
| Disaster Management Plan | Adopted 2008 | |
| Water Services Development Plan | Reviewed 2008 | 2009 |
| Integrated Waste Management Plan | Not yet developed | |
| Integrated Transport Plan | Reviewed 2008 | 2009 |
| Performance Management Policy | Adopted | |
| District-Wide Performance Management Policy | Adopted | |
| HIV/AIDS Strategy | Reviewed 2008 | |
| Land Development Guidelines | Part of the SDF | |
| Infrastructure Investment Framework | Not yet developed | |
| Energy and Electricity Plan | Not yet developed | |
| Tourism Strategy | Not yet developed | |
| Environmental Management Plan | Not yet developed | |

IDP Project Workplan as at 24.02.09

| ID | TaskName | Start | Finish |
|----|---|---------------------|---------------------|
| 8 | 1. ANALYSIS PHASE | Tue 24/02/09 | Wed 01/04/09 |
| 9 | Develop consultation template for Local Municipalities | Tue 24/02/09 | Tue 24/02/09 |
| 10 | Circulate consultation template to Local Municipalities | Wed 25/02/09 | Wed 25/02/09 |
| 11 | Collate responses from Local Municipalities | Fri 06/03/09 | Fri 06/03/09 |
| 12 | Assessment of existing level of development | Tue 24/02/09 | Tue 03/03/09 |
| 13 | Analysis of Community Based Plans and reports on past performance (from EDM / Local Municipalities) and other sources | Thu 26/02/09 | Fri 06/03/09 |
| 14 | Analysis of information on nature / dynamic / causes of these issues / problems | Wed 04/03/09 | Fri 06/03/09 |
| 15 | In-depth analysis report into specific areas (including powers and functions) | Thu 26/02/09 | Wed 04/03/09 |
| 16 | Identified Priority Issues and/or Problems (district-wide) through consultation with local municipalities | Mon 16/03/09 | Thu 19/03/09 |
| 17 | Technical | Mon 16/03/09 | Mon 16/03/09 |
| 18 | Local Economic Development | Tue 17/03/09 | Tue 17/03/09 |
| 19 | Community Services | Wed 18/03/09 | Wed 18/03/09 |
| 20 | Corporate Services/Support | Thu 19/03/09 | Thu 19/03/09 |
| 21 | Finance & Supply Chain Management | Thu 19/03/09 | Thu 19/03/09 |
| 22 | Analysis of information on available resources and potentials including tentative overall financial frame | Fri 20/03/09 | Thu 26/03/09 |
| 23 | Consolidation of the Analysis Phase | Fri 27/03/09 | Tue 31/03/09 |
| 24 | Project Steering Committee Meeting (Update and Review) | Wed 01/04/09 | Wed 01/04/09 |
| 25 | 2. STRATEGY PHASE | Mon 06/04/09 | Wed 08/04/09 |
| 26 | Vision, themes and objectives of the municipality | Mon 06/04/09 | Mon 06/04/09 |
| 27 | Strategic options and choice of strategy (Corporate Balanced Scorecard) | Mon 06/04/09 | Mon 06/04/09 |
| 28 | Tentative financial framework (Top Layer Service Delivery & Budget Implementation Plan) | Tue 07/04/09 | Tue 07/04/09 |
| 29 | Identified strategic high-impact projects | Tue 07/04/09 | Tue 07/04/09 |
| 30 | Strategy formulation | Wed 08/04/09 | Wed 08/04/09 |
| 31 | 3. PROJECTS PHASE | Tue 14/04/09 | Tue 21/04/09 |
| 32 | Bottom Layer Service Delivery & Budget Implementation Plan | Tue 14/04/09 | Tue 21/04/09 |
| 33 | Departmental projects and Performance Indicators | Tue 14/04/09 | Thu 16/04/09 |
| 34 | Project Outputs, targets, location | Fri 17/04/09 | Fri 17/04/09 |
| 35 | Project related activities & time schedule | Fri 17/04/09 | Fri 17/04/09 |
| 36 | Cost and budget estimates | Mon 20/04/09 | Mon 20/04/09 |
| 37 | Office of Municipal Manager & Project Steering Meeting | Tue 21/04/09 | Tue 21/04/09 |
| 38 | 4. INTEGRATION PHASE | Tue 14/04/09 | Tue 21/04/09 |
| 39 | Sector consultation and presentation | Tue 14/04/09 | Thu 16/04/09 |
| 40 | Sector integration of plans, programmes and projects | Fri 17/04/09 | Mon 20/04/09 |
| 41 | Sector project incorporation | Tue 21/04/09 | Tue 21/04/09 |
| 42 | Presentation to IDP Representative Forum | Thu 23/04/09 | Thu 23/04/09 |
| 43 | Draft IDP 2009/2010 | Thu 23/04/09 | Thu 23/04/09 |
| 44 | Political Structures Consultation | Mon 04/05/09 | Tue 26/05/09 |
| 45 | Portfolio Committees/Mayoral Committee/Council | Mon 04/05/09 | Mon 04/05/09 |
| 46 | Public Comments | Mon 11/05/09 | Mon 11/05/09 |
| 47 | Incorporate Public Comments into IDP | Mon 25/05/09 | Tue 26/05/09 |
| 48 | 5. APPROVAL PHASE | Wed 27/05/09 | Wed 27/05/09 |
| 49 | Approval of IDP 2009/2010 by Council | Wed 27/05/09 | Wed 27/05/09 |

9. REFERENCES

1. Bushbuckridge Local Municipality (2009). Draft Integrated Development Plan. Bushbuckridge.
2. Department of Provincial and Local Government (2000). Integrated Development Plan Guide Packs. Pretoria.
3. Ehlanzeni District Municipality (2008). Integrated Development Plan. Nelspruit.
4. Ehlanzeni District Municipality (2007). Draft Spatial Development Framework. Nelspruit.
5. LexisNexis Butterworth (2006). Constitution of the Republic of South Africa, 1996. 2nd Edition. Cape Town.
6. LexisNexis Butterworth (2006). Local Government: Municipal Finance Management Act 56 of 2003. 2nd Edition. Cape Town
7. LexisNexis Butterworth (2006). Local Government: Municipal Systems Act 32 of 2000. 2nd Edition. Cape Town.
8. Mbombela Local Municipality (2008). Integrated Development Plan. Nelspruit.
9. Mpumalanga Provincial Government (2005). Mpumalanga Integrated Spatial Framework. Nelspruit.
10. Mpumalanga Provincial Government (2008). Provincial Growth and Development Strategy. Nelspruit.
11. Nkomazi Local Municipality (2009). Draft Integrated Development Plan. Malelane.
12. Statistics South Africa (2007). Community Survey. Pretoria.
13. Thaba Chweu Local Municipality (2009). Draft Integrated Development Plan. Lydenburg
14. The Presidency. National Spatial Development Perspective.
15. Umjindi Local Municipality (2009). Draft Integrated Development Plan. Barberton.