



co-operative governance,  
human settlements & traditional affairs  
**MPUMALANGA PROVINCE**  
REPUBLIC OF SOUTH AFRICA

Member of Executive Council  
for Co-operative Governance, Human Settlements & Traditional Affairs  
**MPUMALANGA PROVINCIAL GOVERNMENT**

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Litiko Letekubusa  
Ngekubambisana  
Tekuhlaliswa Kwebantfu  
Netendzabuko

Departement van  
Samewerkende Regering  
Menslike Nedersettings  
en Tradisionele Sake

UmNyango weTjhebiswano  
laboRhulumende  
zokuHlaliswa kwabantu  
neenDaba zenDabuko

Enq.: Mr K Masilela  
Tel: 013 766 6607

**The Honorable Speaker**  
Ms LL Masina  
Mpumalanga Provincial Legislature  
Private Bag X11289  
**NELSPRUIT**  
1200

Dear Speaker

**SUBMISSION OF DEPARTMENTAL DOCUMENTS FOR THE DEPARTMENT OF CO-OPERATIVE GOVERNANCE AND TRADITIONAL AFFAIRS**

The above matter bears reference

I, S.K Mashilo, in my capacity as the MEC for Co-operative Governance, Human Settlements and Traditional Affairs hereby with to submit the Strategic Plan for the 2025/2030 Financial Year.

Hope you find the above in order.

Yours Faithfully

**MR S.K MASHILO (MPL)**  
**MEC: CO-OPERATIVE GOVERNANCE,**  
**HUMAN SETTLEMENTS AND TRADITIONAL AFFAIRS**

**10 June 2025**  
**DATE**



# STRATEGIC PLAN

2025-2030

*"Let's Grow Mpumalanga Together"*



co-operative governance,  
human settlements & traditional affairs  
**MPUMALANGA PROVINCE**  
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## EXECUTIVE AUTHORITY STATEMENT



**HON. S.K MASHILO (MPL)**  
**MEC: CO-OPERATIVE GOVERNANCE, HUMANS SETTLEMENTS**  
**AND TRADITIONAL AFFAIRS**

As the Member of the Executive Council (MEC) for Cooperative Governance, Human Settlements, and Traditional Affairs, I am privileged to present the 2025-2030 Strategic Plan for the Department. This transition presents an exciting opportunity for growth, innovation and a fortified commitment to our shared vision for the future.

The Strategic Plan is more than just a document; it embodies the dreams and aspirations of South Africans. It illustrates our dedication to enhancing the lives of our citizens through effective governance, innovative policy development, and responsive service delivery. With your support, we stand ready to make significant progress towards a better tomorrow.

Our Constitution enshrines principles of distinctiveness and interdependence among the various spheres of government, necessitating a collaborative approach to governance. Local government serves as the foundation, closely linked to the everyday realities faced by our communities. Therefore, our Department is committed to empowering municipalities to align their initiatives with national strategies such as the Medium-Term Development Plan (MTDP) 2024-2029, the National Development Plan (NDP), and Vision 2030.

The 7th Administration has made a clear commitment to the principles of good governance, social justice, and economic progress, all rooted in community participation. Guided by these principles, we are focused on revitalizing local governance structures to be more responsive and accountable, ensuring they are closely attuned to the needs of the citizens we serve. This foresight enables us to tackle the diverse challenges facing our communities while striving for a prosperous and harmonious society.

At the core of our mission is the commitment to cooperative governance. Effective collaboration among national, provincial, and local governments is essential for ensuring that services reach our citizens efficiently. We are dedicated to enhancing local governments' capabilities, empowering them to respond swiftly and innovatively to challenges. This aligns with our Administration's ambition to foster a culture of excellence and accountability that permeates our governance frameworks.

In the realm of human settlements, the aspiration to create sustainable, inclusive communities is paramount. We understand that access to safe and affordable housing is not just a matter of policy but a crucial aspect of social equity and dignity. We aim to advance initiatives that not only meet the growing demand for housing but also promote urban resilience, environmental sustainability, and community empowerment. We will continue to work closely with various stakeholders to address the pressing challenges of urbanization and ensure that our housing policies reflect our commitment to human rights and social inclusion.

Additionally, our commitment to social cohesion and cultural enrichment is evident in our engagement with Traditional Affairs. The 7<sup>th</sup> Administration fully appreciates the invaluable contributions of traditional leaders in promoting community values and fostering social solidarity. We are devoted to strengthening partnerships with traditional leadership, ensuring their perspectives and insights are woven into our governance frameworks. In doing so, we not only honour our rich cultural heritage but also work towards building resilient and united communities.

The implementation of the District Development Model (DDM) remains central to our strategy for integrated municipal development. Joint planning, execution and budgeting are vital as we strive to create an ecosystem that leverages collaboration among stakeholders' government, the private sector, civil society and international partners. Our "One Plan" initiative will focus on actionable mechanisms designed to effectively address the triple challenges facing our communities.

This Strategic Plan outlines our strategic objectives and delineates clear performance indicators that will guide our efforts in the year ahead. We are committed to fostering a culture of accountability, transparency, and active citizen participation as envisioned by the 7th Administration. Our approach is data-driven, emphasizing stakeholder engagement and sustainable development practices to ensure our work is both impactful and measurable.

Let us unite in pursuit of the ambitious goals outlined in this plan, ensuring the well-being of everyone in our community. We have a unique opportunity to transform our aspirations into concrete results, promoting dignity, equity and sustainable growth for all.



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**Hon. SK MASHILO**

**MEC: Department of Co-operative Governance, Human Settlements and Traditional Affairs**

**Date:** 10/06/2025

## ACCOUNTING OFFICER STATEMENT

In order to fulfill the Department's mandate, the Strategic Plan has been aligned with the National Development Plan (NDP), which is our collective patchwork towards the 2030 vision. The Department will continue to support municipalities in carrying out their constitutional mandate of driving pervasive and impactful community development.

The EPWP Youth Waste Management Programme and the Community Works Programme will be implemented as part of job massification, particularly among the youth, women, and people with disabilities. Furthermore, the District One Plans' catalytic projects, as well as potential funding from Infrastructure South Africa, DBSA, and other partners, will be closely monitored.

Moreover, our unwavering commitment to combatting Gender-Based Violence and Femicide (GBVF) is a cornerstone of our programmatic efforts. We will work closely with municipalities to ensure that gender-responsive planning, budgeting, monitoring, and evaluation practices are deeply embedded within all local governance efforts. This includes rigorous profiling of GBVF incidents and the development of integrated intervention plans that will be incorporated within the One Plans of district and local municipalities.

Over the years, the Department has consistently acknowledged the challenges posed by bulk infrastructure and rapid land release. These issues are significant and require a well-coordinated and structured approach to address them effectively. As previously stated, we will maintain our commitment to the strategies that have proven successful. We will continue to prioritize six key activities: the township establishment process, planning and design, installation of internal services, delivery of various types of top structures, ensuring security of tenure, and managing project handover and closure.

The concept of integrated human settlements is continually evolving, particularly in terms of social amenities. The Department will commence with planning of taxi ranks thereby

including transport facilities in our list of social and economic facilities. Regarding to rural development the Department will continue with the eradication of mud houses and in-situ development. There is a gap in the property market with families whose household income exceeds the upper limit for subsidised housing but is not high enough to access mortgage finance from the private sector has now improved and upgraded into the First Home Finance.

On our ongoing efforts to reduce fatalities among initiates, the Department, in collaboration with the Provincial Initiation Coordination Committee (PICC), will continue to support traditional communities to ensure the elimination of illegal initiation schools within the Province. Additionally, the Department is working closely with the Provincial Treasury to provide municipalities with essential support and guidance aimed at improving audit outcomes and ensuring compliance with local government legislation.

We remain resolute in our commitment to respond and recover from disasters throughout across the Province. In line with the cost-curtailment measures implemented, the Department will take effective steps to ensure the efficient and economical use of its available working capital.



**Mr S. Ngubane**  
**Acting Accounting Officer**  
**Department of Co-operative Governance, Human Settlements and Traditional Affairs**

Date: 10/06/2025

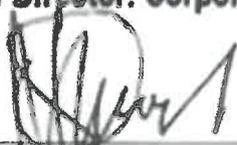
# Official Sign-off

It is hereby certified that this 2025-2030 Strategic Plan:

- Was developed by the management of the Department of Co-operative Governance and Traditional Affairs under the guidance of MEC. S.K Mashilo Takes into account all relevant policies, legislation and other mandates for which the name of Department of Cooperative Governance and Traditional Affairs is responsible
- Accurately reflects the impact and outcomes which the Department of Cooperative Governance, Human Settlements and Traditional Affairs will endeavour to achieve over the period of five years.



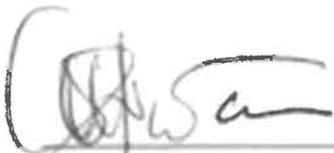
**Mr. B.M Mhlanga**  
Chief Director: Corporate Services



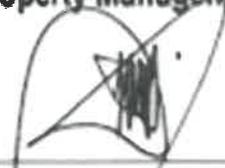
**Mr. S.S Kuriene**  
Chief Director: Local Governance



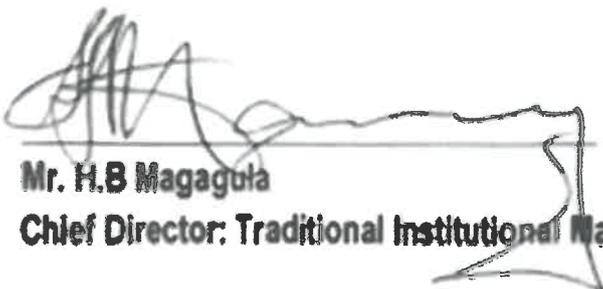
**Ms. H.N Zitha**  
Chief Director: Rental/Assets and Property Management



**Dr. B.C Ntiwane**  
(A)Chief Director: Development and Planning



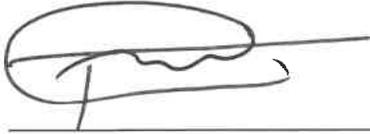
**Mr D.S Nkosi**  
Chief Director: Integrated Human Settlements Planning



**Mr. H.B Magagula**  
Chief Director: Traditional Institutional Management



**Mr. P.G Mpofu**  
Chief Director: Engineering and Quality Assurance



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**Ms. L.T Sibiya**  
**Chief Director: House of Traditional Leaders**



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**Mr. U Okon**  
**Chief Director: Programme and  
Project Management**



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**Ms N.P Manda**  
**Head of Strategic Management**



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**Ms L.C Mlambo**  
**(A) Chief Financial Officer**

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**Mr. S. Ngubane**  
**(A) Accounting Officer**

**Approved By:**

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**Hon. S.K. Mashilo**  
**Executive Authority**

## ACRONYMS

<b>AGSA</b>	<b>Auditor General South Africa</b>
<b>AR</b>	<b>Annual Reports</b>
<b>APP</b>	<b>Annual Performance Plan</b>
<b>BAS</b>	<b>Basic Accounting System</b>
<b>BNG</b>	<b>Breaking New Grounds</b>
<b>CRU</b>	<b>Community Residential Unit</b>
<b>DCSC</b>	<b>District Coordination Steering Committee</b>
<b>DDM</b>	<b>District Development Model</b>
<b>DORA</b>	<b>Division of Revenue Act</b>
<b>HH</b>	<b>Households</b>
<b>EPHP</b>	<b>Enhanced Peoples Housing Process</b>
<b>FLISP</b>	<b>Finance Linked Individual Subsidy Programme</b>
<b>FHF</b>	<b>First Home Finance</b>
<b>HDA</b>	<b>Housing Development Agency</b>
<b>HTL</b>	<b>House of Traditional Leaders</b>
<b>HSDG</b>	<b>Human Settlements Development Grant</b>
<b>HSS</b>	<b>Housing Subsidy System</b>
<b>IDP</b>	<b>Integrated Development Plan</b>
<b>IGR</b>	<b>Inter-Governmental Relations</b>
<b>IRDP</b>	<b>Integrated Residential Development Programme</b>
<b>IUDF</b>	<b>Integrated Urban Development Framework</b>
<b>LAN</b>	<b>Local Area Network</b>
<b>LED</b>	<b>Local Economic Development</b>
<b>LUS</b>	<b>Land Use Schemes</b>
<b>MTDP</b>	<b>Medium Term Development Plan</b>
<b>MP:COGHSTA</b>	<b>Mpumalanga Department of Co-operative Governance, Human Settlements and Traditional Affairs</b>
<b>MPSDF</b>	<b>Mpumalanga Spatial Development Framework</b>
<b>MPACs</b>	<b>Municipal Public Accounts Committees</b>
<b>MPRA</b>	<b>Municipal Property Rates Act</b>
<b>MUNIMAN</b>	<b>Municipal Managers</b>
<b>MUNIMEC</b>	<b>Municipal Executive Council</b>
<b>NDHS</b>	<b>National Department of Human Settlements</b>
<b>NHBC</b>	<b>National Home Builders Registration Council</b>
<b>NSDF</b>	<b>National Spatial Development Framework</b>

<b>PCC</b>	<b>President's Coordinating Council</b>
<b>PCF</b>	<b>Premiers Coordinating Forum</b>
<b>PDA</b>	<b>Priority Development Areas</b>
<b>PERSAL</b>	<b>Personnel Salary system</b>
<b>PFMA</b>	<b>Public Finance Management Act</b>
<b>PMU</b>	<b>Programme Management Unit</b>
<b>PPP</b>	<b>Public Private Partnership</b>
<b>PST</b>	<b>Public Service Transformation</b>
<b>PSDF</b>	<b>Provincial Spatial Development Framework</b>
<b>PSDF</b>	<b>Provincial Spatial Development Framework</b>
<b>SANS</b>	<b>South African National Standards</b>
<b>SDF</b>	<b>Spatial Development Framework</b>
<b>SDI</b>	<b>Service Delivery Improvement</b>
<b>SHRA</b>	<b>Social Housing Regulatory Authority</b>
<b>SPLUMA</b>	<b>Spatial Planning Land Use Management Act</b>
<b>TCs</b>	<b>Traditional Councils</b>
<b>TID</b>	<b>Technical Indicator Description</b>
<b>TSC</b>	<b>Thusong Service Centres</b>
<b>UISP</b>	<b>Upgrading Informal Settlements Programme</b>
<b>USDG</b>	<b>Urban Settlement Development Grant</b>

## Part A: Our Mandate

### 1. CONSTITUTIONAL MANDATE

The following Chapters with the relevant sections of the Constitution of the Republic of South Africa, 1996 are important regarding the specific constitutional mandates of the Department:

#### 1.1 The Constitution of the Republic of South Africa, 1996

The mandate of the Department of Cooperative Governance, Human Settlement and Traditional Affairs is derived from the constitution of the Republic of South Africa as contained in Chapters 1; 2, 3, 6, 7 and 12 of the Constitution of the Republic of South Africa, 1996.

Republic of South Africa Act, 106 of 1996 section 26 as amended, which states as follows

- 1) Everyone has the right to have access to adequate housing
- 2) The state must take reasonable legislative and other measures, within its available resources, to achieve the progressive realization of this right.
- 3) No one may be evicted from their home, or have their home demolished, without an order of court made after considering all the relevant circumstances. No legislation may permit arbitrary evictions.

##### 1.1.1 Section 139, Chapter 6 of the Constitution of the Republic of South Africa, 1996

The MEC as per the directives of the Provincial Executive Committee (EXCO) may intervene in the affairs of a municipality.

##### 1.1.2 Section 154(1), Chapter 7 of the Constitution of the Republic of South Africa, 1996

The MEC as assigned by the Provincial Government to ensure by legislative or other measures, must support and strengthened the capacity of Municipalities to manage their own affairs, to exercise their powers and to perform their functions.

##### 1.1.3 Section 155(6), Chapter 7 of the Constitution of the Republic of South Africa, 1996

The MEC as assigned by the Provincial Government to establish Municipalities in the Province in a manner consistent with legislation enacted in terms of section 155(2) and 155(3) respectively and by legislative or other measures, must monitor and support local government in the Province and promote the development of local government capacity to enable Municipalities to perform their functions and manage their own affairs.

#### **1.1.4 Section 156(1), Chapter 7 of the Constitution of the Republic of South Africa, 1996**

The MEC as assigned by the provincial government, subject to section 44 of the Constitution, has the legislative and executive authority to see to the effective performance by Municipalities of their functions in respect of matters listed in Schedules 4 and 5 of the Constitution, by regulating the exercise by Municipalities of their executive authority referred to in section 156(1) of the Constitution.

#### **1.1.5 Section 212, Chapter 12 of the Constitution of the Republic of South Africa, 1996**

The Department acknowledges the role for Traditional Leadership as an institution at local level on matters affecting local communities and to deal with matters relating to traditional leadership, the role of Traditional Leaders, customary law and the customs of communities observing a system of customary law by the establishment of Houses of Traditional Leaders.

## **2. LEGISLATIVE AND POLICY MANDATES**

### **2.1.1 Local Government: Municipal Structures Act, 1998 (Act No. 117 of 1998)**

The Act empowers the MEC to establish Municipalities in accordance with the requirements relating to categories and types of municipality; to establish criteria for determining the category of municipality to be established in an area; to define the type of municipality that may be established within each category; to provide for an appropriate division of functions and powers between categories of municipality; to regulate the internal systems, structures and office-bearers of Municipalities; to provide for appropriate electoral systems; and to provide for matters in connection therewith.

### **2.1.2 Local Government: Municipal Systems Act, 2000 (Act No. 32 of 2000)**

The Act seeks to provide for the core principles, mechanisms and processes that are necessary to enable Municipalities to move progressively towards the social and economic upliftment of local communities and ensure universal access to essential services that are affordable to all; to define the legal nature of a municipality as including the local community within the municipal area, working in partnership with the municipality's political and administrative structures; to provide for the manner in which municipal powers and functions are exercised and performed to provide for community participation; to establish a simple and enabling framework for the core processes of planning, performance management, resource mobilization and organizational

change which underpin the notion of developmental local government; to provide a framework for the provision of services, service delivery agreements and municipal service districts; to provide for credit control and debt collection; to establish a framework for support, monitoring and standard setting by other spheres of government in order to progressively build local government into an efficient, frontline development agency capable of integrating the activities of all spheres of government for the overall social and economic upliftment of communities in harmony with their local natural environment; to provide for legal matters pertaining to local government; and to provide for matters incidental thereto.

### **2.1.3 Local Government: Municipal Structures Amendment Act, 2021 (Act No. 3 of 2021)**

The Act amends the Local Government: Municipal Structures Act, 1998, to provide, amongst others, for a minimum of 10 councillors per municipality; to provide for the prohibition of a councillor who was found guilty of a breach of the Code of Conduct for Councillors for a period of two years; to require the municipal manager to inform the MEC in addition to the Electoral Commission of ward vacancies; to provide that the MEC call and set the date for by-elections; to allow the MEC to designate a person to call and chair a meeting of the municipal council when the speaker, acting speaker or municipal manager refuses to call the meeting; to allow for the MEC to inform the chief electoral officer of vacancies if the municipal manager fails to do so; to provide for a Code of Conduct for Councillors; and to provide for matters connected therewith.

### **2.1.4 Local Government: Municipal Systems Amendment Act, 2022 (Act No. 3 of 2022)**

The Act makes further provision for the appointment of municipal managers and managers directly accountable to municipal managers; to provide for procedures and competency criteria for such appointments, and for the consequences of appointments made otherwise than in accordance with such procedures and criteria; to determine timeframes within which performance agreements of municipal managers and managers directly accountable to municipal managers must be concluded; to make further provision for the evaluation of the performance of municipal managers and managers directly accountable to municipal managers; to require employment contracts and performance agreements of municipal managers and managers directly accountable to municipal managers to be consistent with the Act and any regulations made by the Minister; to require all staff systems and procedures of a municipality to be consistent with uniform standards determined by the Minister by regulation; to bar municipal managers and managers directly accountable to municipal managers from

holding political office in political parties; to regulate the employment of municipal employees who have been dismissed; to provide for the approval of staff establishments of municipalities by the respective municipal councils; to prohibit the employment of a person in a municipality if the post to which he or she is appointed is not provided for in the staff establishment of that municipality; and to provide for matters connected therewith.

#### **2.1.5 Local Government: Municipal Property Rates Act, 2004 (Act No. 6 of 2004)**

The MEC to support Municipalities with the process to impose rates on property; to assist Municipalities to make provision to implement a transparent and fair system of exemptions, reductions and rebates through their rating policies; to make provision for objections and appeals process and to provide for matters connected therewith.

#### **2.1.6 Local Government: Municipal Finance Management Act, 2003 (Act No. 56 of 2003)**

The Act requires of the Department to advise on sound and sustainable management of the financial affairs of Municipalities and other institutions in the local sphere of government; and to provide for matters connected therewith. The execution of the provisions of the Act is shared with the Provincial Treasury in as far as functions to be performed by the MEC for local government are concerned.

#### **2.1.7 Intergovernmental Relations Framework Act, 2005 (Act No. 13 of 2005)**

The Act requires of the Department to acknowledge the framework for the three spheres of government, namely national, provincial and local government, to promote and facilitate intergovernmental relations between the three spheres of government, which are distinctive, interdependent and interrelated; to provide mechanisms and procedures to facilitate the settlement on intergovernmental disputes and incidental matters thereto.

#### **2.1.8 Disaster Management Act, 2002 (Act No. 57 of 2002)**

Chapter 4 of the Act requires of the Department to take cognisance of provincial disaster management

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**Part I: Provincial Disaster Management Framework:**

Section 28:

- (1) Each Province must establish and implement a framework for disaster management in the Province aimed at ensuring an integrated and uniform approach to disaster management in the Province by all provincial organs of state, provincial statutory functionaries, non-governmental organizations involved in disaster management in the Province and by the private sector.
- (2) A Provincial disaster management framework must be consistent with the provisions of this Act and National Disaster Management Framework.
- (3) (a) Provincial disaster management framework, or any amendment thereto, must be published in the *Provincial gazette*.  
  
(b) Before establishing or amending a Provincial disaster management framework, particulars of the proposed framework or amendment must be published in the *Provincial gazette* for public comment.

**Part 2: Provincial Disaster Management Centres**

Section 29:

- (1) Each Province must establish a disaster management centre.
- (2) A Provincial disaster management centre forms part of and functions within the Department.

**2.1.9 Fire Brigade Services Act, 1987 (Act No. 99 of 1987)**

The Act seeks to provide for the establishment, maintenance, employment, coordination and standardization of the brigade services and for matters connected therewith. This is achieved through the Fire Brigade Board and the establishment of the fire services by local municipalities and by recognizing designated fire services in those areas where a fire service is required.

### **2.1.10 Traditional and Khoi-San Leadership Act, 2019 (Act No. 3 of 2019)**

The Act provides for the recognition of traditional and Khoi-San communities, leadership positions and for the withdrawal of such recognition; to provide for the functions and roles of traditional and Khoi-San leaders; to provide for the recognition, establishment, functions, roles and administration of kingship or queenship councils, principal traditional councils, traditional councils, Khoi-San councils and traditional sub-councils, as well as the support to such councils; to provide for the establishment, composition and functioning of the National House of Traditional and Khoi-San Leaders; to provide for the establishment of provincial houses of traditional and Khoi-San leaders; to provide for the establishment and composition of local houses of traditional and Khoi-San leaders; to provide for the establishment and operation of the Commission on Khoi-San Matters; to provide for a code of conduct for members of the National House, provincial houses, local houses and all traditional and Khoi-San councils; to provide for regulatory powers of the Minister and Premiers; to provide for transitional arrangements; to amend certain Acts; to provide for the repeal of legislation; and to provide for matters connected therewith.

### **2.1.11 Mpumalanga Traditional Leadership and Governance Act, 2005 (Act No. 3 of 2005)**

The Act requires of the Department to take cognisance and assist to provide for the recognition and withdrawal of recognition of traditional communities; to provide for the establishment and recognition of Traditional Councils; to provide for the recognition and appointment of Traditional Leaders and their removal from office; to provide for the implementation of the Provincial Code of Conduct; and to provide for matters connected therewith.

### **2.1.12 Mpumalanga Provincial House and Local Houses of Traditional Leaders Act, 2005 (Act No.6 of 2005)**

The Act provides for the establishment and composition of the Mpumalanga Provincial House and Local Houses of Traditional Leaders, determine the procedure for the election of members of the Provincial and Local Houses, to provide for the powers and functions of the Mpumalanga Provincial House and Local Houses of Traditional Leaders and to provide for matters incidental thereto.

### **2.1.13 Mpumalanga Ingoma Act, 2011 (Act No. 3 of 2011)**

The Act seeks to regulate the holding of an Ingoma or initiation schools; the Act empowers the MEC responsible for traditional matters to monitor the holding of an Ingoma; empowers the MEC to make regulations on any matter that will ensure the proper implementation of the Act.

### **2.1.14 Customary Initiation Act, 2021 (Act No. 2 of 2021)**

The Act provides for the effective regulation of customary initiation practices; the Act provides for the establishment of a National Initiation Oversight Committee and Provincial Initiation Coordinating Committees and their functions; to provide for the responsibilities, roles and functions of the various role-players involved in initiation practices as such or in the governance aspects thereof; to provide for the effective regulation of initiation schools; to provide for regulatory powers of the Minister and Premiers; to provide for the monitoring of the implementation of this Act; to provide for provincial peculiarities; and to provide for matters connected therewith.

### **2.1.15 Spatial Planning and Land Use Management Act, 2013 (Act No. 16 of 2013)**

The Act seeks to serve as the framework for Municipalities in order to ensure effective spatial planning and land use and management; the MEC would have to strengthen the monitoring of spatial planning and land use management by Municipalities including ensuring compliance with section 156(2) of the Constitution, which stipulates that *“A municipality may make and administer by-laws for the effective administration of the matters which it has the right to administer”*. Therefore, Municipalities in the Province should develop their own planning By-laws.

### **2.1.16 Housing Act**

To provide for the facilitation of a sustainable housing development process; for this purpose, to lay down general principles applicable to housing development in all spheres of government.

### **2.1.17 National Housing Code**

The purpose of the National Housing Code is to set out clearly, in one comprehensive document, the National Housing Policy of South Africa. National Housing Policy comprises an

overall vision for housing in South Africa and the way in which this vision should be implemented. National Housing Policy is contained in a range of reports, debates, laws, legislation and government papers. The National Housing Code seeks to bring together this extensive range of documentation into one overall document, so as to facilitate understanding and ensure that all implementers work towards a common vision. The requirement to develop the National Housing Code is set out in Section 4 of the Housing Act, 1997 [Act No. 107 of 1997]. This Act requires the Minister of Housing to publish a code to be called the National Housing Code [the Code]. The Code must contain national housing policy and administrative guidelines, in order to facilitate the effective implementation of the National Housing Policy.

#### **2.1.18 Rental Housing Act**

Promote a stable and growing market that progressively meets the latent demand for affordable rental housing among persons historically disadvantaged by unfair discrimination and poor persons, by the introduction of incentives, mechanisms and other measures.

#### **2.1.19 Housing Consumers Protection Measures Act**

To promote a home for purposes of sale, renting, leasing or otherwise disposing of a home.

#### **2.1.20 Intergovernmental Relations Framework Act, 2005**

To establish a framework for the national government, provincial governments and local governments to promote and facilitate intergovernmental relations; to provide for mechanisms and procedures to facilitate the settlement of intergovernmental disputes; and to provide for matters connected therewith.

#### **2.1.21 Social Housing Act (Act No.16 of 2008)**

To establish and promote a sustainable social housing environment; to define the functions of national, provincial and local governments in respect of social housing; to provide for the establishment of the Social Housing Regulatory Authority in order to regulate all social housing institutions obtaining or having obtained public funds; to allow for the undertaking of approved projects by other delivery agents with the benefit of public money; to give statutory recognition to social housing institutions; and to provide for matters connected therewith.

### **2.1.22 Property Rates Act (Act No 6. Of 2004)**

To regulate the power of a municipality to impose rates on property; to exclude certain properties from rating in the national interest; to make provision for municipalities to implement a transparent and fair system of exemptions, reductions and rebates through their rating policies make provision for fair and equitable valuation methods of properties.

### **2.1.23 National Water Act (Act No. 36 of 1998)**

Seeks to ensure that the country's water resources are protected, used, developed, conserved, managed and controlled in a sustainable and equitable manner for the benefit of all people. Acting through the Act assigns the national government acting through the Minister as the public trustee of the water resources. Minister, it has power to regulate the allocation, use, flow and control of all water in the Republic.

### **2.1.24 Deeds Registry Act (Act No 11 of 1996)**

The aim of the above-mention Act is to consolidate and amend laws concerning the registration of deeds, ensuring a secure and reliable system for property ownership and transactions. The primary goal of the afore-said is to establish a framework for registration of deeds, which are legal documents that prove ownership or other rights related to land or property.

### **2.1.25 Upgrading of Land Tenure Act (Act No. 34 of 1996)**

The above-mentioned Act relates to the process of converting existing, often informal or insecure, land rights (like leaseholds or deed of grant) into full ownership rights, as formalized by the above-mentioned Act. The Act primarily deals with facilitating the conversion of rights, not limited to, leasehold or deed of grants into full ownership. Further, dealing with the transfer of tribal land into full ownership and the formalisation of land rights which provides greater security and recognition of full ownership in line with the Constitution.

## **2.2. Other legislations that also impact on the Department include:**

- Regulations for the Election of the 40% Members of Traditional Councils, 2007
- Mpumalanga Commissions of Inquiry Act, 1998 (Act No. 11 of 1998)
- Public Finance Management Act, 1999 (Act No. 1 of 1999)
- Local Government: Municipal Demarcation Act, 1998 (Act No. 27 of 1998)
- Other enabling legislation of Local Government

- Promotion of Access to Information Act, 2000 (Act No. 2 of 2000)
- Promotion of Administrative Justice Act, 2000 (Act No. 3 of 2000)
- Protection of Personal Information Act, 2013 (Act No. 4 of 2013)
- Labour Relations Act, 1995 (Act No. 66 of 1995)
- Public Service Act, 1994
- Public Administration Management Act, 2014 (Act No. 11 of 2014)
- Basic Conditions of Employment Act (Act No.75 of 1997)
- Promotion of Equality and Prevention of Unfair Discrimination Act (Act No. 4 of 2000)
- Preferential Procurement Policy Framework Act (Act No.5 of 2000)
- Skills Development Act (Act No. 97 of 1998)

### **3. INSTITUTIONAL POLICIES AND STRATEGIES OVER THE 5 YEARS PLANNING PERIOD**

The Mpumalanga Department of Co-operative Governance, Human Settlements and Traditional Affairs has developed its 5 Years Strategic Plan to be in line with new Medium Term Development Plan (MTDP) which serves as the 5-year medium term plan for the 7<sup>th</sup> Administration. It also serves as the implementation framework for the National Development Plan (NDP), the existing long-term plan for South Africa towards Vision 2030. The purpose of the MTDP is to take the priorities of the 7<sup>th</sup> Administration into the government planning system. The MTDP will continue to align to the goals and objectives of the NDP and principles and priorities of the Statement of Intent of the Government of National Unity (GNU). The GNU Statement of Intent outlines the Foundational Principles as well as the Minimum Programme of Priorities for the 7<sup>th</sup> Administration. The Statement of Intent also calls (at paragraph 13) for the development of “an agreed policy agenda, which shall include policy priorities for the GNU” to give effect to these priorities:

**The three Strategic Priorities for the 7<sup>th</sup> Administration are:**

- **(SP 1) Drive Inclusive growth and job creation**
- **(SP 2) Reduce poverty and tackle the high cost of living**
- **(SP 3) Build a capable, ethical and developmental state**

**The Department will contribute to the achievement of the 7<sup>th</sup> Administration Priorities 1, 2 and 3 responding to the mandate of the Sector.**

1. Monitor and support municipalities in the province in managing their own affairs, exercising their powers and performing their functions;
2. Monitor the development of local government capacity in the province; and assess the support needed by municipalities to strengthen their capacity to manage their own affairs, exercise their powers and perform their functions.
3. Develop liveable neighbourhoods in both rural and urban environments thereby achieving spatial transformation.
4. Increase access to adequate housing through various programmes.

**The most important policies and strategies the institution plans to continue in the five-year planning period are the following:**

- Provincial Spatial Development Framework
- Integrated Urban Development Framework
- Anti- Poverty strategy
- Local Government Back to Basics Approach
- Integrated Municipal Support Strategy
- Inter-Governmental Relations Framework
- District Co-ordination model (Khawuleza model)
- Mpumalanga Infrastructure Plan
- Mpumalanga Provincial Human Settlements Master Plan
- Health and Safety
- Housing Delivery Goals
- Efficient Services
- Land for Housing
- Public Environment

#### 4. RELEVANT COURT RULINGS

##### **Constance Mogale and three others vs President and Others (CCT 73/22) [2023] ZACC 14**

- On 30 May 2023, the Constitutional Court of South Africa handed down judgment in the matter of the constitutional validity of the Traditional and Khoi-San Leadership Act, 2019 (Act No. 3 of 2019) (TKLA). This application was brought by Constance Mogale and 3 Others (Applicants) against the Speaker of the National Assembly and 15 Others (Respondents) in terms of section 167(4)(e) of the Constitution of the Republic of South Africa, 1996 for an order declaring that the National Assembly, the National Council of Provinces (NCOP) and the nine provincial legislatures have failed to fulfil their constitutional obligations to reasonably facilitate public involvement in the passing of the TKLA.
  
- The Constitutional Court emphasised that, regardless of the process Parliament chooses to adopt, it must ensure that *“a reasonable opportunity is offered to members of the public and all interested parties to know about the issues and to have an adequate say”*. A reasonable opportunity to participate in legislative affairs *“must be an opportunity capable of influencing the decision to be taken”*. The Constitutional Court noted that it is clear from the evidence that Parliament failed to fulfil its constitutional obligation to reasonably facilitate public involvement in the legislative process leading to the enactment of the TKLA.
  
- The following order was made:
  - (a) It is declared that Parliament has failed to comply with its constitutional obligation to facilitate public involvement before passing the Traditional and Khoi-San Leadership Act 3 of 2019 (TKLA).
  
  - (b) The TKLA was, as a consequence, adopted in a manner that is inconsistent with the Constitution and is therefore declared invalid.
  
  - (c) The order declaring the TKLA invalid is suspended for a period of 24 months to enable Parliament to re-enact the statute in a manner that is consistent with the Constitution or to pass another statute in a manner that is consistent with the Constitution.

**The case of the MEC for Human Settlements and Public Works (KZN Province) v Residents of the Madlala Village v and others Case number 1762/2014 (eviction case) where the Court said the following:**

The MEC sought to request the court to set aside the interdict appeal application by the residents of Madlala Village after an order for their eviction to be effected.

The court in pronouncing its judgement indicated that: "1. Evictions are governed by the provisions of PIE. The rules and requirements of PIE are not optional".

"I fully agree with Van der Westhuizen J. Koen J's interim order deprives the third respondents and other people of their rights enshrined in the constitution of being heard before they are removed from the land they have tried to make their homes. In my view, the interim order is in contravention of the rules and requirements of PIRE and consequently unlawful and invalid and remain to be set aside.

**The case of the City of Johannesburg Metropolitan Municipality vs Blue Moonlight Properties 39 (PTY) LTD and Occupiers of Saratoga Avenue and Lawyers for Human Rights.**

This matter concerns the fate of 86 people (Occupiers), who are poor and unlawfully occupy a property called —Saratoga Avenuell in Berea in the City of Johannesburg (property). The property comprises old and dilapidated commercial premises with office space, a factory building and garages. The case deals with the VAN DER WESTHUIZEN J 2 rights of the owner of the property, Blue Moonlight Properties 39 (Pty) Ltd (Blue Moonlight) and with the obligation of the City of Johannesburg Metropolitan Municipality (City) to provide housing for the Occupiers if they are evicted.

The following order was made:

The City of Johannesburg Metropolitan Municipality must provide those Occupiers whose names appear in the document entitled —Survey of Occupiers of 7 Saratoga Avenue, VAN DER WESTHUIZEN J 50 Johannesburgll filed on 30 April 2008 with temporary accommodation in a

location as near as possible to the area where the property is situated on or before 1 April 2012, provided that they are still resident at the property and have not voluntarily vacated it.

## Part B: Our Strategic Focus

### 1. VISION

Improved and sustainable quality of livelihoods for the people of Mpumalanga

### 2. MISSION

To facilitate the creation of integrated Human Settlements and fostering a cooperative governance system which ensures that municipalities and traditional institutions perform their basic functions and responsibilities to create a better life for all

### 3. VALUES

Guided by the spirit of Batho Pele our values are:

- **Ubuntu:** Employees should demonstrate a quality that includes essential human virtues, compassion and humanity
- **Ethical Standards:** Employees demonstrate a high degree of integrity and honesty in the execution of duties
- **Professionalism:** Employees display effectiveness, efficiency in line with norms and standards in delivering the mandate of the Department
- **Goal orientated:** Employees focused in achieving the mandate of the Department
- **Excellent and quality services:** The Department that strive to provide a level of services meeting acceptable standards in delivering services
- **Responsive and solutions driven:** Departmental quality of reacting quickly, proactive and positively to issues to address actual needs of our clients
- **Inclusivity:** The Department strives to provide equal access to opportunities for people who might otherwise be excluded or marginalized (Elderly, Women, Youth and Persons with Disabilities)

### 4. SITUATIONAL ANALYSIS

The ushering of the new democratic dispensation in 1994 led to the democratization of local government with the creation of the Transitional Local Government in 1995. This structure unified previously racially segregated municipalities. The first democratic local government elections followed, establishing municipalities focused on people and democracy. After these elections, laws such as the Municipal Structures Act and Systems Act were introduced, promoting accountability, transparency, and governance within municipalities. Effective governance is underpinned regulations, accountability, transparency, ethics, and rules. As the second sphere of

government, the role of the Department is to support and regulate local government, the third sphere, through cooperative governance. This is where citizens first engage with democracy and participate in local government decisions, known as public participation.

The local government agenda was initiated in 1998 with the adoption of the White Paper on Local Government. This serves as a benchmark for assessing the expectations of 1998 against the current state of local governance. The White Paper envisioned that an ideal municipality would contribute to a developmental state, playing a key role in achieving the National Development Plan, which aims for completion by 2030. Since the democratic elections of 1994, there has been increased access to essential services like water, sanitation, electricity, and roads. Significant progress has been made in positioning local government as a driver of development, creating spaces where people can live, work, and enjoy a shared environment.

The most recent effort to enhance local governance is the District Development Model (DDM), a flagship initiative that has demonstrated remarkable impact in addressing our country's developmental challenges. The DDM builds on the 1998 White Paper, aiming to strengthen and transform local government to fulfill its developmental role. The White Paper emphasizes that developmental local government involves collaboration with citizens and community groups to find sustainable solutions that meet social, economic, and material needs, ultimately improving the quality of life.

The DDM regulations have recently been Gazetted under section 47(1) (b) of the IGR framework act. This initiative aims to create a robust framework for the institutional implementation and execution of the DDM across the nation.

The Mpumalanga Department of Co-operative Governance, Human Settlements and Traditional Affairs supported the three (3) district municipalities to develop the district based development plans for implementation during the 2020/21-2021/22 fiscal years. The District based development plans will take the form of prioritised spatial expressions over the long term and will be divided into 5 and 10-year implementation plans supported by annual operation plans, which will be based on commonly agreed diagnostics, strategies and actions. *The plans will facilitate for Managing urbanisation, growth and development;*

a) *Determining and/or supporting local economic drivers;*

b) *Determining and managing spatial form, land release and land development;*

*c) Determining infrastructure investment requirements and ensure long-term infrastructure adequacy to support integrated human settlements, economic activity and provision of basic services, community and social services:*

*d) Institutionalize long term planning whilst addressing 'burning' short term issues*

The Department has developed an IDP Rural Development Chapter within the IDPs to cater for the developmental needs of the Traditional Communities. Therefore, the District based development plans will include the development priorities of Traditional Communities.

#### **4.1 External Environmental Analysis**

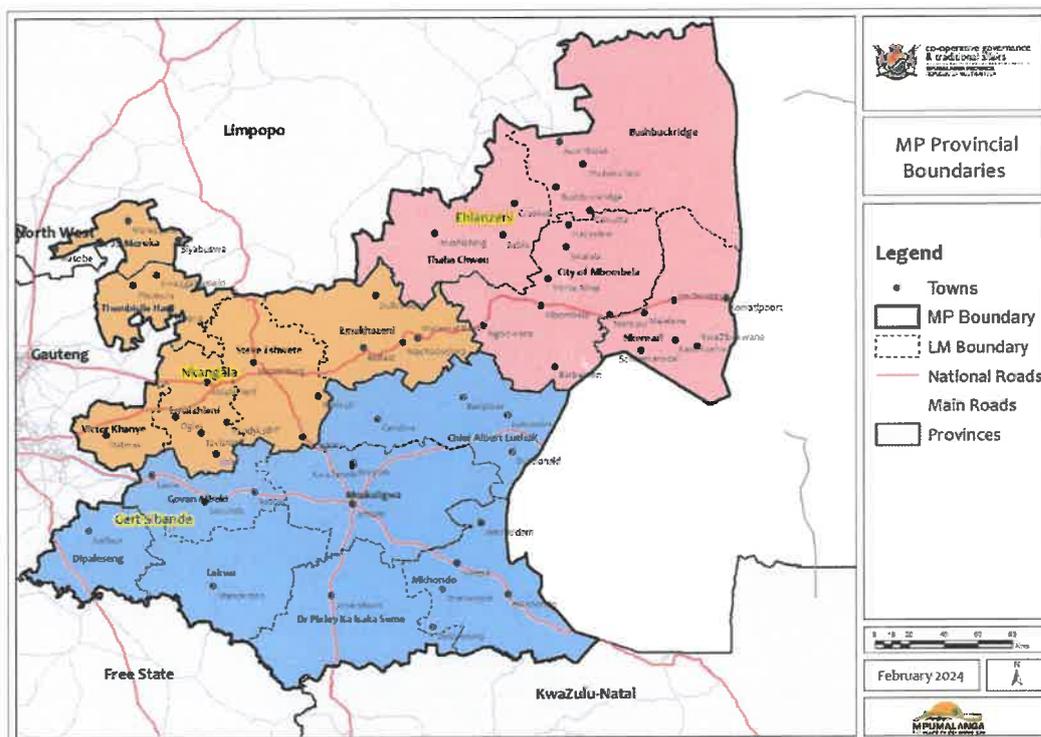
Mpumalanga covers an area of 76 495 km<sup>2</sup> within the country of South Africa. Administratively, Mpumalanga is divided into three district municipalities (Ehlanzeni, Nkangala and Gert Sibande). The three district municipalities are further subdivided into 17 local municipalities. The Ehlanzeni District comprises four local municipalities which are City of Mbombela, Nkomazi, Bushbuckridge and Thaba Chweu. Nkangala District is subdivided into four local municipalities, namely, Emakhazeni, Emalahleni, Steve Tshwete and Victor Khanye. Lastly, Gert Sibande District comprises the local municipalities of Chief Albert, Dipaleseng, Dr Pixley ka Isaka Seme, Govan Mbeki, Lekwa, Mkhondo and Msukaligwa.

The City of Mbombela is the capital of the province and the administrative and business centre of the Lowveld. Other major towns in Mpumalanga include Emalahleni (previously Witbank), Middelburg, Standerton, Mkhondo (previously Piet Retief), Malelane, Ermelo, Barberton and Sabie. Within the municipal space, there are Traditional Communities, which are located throughout the Province. The District that has most of traditional communities is Ehlanzeni, which constitutes of 30 Traditional Councils; followed by Gert Sibande, which has 17, Traditional Councils and Nkangala with 13 Traditional Councils.

The estimated population in Mpumalanga province is 5,1 Million contributing a 8,3% population in the country as stated in the Census, 2022. The number of households in the province is 1 421 721 (Census, 2022).

The following map shows the Province of Mpumalanga:

**Map 1: Mpumalanga Province**



The provision of a range of municipal services and the promotion of socioeconomic growth within their respective spheres of authority are constitutional requirements for municipalities. In contrast, the Department of Cooperative Governance, Human Settlements and Traditional Affairs (COGTA) aims to strengthen and enhance the capabilities and accountability of municipalities. The Census, 2022 data on population statistics and access to basic services includes data on Traditional Communities located within city boundaries.

Municipalities will need to review their service delivery plans in order to meet the increasing demand for basic services from the growing population. Continuous support through the established systems and programs for developing capacity; focused on critical areas such as integrated development planning, local economic development (LED), financial management, basic service provision, and public participation; oversight of government programs in local communities; improvement of performance and accountability through better reporting on the Local Government Strategic Agenda; and monitoring, reporting, and evaluation.

The Mpumalanga Department of Co-operative Governance, Human Settlements and Traditional Affairs is also responsible for ensuring that the interests of traditional communities and the function of traditional leaders are preserved within the Province. In order to formalize the Traditional and Khoi-San leadership institutions and give a framework for defining the functions and accountability of traditional leaders, national legislation of Traditional and Khoi-San leader Act has been introduced.

The Traditional and Khoi-San Leadership Act, 2019, as amended, confers meaningful and significant roles to the institution of traditional leadership, which include but is not limited to the following:

- Facilitating the traditional community's participation in the development or amendment of an integrated development plan of a municipality in whose area that community resides;
- Recommending, after consultation with the local and provincial houses of traditional leaders, appropriate interventions to the government that will contribute to development and service delivery within the area of jurisdiction.
- Participating in local policy and legislation development, local, provincial, and national development programs, and promoting the principles of co-operative governance, integrated development planning, sustainable development, and service delivery.
- Supporting municipalities in the identification of community needs.

In order to develop the capacity of municipalities in the province, the Department has been collaborating with the Provincial Treasury, the National Department of Cooperative Governance, Department of Traditional Affairs and Department of Human Settlements, National Treasury, SALGA, and other partners. These included implementing municipal support strategy, which had five focus areas to improve in municipalities. The focus areas were Putting people first (strengthening public participation), Good Governance, Basic Services: Creating decent living conditions, Financial Management and Building Institutional Capacity. Although there were some strides made, many municipalities in the province continued to encounter challenges. Drawing from many reports including the recent Auditor General's report on municipalities in Mpumalanga, it is clear that municipalities continue to experience challenges including the following:

#### **4.1.1. Municipal Institutional Capacity**

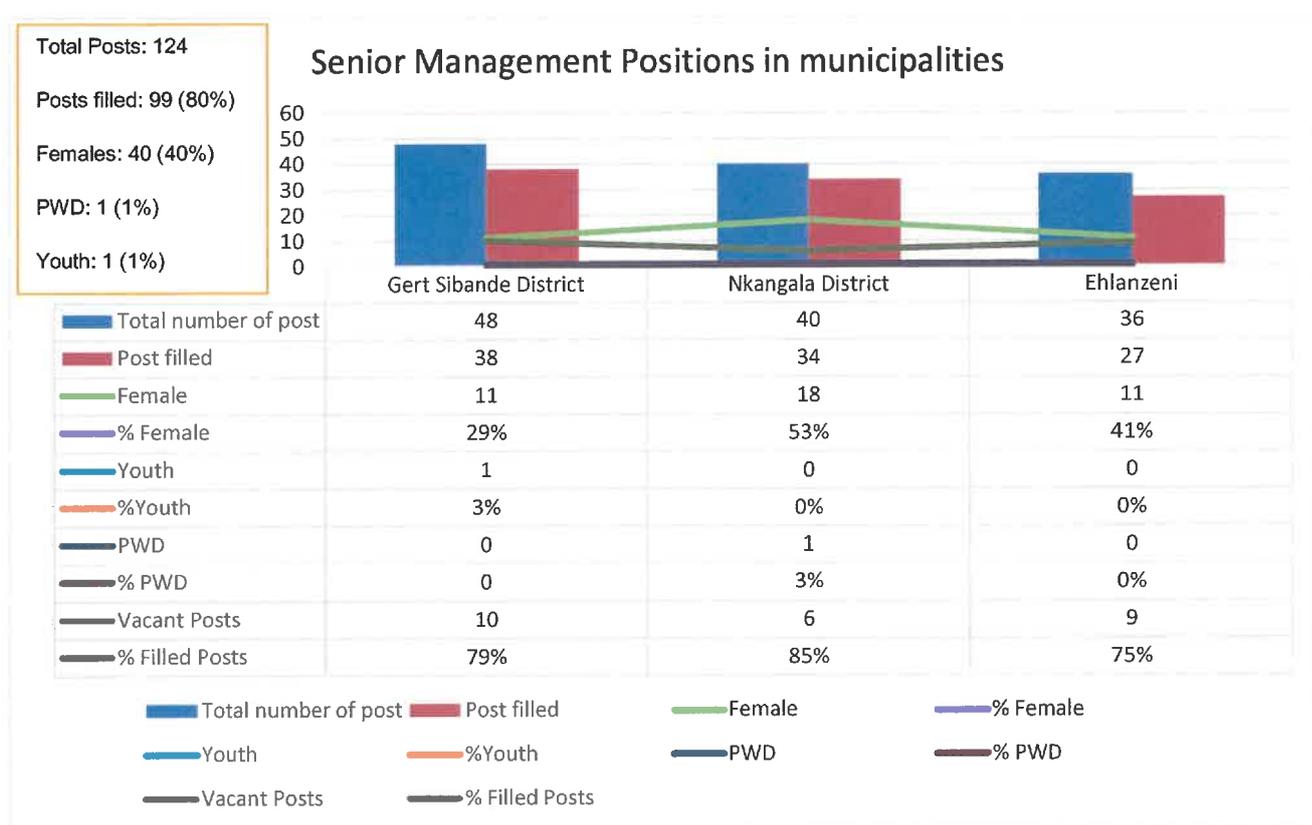
The AGSA (2023) report highlights a critical challenge facing municipalities: a heavy reliance on consultants stemming from insufficient internal expertise in finance, IT, and infrastructure management. This dependency underscores a broader issue of vacancies and instability in key roles, such as municipal managers and chief financial officers, which further hampers effective governance and accountability. As a result, audit outcomes have seen little improvement, and municipalities struggle to address material irregularities and transgressions promptly. Addressing these gaps in expertise and leadership stability is essential for enhancing municipal performance and accountability.

One of the key reforms brought about by the Municipal Systems Amendment Act is the Permanent Appointment of Senior Managers. The amendment emphasizes the importance of stability and accountability in local governance by ensuring that senior managers are appointed on a permanent basis, directly accountable to municipal managers.

The Municipal Staff Regulations have introduced a new paradigm for staffing in municipal establishments, prioritizing service delivery. According to the regulations, a minimum of 70% of staff must be dedicated to core functions, while 30% will focus on support services. To ensure competency, appointed staff members must meet minimum qualifications and experience requirements. Furthermore, all staff members are expected to participate in the Performance Development and Management System (PMDS). The Province has four Municipalities that have cascaded PMDS to all staff members are Gert Sibande District Municipality, Nkangala District Municipality, Ehlanzeni District Municipality and Bushbuckridge Local Municipality. Additionally, Chief Albert Luthuli and Lekwa Local Municipalities have commenced the rollout of PMDS to all levels at the beginning of the 2024/25 financial year.

The 2024/25 3<sup>rd</sup> Quarter performance report for Municipalities supported on the filling of Senior Management Position in line with MSA Regulations revealed that 99 of 124 (80%) Senior Management positions filled in Municipalities, with 25 outstanding vacancies. The Disaggregation per district and employment equity status is as reflected on the figure below:

**Figure 1.1: Senior management positions in municipalities per district**



Source: MP: CoGTA- 2024/25 3rd Quarter Report on the appointment of Municipal Senior Managers

As illustrated on figure 1.1 above, there are 124 posts with 99 filled and 25 vacant. The figure above indicates that Women fill 40 of 124 positions. A Person with Disability (PWD) fills one (1) Senior Management Position in Nkangala District. The Department will continue to support the municipalities in prioritizing the appointment of suitably qualified female candidates as well the promotion of the appointment of people with disability in Senior Management positions.

## Challenges and Interventions

Table 1.1 Challenges and Interventions of Municipal institutional capability

Challenges	Interventions
✓ Delays in the appointment of senior managers by municipalities.	✓ The Department provides support if requested by Municipalities during the recruitment process of senior managers.

### 4.1.2. Good Governance

Good governance is essential for ensuring effective management, accountability, and transparency within any institution. It fosters trust, enhances service delivery, and promotes sustainable development. The King Report on Governance for South Africa (2009), states that to promote good governance, the Municipal Council should act as the central authority and guardian of governance principles.

Governance failures are recognized as a significant challenge for municipalities, stemming from instability and disruptions within councils. Additionally, the ineffectiveness of municipal public accounts committees has further hindered governance processes. Internal audit units and audit committees have struggled to make a meaningful impact, largely because their recommendations are often not acted upon. Contributing factors include excessive political interference in operations, weak political leadership, poor community relations, and a lack of accountability and transparency.

The AGSA (2022) report emphasizes that poor overall performance in municipalities directly impacts service delivery, negatively affecting the citizens of South Africa. Key contributing factors include inadequate planning, insufficient intergovernmental coordination, and execution without proper oversight and monitoring. Additionally, a lack of accountability for accurate reporting and the fulfillment of service delivery goals further exacerbates the situation. To improve service delivery, it is crucial to strengthen planning processes, enhance coordination among various levels of government, and ensure robust oversight and accountability mechanisms are in place.

**Challenges and Interventions**

Table 1.2 Challenges and Interventions of Governance within Municipalities

Challenges	Interventions
<ul style="list-style-type: none"> <li>✓ Inconsistent sitting of Section 79 committees</li> </ul>	<ul style="list-style-type: none"> <li>✓ Letters have been written to the Speakers to resuscitate their Section 79 committees</li> <li>✓ Continuous capacitation of Section 79, Section 80 committee members</li> </ul>
<ul style="list-style-type: none"> <li>✓ Municipal Public Accounts Committee members (MPACs) not getting necessary support to effectively carry out their functions, e.g. No support staff, no resources like budget, office space and tools of trade.</li> </ul>	<ul style="list-style-type: none"> <li>✓ Portfolio Based as well as Toolkit on roles and responsibilities training rolled out for all MPAC members and their support staff</li> </ul>
<ul style="list-style-type: none"> <li>✓ Some MPACs have unqualified members/ support staff</li> </ul>	<ul style="list-style-type: none"> <li>✓ The Department in collaboration with the Provincial Treasury to conduct capacity building interventions</li> </ul>
<ul style="list-style-type: none"> <li>✓ Some Local Labour Forum are not convening on a monthly basis contravening the Collective Bargaining Agreement.</li> </ul>	<ul style="list-style-type: none"> <li>✓ All Municipalities supported to comply with the SALGBC Collective Bargaining Agreement</li> </ul>

**4.1.3. Public Participation**

Public participation is a fundamental principle of democratic governance (van Donk, 2011). It is a process through which citizens actively engage in decision-making processes that affect their lives. Public participation is more than mere consultation; it involves citizens being meaningfully involved in decision-making processes, from policy formulation to implementation and evaluation. Furthermore, public participation is a two-way process that empowers citizens and enhances government responsiveness. The Ward Committee structure serves as a crucial link between Ward Councillors, the community, and the municipality, enabling community members to influence municipal planning in ways that best address their needs (Buccus, 2008). The Department has supported Ward Committees in developing ward operational plans that align with

the municipality's Integrated Development Plan (IDP), ensuring structured and effective operations within their respective wards.

On a quarterly basis, the Department assesses Ward Committee functionality and provides feedback to municipalities on their performance. Municipalities found to have non-functional Ward Committees receive targeted assistance through specialized intervention plans to improve their performance and restore functionality.

Currently, only 339 of the 400 established ward committees in the Province are functional. The following table shows the number of functional ward committees per municipality in Mpumalanga Province:

**Table 1.3: Number of functional ward committees per municipality**

Municipality-	Number of Wards	Ward Committees Established	Number of Functional Ward Committees	Number of Non-Functional Ward Committees	Number of Community Meetings
Emakhazeni	08	08	07	0	07
Emalahleni	34	34	16	04	16
DR JS Moroka	31	31	28	0	28
Steve Tshwete	29	29	27	02	27
Thembisile Hani	32	32	32	0	32
Victor Khanye	09	09	07	05	07
Chief Albert Luthuli	25	25	25	0	25
Dipaleseng	06	06	06	0	06
Govan Mbeki	32	32	20	25	20
Lekwa	15	15	15	0	15
Mkhondo	19	19	15	04	15
Msukaligwa	19	19	18	01	18
Dr Pixley Ka Seme	11	11	11	0	11

Bushbuckridge	38	38	38	05	38
Thaba Chweu	14	14	11	08	11
Nkomazi	33	33	32	01	32
City of Mbombela	45	45	37	06	29
TOTAL	400	400	345	61	345

Source: Mpumalanga Department of Co-operative Governance and Traditional Affairs report on Functionality of Ward Committees as at end February 2025

As illustrated on the above table, 61 wards are not functional and councillors are not conducting community meetings. This hinders a smooth flow of information to communities and might lead to increased protest marches.

The Department is committed to providing ongoing support to ensure that non-functional ward committees become operational. The Department has undertaken several initiatives to enhance the effectiveness of Ward Committees and foster public participation. Ward Councillors and Ward Committee members have been equipped with updated knowledge through refresher training programs, ensuring they are well-informed of their roles and responsibilities. Comprehensive performance assessments have been conducted, providing municipalities with detailed feedback on the functionality of their Ward Committees. Additionally, the Department has assisted municipalities in drafting targeted Support Plans to address identified gaps and will diligently monitor the implementation of these plans to improve Ward Committee functionality. To maintain open communication, the Department will continue to convene Provincial Public Participation Forums on a quarterly basis, focusing on key issues related to public participation within the province.

The poor functionality of ward committees can be attributed to several key factors. A significant decline in effectiveness is evident, driven by a lack of commitment and overall inefficiency among committee members. This issue is exacerbated by the lack of engagement between ward councillors and their communities, as many fail to convene regular ward community meetings. Inconsistent meeting schedules further impede the committees' ability to operate effectively. Additionally, ward improvement plans are often not translated into actionable steps, diminishing their impact. Municipal authorities have also struggled to address resident concerns raised through ward committees, and the absence of disciplinary action against those who violate the

ward committee code of conduct weakens enforcement efforts. Furthermore, a critical gap in municipal oversight exists, with Municipal Speakers failing to hold councillors accountable for missed meetings, as required by Schedule 1 of the Municipal Systems Act. Limited financial resources present another challenge, particularly in geographically expansive wards, where a lack of funding hinders committee members from fulfilling their duties, especially those requiring travel. Lastly, municipalities continue to rely on outdated Public Participation Strategies that fail to incorporate advanced technologies, such as social media and electronic complaint management systems, as effective tools for public engagement.

The Department employed a total of 392 Community Development Workers (CDWs) who are stationed across all 17 municipalities in the province, operating at the ward level. These workers play a crucial role in assisting the public with accessing information and services provided by various government Departments at different levels. They are essential to enhancing service delivery within communities. Community concerns in the province are addressed through a threefold approach: early warning, protest marches, and petitions. CDWs are responsible for reporting these issues to municipalities and the Department. It is then the responsibility of the Department and municipalities to ensure these matters are escalated to the relevant stakeholders, including sector Departments, for timely intervention.

### Challenges and Interventions

Table 1.4 Challenges and Interventions of Public Participations in municipalities

Challenges	Interventions
<ul style="list-style-type: none"> <li>✓ Non-Functional ward committees</li> </ul>	<ul style="list-style-type: none"> <li>✓ Municipalities to implement recommendations provided by COGTA on the assessment of ward committees functionality.</li> <li>✓ Speakers to implement consequence management to councillors who fail to convene ward committee and community meetings.</li> <li>✓ Municipalities to implement Support Plans drafted by COGTA after Ward Committee assessment.</li> </ul>

Challenges	Interventions
<ul style="list-style-type: none"> <li>✓ Poor response to issues raised during protest marches</li> </ul>	<ul style="list-style-type: none"> <li>✓ Municipalities to ensure the implementation of effective complaint management systems to enhance service delivery.</li> <li>✓ Municipalities to respond to community concerns captured Municipal Monitoring and Support System.</li> </ul>
<ul style="list-style-type: none"> <li>✓ Poor administrative functioning of ward committees</li> <li>✓ Unrealistic promises by Municipal Councillors to communities</li> </ul>	<ul style="list-style-type: none"> <li>✓ Municipalities should prioritize training ward committee secretariats to enhance their administrative skills, including drafting intervention reports, managing filing processes, and preparing meeting minutes.</li> <li>✓ Feedback on municipal IDP priorities should be effectively communicated through community structures for public participation, such as Ward Committees.</li> </ul>

To enhance the support provided to municipalities in addressing community concerns, the Department has developed the Livi Lemphakatsi Mobile Application. This innovative tool is designed to strengthen citizen engagement and streamline service delivery, marking a significant milestone in our efforts to improve governance within the Mpumalanga Province. Featuring a hybrid cloud infrastructure and two-way communication capabilities, the application is set to revolutionize how citizens interact with local municipalities. It enables real-time feedback and facilitates the prompt resolution of service delivery issues.

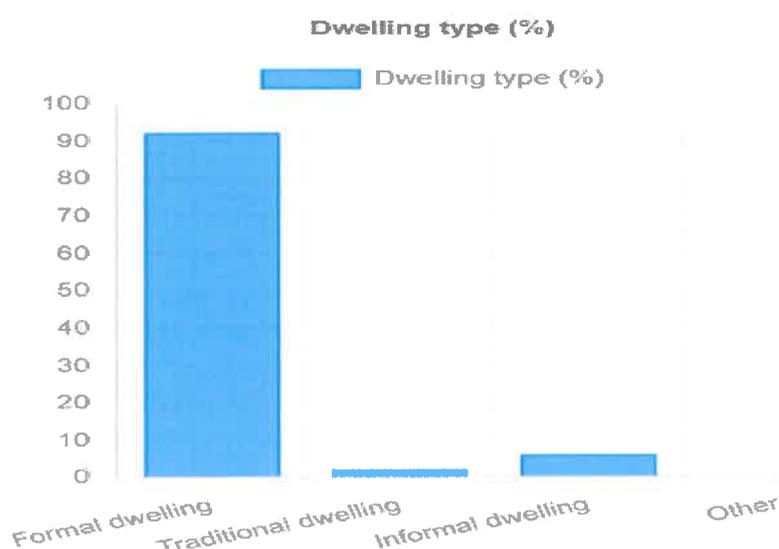
#### 4.1.4 Integrated Human Settlements

In a bid to assist Municipalities with the issue of damaging of critical infrastructure the Department has also established the Provincial Public Infrastructure Committee which has a primary objective of coordinating and implementing strategies on public infrastructure safety, in order to combat the theft and vandalism of essential infrastructure that hinder service delivery and implement rapid responses to violent protest marches at municipalities in the province.

The population of Mpumalanga province has shown a steady growth increasing from 4 039 939 in 2011 to 5 143 324 in 2022, the population growth is expected to increase on a similar trajectory

with an estimated increase of about 1.9 million by 2050 (Census, 2022). The living conditions of various households in Province are divided into three categories, namely Formal dwelling, Traditional dwelling and Informal dwelling. Formal dwelling is currently at 92.2%, Traditional dwelling is at 1.8% and Informal dwelling at 5.8%. This has elevated the challenge of shortage of housing units especially in formal dwellings (urban and peri-urban areas), the challenge is further exacerbated by the dwindling fiscal allocation due to the unfavourable economic outlook.

**Figure 1.2 Percentage of Dwelling Type**



Source: Census, 2022

The demand of housing in the Province far supersedes the supply and this is exacerbated by unfavorable economic environment which has led to shrinking fiscal resources and dwindling allocations especially those of the conditional grants. There is a steady increase in the housing demand in the Province, it has been increasing at about 16% in the last five years while the housing supply has decreased by 54% in the last five years.

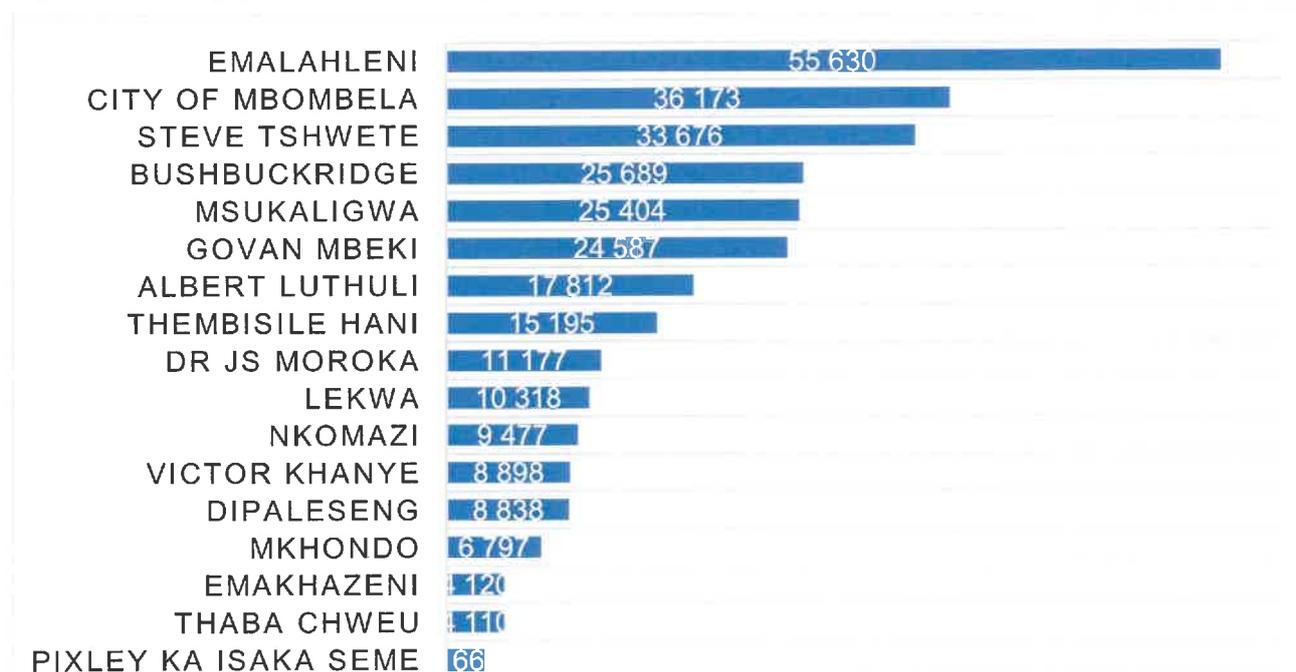
A minimum estimated cost of R 55 billion is required in today's value to completely meet the current housing demand. Going by the above at the current funding level, 143 years is required to meet the housing demand (not taken into consideration growth rate projections).

The above analysis therefore implies the need for emphasis on high impact projects which if implemented effectively can change the housing landscape and have significant impact on livelihood of the people. These includes:

- Fully implementing the **Integrated Residential Development Programme (IRDP)**
- Enforcing housing developments in **Priority Development Areas.**

The escalation of prices for construction material has had far reaching implication on delivery of set targets for the Department, this has necessitated the increase in subsidy quantum, e.g. the quantum for an ordinary IRDP housing unit has been revised upwards from R 139 721 to R 183 257, this an increase by 31%, this amount excludes the newly added functions such as: Solar system, Burglar bars for people living with disabilities and Rainwater harvesting devices and/or systems. There has been a steady increase in subsidy quantum, the housing subsidy has increased from R 103 000 in 2017/18 to R 183 257 in 2024/25 which represents 78% increase while the conditional grant funding has been stagnant to dwindling towards the end of the previous MTSF (2019-2024).

**Figure 1.3 Housing application on Housing Needs Register (HNR)**



Source: Census, 2022

Population Growth is expected to continue in South Africa, although at a slower rate than in the past century, with the growth rate going below 1% annually by 2026. By 2030 the population is forecast to be 64,465,553.

### Challenges and Interventions

Table 1.5 Challenges and Interventions of Public Participations in municipalities

Challenges	Interventions
<ul style="list-style-type: none"> <li>✓ Insufficient budget for housing units</li> </ul>	<ul style="list-style-type: none"> <li>✓ Prioritise servicing or sites to expand housing opportunities.</li> <li>✓ Partner with the private sector to increase delivery of integrated human settlements</li> <li>✓ Ensure that only qualifying beneficiary are allocated housing units</li> </ul>

#### 4.1.5 Basic Service Delivery

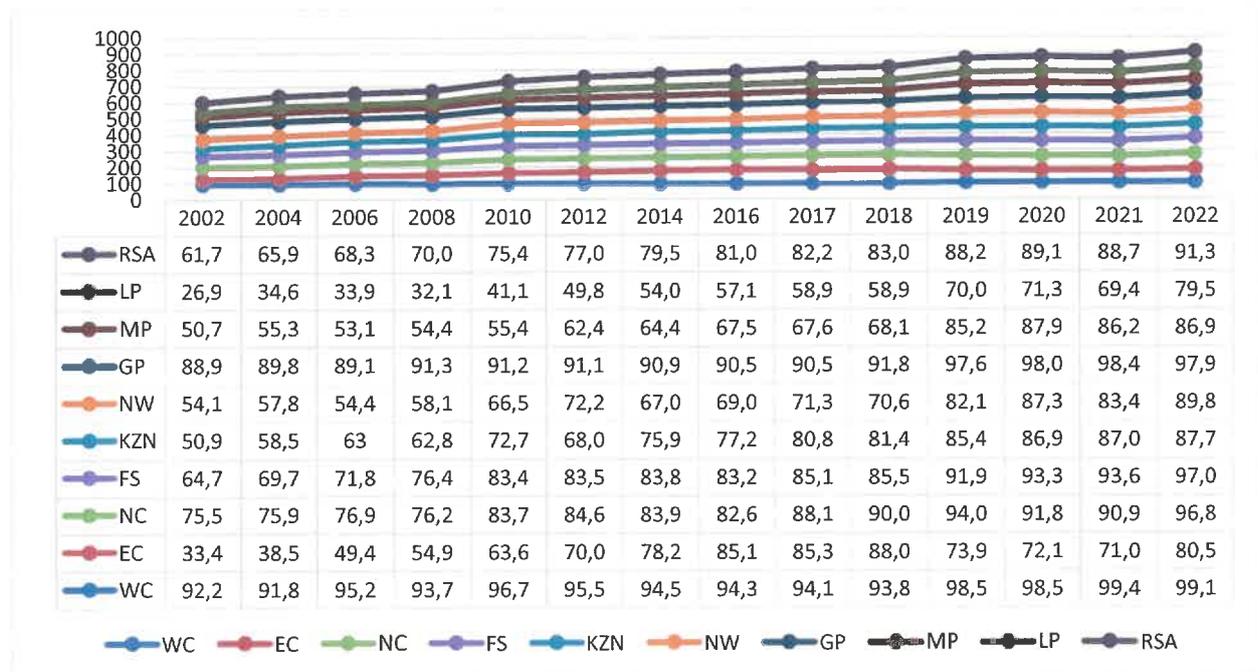
The National Development Plan aims to ensure the achievement of a “*decent standard of living*” for all South Africans by 2030. One of the core elements that comprises a basic standard of living is housing, water, electricity and sanitation. One of the most important characteristics of a progressive state is ensuring that all people, particularly the poor and other vulnerable groups, have access to basic services.

The analysis of access to basic service delivery demonstrates a significant improvement in the number of households with access to water, sanitation, Electricity and waste removal. The analysis is based on the General Households survey in 2019 and the Census in 2022 by Statistics South Africa. These improvements are a result of the massive collaborative efforts between the three spheres of government, to make a difference in the lives of the people in Mpumalanga.

#### 4.1.5.1 Access to Water

Access to water is a human right enshrined in the constitution of the republic of South Africa. Households' access to clean water provides key information needed to measure and plan access to and progress regarding to basic service delivery (Census, 2022). The Census 2022 analysis on access to water demonstrates a significant improvement in the number of households with access to water.

Figure 1.4: Households with access to piped water by Province from 2002-2022



Source: General Household Survey, 2021 and Census, 2022

Figure 1.4 indicates an increase in households with access to water has been recorded, from **1 134 864 (85.2%)** in 2019 to **1 235 476 (86.9%)** in 2022.

Despite such an increase, it has been noted that some of our municipalities are not sustainably delivering infrastructure services. This is exacerbated by a lack of or poor planning for service delivery, outdated/lack of master plans for infrastructure development, and the capacity to deliver services as required. Poor operation and maintenance of infrastructure contribute to unreliable delivery of water. Ageing infrastructure compromises the consistent, reliable, and sustainable provision of water services due to uncontrollable pipe bursts and collapsing water systems. The

provision of water services has been bedevilled by problems such as inadequate bulk water supply, insufficient water storage capacity, Dilapidated and non-compliant waste Water Treatment Works, theft and vandalism of infrastructure, and non-functional sewer pump stations and sewer spillages.

Municipalities such as Dr JS Moroka, Govan Mbeki, Thaba Chweu, Dipaleseng, Msukaligwa, and Victor Khanye have the most reported incidents of theft and vandalism of infrastructure. The problem of water losses in municipalities has been observed as serious in municipalities as per their audited financial statements of 2022/2023 financial year such as Thaba Chweu (85%), Msukaligwa (76%), Dipaleseng (76%), Emakhazeni (70%), Lekwa (69%), Victor Khanye (68%), Dr Pixley Ka Isaka Seme (67%), Lekwa (69%), Govan Mbeki (40%), Emalahleni (37%) and Chief Albert Luthuli (38%), whilst other municipalities are between 1% and 28%.

In addressing these challenges of infrastructure in municipalities, the Department has partnered with the Development Bank of Southern Africa (DBSA) to implement programmes such as master planning, asset care, project preparation, spatial restructuring and revenue enhancement. These programme aims to assist municipalities to improve on long-term infrastructure planning, operation and maintenance, infrastructure development and improved revenue enhancement towards self-sustainable. Municipalities are also utilizing 10% of the MIG to refurbish infrastructure for water and sanitation as provided for in the MIG framework.

#### **4.1.5.1.1. Green Drop Compliance**

The Water services authorities (WSAs) overall Green Drop performance is characterised by strength in technical capacity and capability, combined with good environmental management practices that have been practiced in the wastewater operations at some municipalities. The most critical KPA that require attention include effluent quality compliance, technical expertise and management, and financial administration.

**Table 1.6: Green Drop Compliance and Results**

Municipality	Green Drop score 2009 (%)	Green Drop score 2011 (%)	Green Drop score 2013 (%)	Green Drop score 2021 (%)
Mkhondo	0	0	51	55
Govan Mbeki	57	51	48	39
Lekwa	0	19	3	17
Msukaligwa	0	9	10	17
Dipaleseng	8	26	3	4
Dr Pixley Ka Isaka Seme	21	54	21	22
Chief Albert Luthuli	0	17	36	11
Emakhazeni	19	70	46	48
Victor Khanye	52	29	35	39
Steve Tshwete	11	76	73	88
Emalahleni	18	46	16	45
Thembisile Hani	0	30	26	47
Dr JS Moroka	35	59	46	42
City of Mbombela	72	86	83	74
Nkomazi	0	43	32	75
Bushbuckridge	0	29	13	24
Thaba Chewu	0	81	80	10
<b>MPUMALANGA</b>			<b>44</b>	<b>49</b>

12 of the 17 WSAs improved on their 2013 scores, whilst 5 WSAs regressed to lower Green Drop scores compared to 2013. Steve Tshwete is the best performing WSA in the province, supported by a technical site score of 90% (Komati WWTW). Nkomazi impressed by achieving an excellent overall progress from 32% in 2013 to a municipal score of 75% in 2021, followed by 74% for City of Mbombela. Unfortunately, 33 systems were identified to be in a critical state, compared to 41 in 2013. The systems are managed by 8 municipalities.

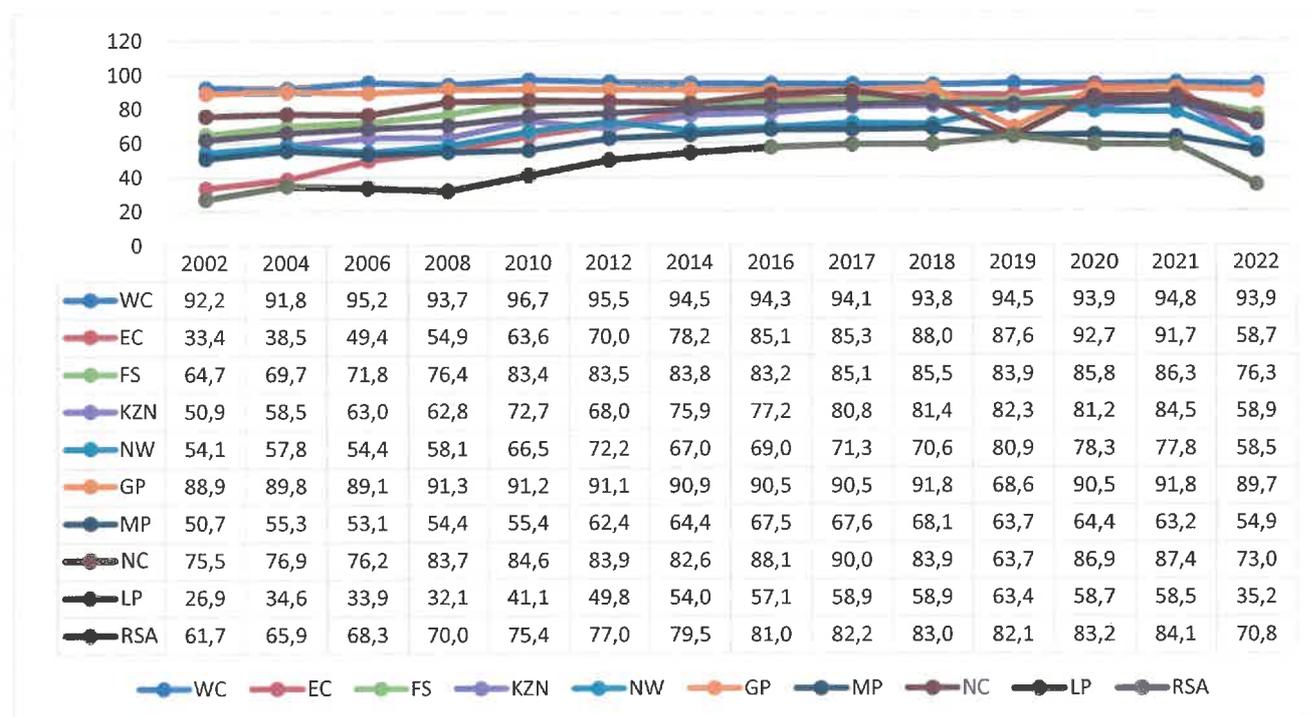


9 of 17 WSAs improved on their 2014 scores. The remaining 8 WSAs regressed to lower Blue Drop scores compared to the 2014. The Govan Mbeki LM (Rand Water), Victor Khanye LM (Rand Water) and Thembisile Hani LM (Rand Water) are the best performing WSAs in the province. 34 water supply systems were identified to be in a critical state in the province compared with 23 water supply systems in 2014.

#### 4.1.5.2 Access to Sanitation

According to the Census (2022), environmental hygiene is critical in the prevention of numerous diseases. It also has an impact on the natural environment and the maintenance of valuable natural resources such as water resources. One of the most important aspects of enhancing environmental hygiene is proper sanitation.

Figure 1.5: Percentage distribution of households that have access to improved sanitation per province, 2002–2022



Source: General Household Survey, 2021 and Census, 2022

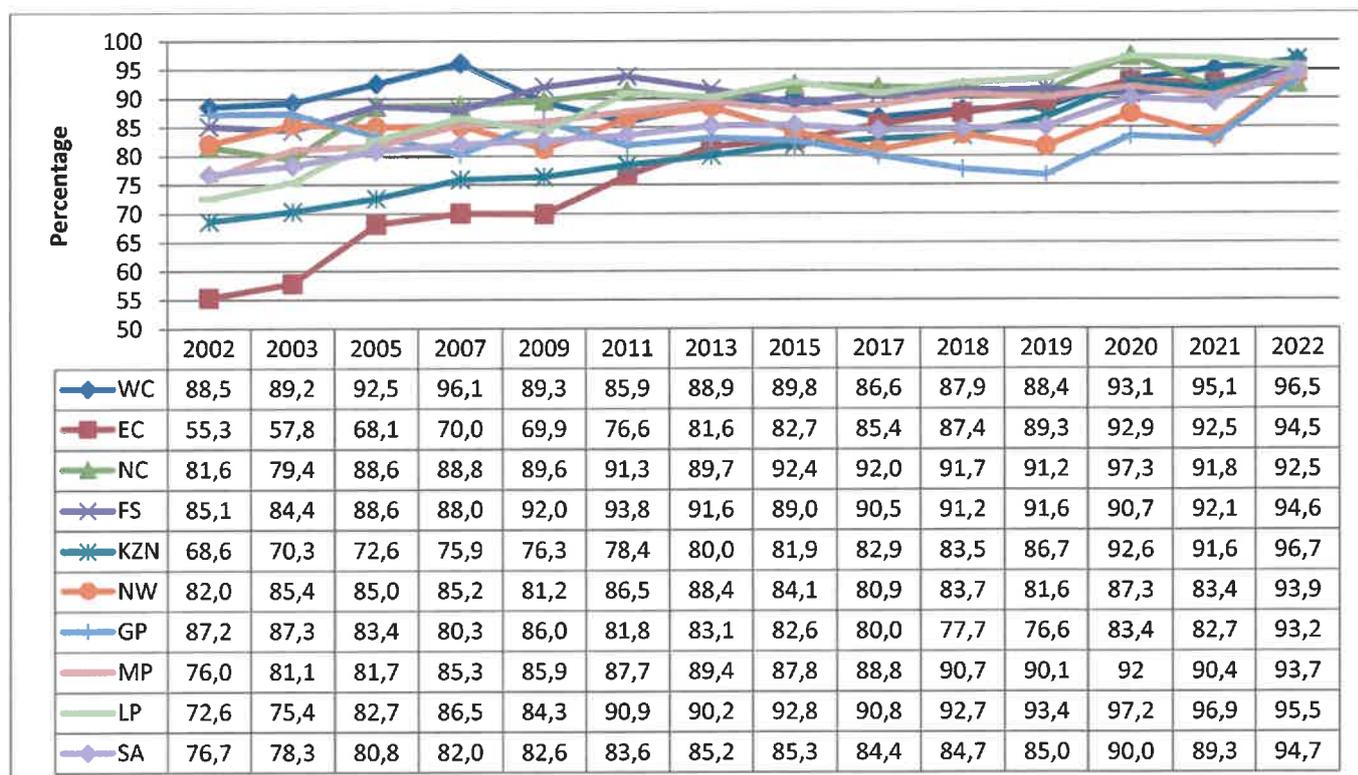
Figure 1.5 indicates an improvement in the number of households with access to improved sanitation (flushing toilet) in the country from 61.7% in 2002 to 70,8% in 2022. Mpumalanga has increased from 50.7% in 2002 to 54.9% in 2022. However, the Census 2022 revealed that

households with access to basic sanitation, which includes flushing toilets, chemical toilets, pit latrine with VIP and pit latrine without ventilation pipe is at 95.9%. It should however be noted that the province still have 1.2% of households utilising the bucket toilet system.

### 4.1.5.3 Energy

The sustainable development goals number seven aims to ensure access to affordable, reliable, sustainable and modern energy (Census, 2022). Having adequate and affordable access to energy source is vital to address household poverty.

Figure 1.6: Percentage distribution of households connected to the mains electricity supply by province, 2002-2022



Source: General Household Survey, 2021 and Census, 2022

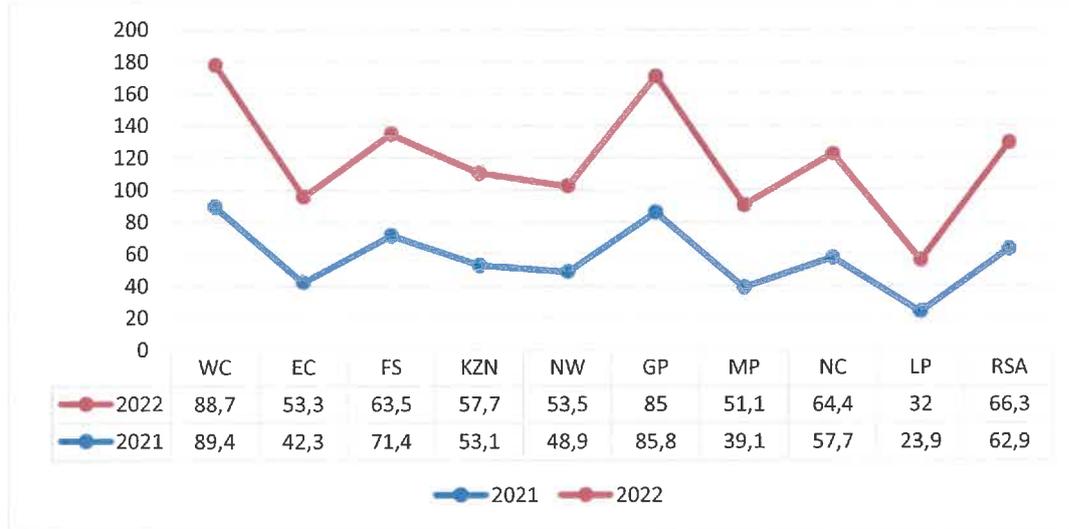
Figure 1.6 shows that access to electricity increased from 1,200 132 (90.1%) in 2019 to 1,332 152 (93, 7%) in 2022. There is still a call for concern that there are recorded electricity losses which hinders frequent supply of electricity to households. In 2022/2023, municipalities with the highest losses are in the Gert Sibande district such as Chief Albert Luthuli (73%), Govan Mbeki (64%), Msukaligwa (60%), Dr Pixley Ka Isaka Seme (42%) and Mkhondo (40%), whilst in Nkangala the highest losses are recorded in Emalahleni (37%) and Emakhazeni (40%) and in Ehlanzeni district electricity losses are the highest in Thaba Chweu (46%) whilst the losses in the other two locals in the District are manageable Nkomazi at 16% and City of Mbombela at 24%. The poor maintenance of infrastructure is a result of poor budgeting for operations and maintenance by municipalities. In the 2022/23 financial year, only Dr Pixley Ka Isake Seme (21%) and Chief Albert Luthuli (8%) municipalities have budgeted within the norm of 8% for operations and maintenance whilst other municipalities have budgeted less than 8% with municipalities such as Lekwa, and Victor Khanye setting aside a zero allocation for such as a service.

Recent assessment by the Department indicates that municipalities in the province have a combined notified maximum demand of 864,87 MVA (electricity) made available by ESKOM while the electricity demand capacity is 970,31MVA. Municipalities are experiencing challenges with the penalties charged by ESKOM on excessive Notified Maximum Demand hence municipalities are exceeding the allocated capacity. Consequently, some of the municipalities are compelled to implement internal rotational electricity load shedding apart from the normal load shedding implemented that Eskom implement from time to time, which remains a reality. Poor maintenance on electrical infrastructure contributes to huge distribution losses with high Eskom Debts which reflect negative on some municipal cash flows.

#### **4.1.5.4 Refuse Removal**

Refuse removal systems can make critical contributions to public health, environmental sustainability, economic development and poverty reduction (Census, 2022).

**Figure 1.7: Households with access to refuse removal by province, 2002-2022**



Source: General Household Survey, 2021 and Census, 2022

Figure 1.7 illustrates the provincial variation in access to refuse removal in the country. Households in Mpumalanga with access to refuse removal have improved from 39.1% in 2021 to 51.1% in 2022. There is a lack of prioritizing waste removal services in most municipalities resulting in an illegal dumping sites.

Further, there is a limited number of required yellow fleet and insufficient landfill sites. The province has a total of approximately 96 858 km of AC pipes that require replacement, and existing plans are not responding to the challenge. Lastly municipalities in the province have a total of 13119,9km of roads that require resurfacing and a total of 2780km of roads that require road resealing / pothole patching. The plans of municipalities are inadequate to address road resurfacing and pothole patching.

**4.1.5.5. Housing**

Housing Index in South Africa increased to 114.30 points in September 2024 from 112.20 points in March of 2023, it is projected to trend around 125.00 points in 2025 according to econometric models. The Housing Index averaged 99.69 points from 2017 until 2023, reaching an all-time high of 114.30 points in September of 2024 and a record low of 82.30 points in January of 2017.

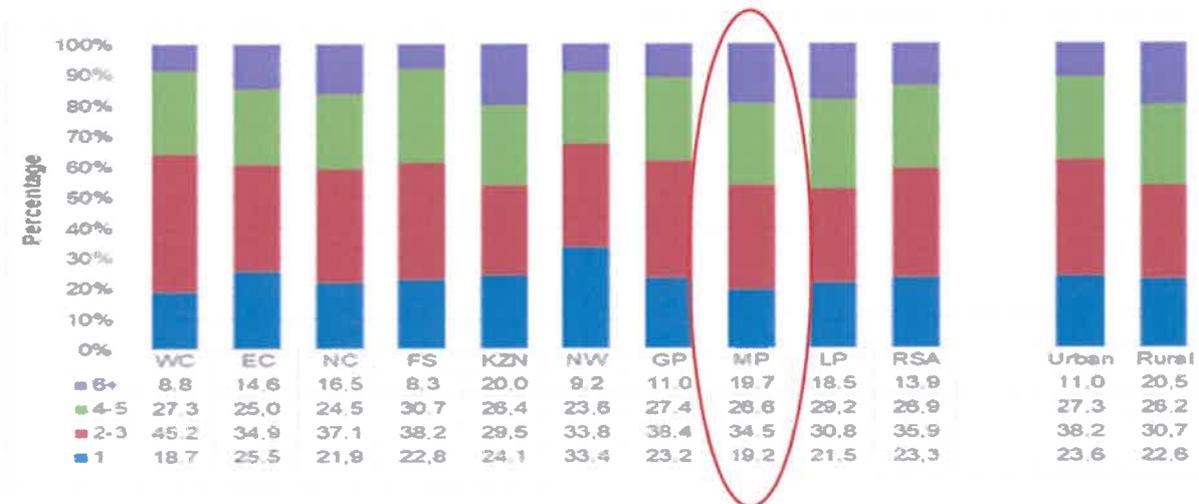
Figure 1.8: Housing Index, 2024



Source: South Africa Housing Index, 2024

More than one-fifth (23,3%) of South African households consisted of a single person in 2021, with Mpumalanga recording 19.2% as indicated on figure 1.9 below. Single person households were most common in North West (33,4%) and least common in Western Cape (18,7%). By contrast, households that comprised six persons or more were most common in KwaZuluNatal (20,0%), and more generally in rural areas (20,5% compared to 11,0% for urban areas).

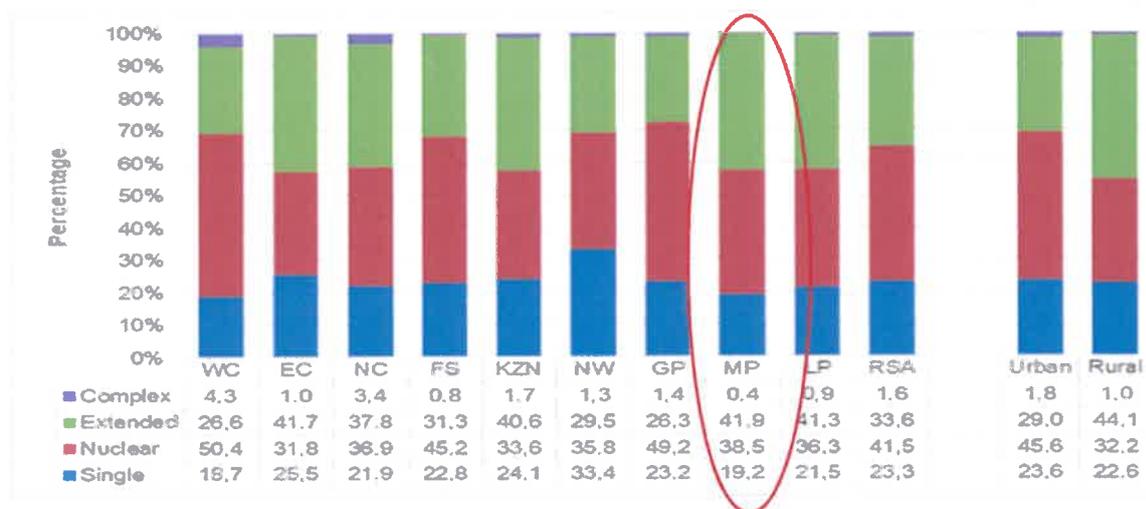
Figure 1.9. Percentage of household size by province and rural/urban status



Source: Census, 2022

Households can be configured in a variety of ways. Figure 1.10 below describes a configuration based around the core nuclear unit. Nationally, an estimated 41,5% of households were classified as nuclear (couples, or one or more parent(s) with children) while 33,6% of households were classified broadly as extended households (a nuclear core combined with other family members such as parents or siblings). Only 1,6% of households were classified as complex, meaning they contained at least one non-related person. It is noticeable that extended households were much more common in rural than urban areas (44,1% compared to 29,0%), while nuclear families were more common in urban areas (45,6% compared to 32,2%). Nuclear households were most common in Western Cape (50,4%) and Gauteng (49,2%). Extended households were most common in Mpumalanga (41,9%) and Eastern Cape (41,7%).

**Figure 1.10: Percentage distribution of household composition by province and rural/urban status**



Source: Census, 2022

## Challenges and Interventions

**Table 1.7 Challenges and Interventions of Basic Services Delivery**

Challenges	Interventions
✓ Influx of illegal immigrants that affects planning and provision of services	✓ Support municipalities to plan infrastructure to cater for the growing population in the Province

Challenges	Interventions
<ul style="list-style-type: none"> <li>✓ High losses and theft of electricity resulted in low revenue collections by municipalities</li> </ul>	<ul style="list-style-type: none"> <li>✓ In addressing the challenge, the Provincial Government adopted the RT15 contract with national Treasury for VODACOM to install automated smart metering system, which detects theft and vandalism of electricity infrastructure.</li> </ul>
<ul style="list-style-type: none"> <li>✓ Vandalism of the public infrastructure during service delivery protest</li> <li>✓ Aging and lack of maintenance of water, electricity and sewer infrastructure</li> <li>✓ Insufficient water supply</li> </ul>	<ul style="list-style-type: none"> <li>✓ Conduct Community awareness and education programmes against vandalism of public infrastructure</li> <li>✓ Refurbish and Upgrade all infrastructure network that may have reached their life span</li> <li>✓ Re-assess the functionality and design capability of all bulk sewer infrastructure.</li> <li>✓ Prioritise water and sanitation projects on MIG funding</li> </ul>
<ul style="list-style-type: none"> <li>✓ Unrealistic promises by municipalities</li> </ul>	<ul style="list-style-type: none"> <li>✓ Provision of feedback on municipal IDP priorities through the community structures for public participation (Ward Committees)</li> </ul>
<ul style="list-style-type: none"> <li>✓ Mushrooming of illegal dumping sites</li> </ul>	<ul style="list-style-type: none"> <li>✓ Municipalities to raise awareness on utilising licensed dumping sites</li> <li>✓ DARDLEA to facilitate the approval of licensed for waste disposal sites</li> <li>✓ Support municipalities with implementation of waste reduction initiatives</li> </ul>
<ul style="list-style-type: none"> <li>✓ High backlog of waste removal in most municipalities</li> </ul>	<ul style="list-style-type: none"> <li>✓ COGHSTA in partnership with DARDLEA and DFFE to support municipalities with implementation of Waste Management projects</li> </ul>

Challenges	Interventions
<ul style="list-style-type: none"> <li>✓ Excessive deterioration of waste management fleet and poor turn-around time to replace aged equipment is a challenge</li> </ul>	<ul style="list-style-type: none"> <li>✓ COGHSTA in partnership with DARDLEA and DFFE to support municipalities with implementation of solid Waste Management projects.</li> <li>✓ COGHSTA in partnership with DARDLEA and DFFE to support municipalities with registration and approval of procuring waste management fleet through MIG programme.</li> </ul>
<ul style="list-style-type: none"> <li>✓ Poor access roads as a result of potholes and inaccessibility</li> </ul>	<ul style="list-style-type: none"> <li>✓ COGHSTA to monitor the implementation of road projects for resurfacing, re-gravelling and resealing of potholes</li> <li>✓ District municipalities to support municipalities with maintenance of roads infrastructure</li> </ul>
<ul style="list-style-type: none"> <li>✓ Natural Disasters</li> </ul>	<ul style="list-style-type: none"> <li>✓ The Department will support municipalities in the implementation of the disaster reduction strategy</li> </ul>
<ul style="list-style-type: none"> <li>✓ Delapidated or insufficient infrastructure</li> </ul>	<ul style="list-style-type: none"> <li>✓ Department to support municipalities to maintain and upgrade existing infrastructure through MIG and other grants.</li> </ul>
<ul style="list-style-type: none"> <li>✓ Lack of capacity by municipal services</li> </ul>	<ul style="list-style-type: none"> <li>✓ Department to support municipalities to increase basic services in line with the demand through MIG and other grants.</li> </ul>
<ul style="list-style-type: none"> <li>✓ Mushrooming of new or expansion of existing informal settlements</li> </ul>	<ul style="list-style-type: none"> <li>✓ Work closely with municipalities to enforce by-laws and other legislation to curb the emergence or exacerbation of informal settlements.</li> </ul>
<ul style="list-style-type: none"> <li>✓ Inability to access mortgage finance by gap market households</li> </ul>	<ul style="list-style-type: none"> <li>✓ Strengthen partnerships with finance institutions to fasttrack First Home Finance subsidies.</li> </ul>

#### **4.1.5.6 Actions Supportive to Integrated Human Settlements**

The implementation of the District Development Model has been instrumental in advancing catalytic projects across various sectors, including infrastructure development, education, healthcare and economic growth. These initiatives are designed to address urgent community challenges, significantly improving the quality of life across the three districts. The following projects have been completed to date:

- a) Zinekeleni Technical High School Sasol Initiative;
- b) Upgrading of the Eerstehoek Water Scheme (Phase 1 and 2) and
- c) The Karino road interchange

The introduction of the District Development Model has reinstated the importance of cooperative governance, integration, collaboration and coordination across all sectors. This model demand all sectors such as local, provincial and national government including the private sector to work together in identifying the key issues affecting communities and developing interventions through catalytic projects responding to these issues. The three district municipalities of the province have adopted their District Development Models One Plans commonly known as DDM, identified a number of catalytic projects in each district area as part of the implementation of One Plans. The Executive council has approved the Public Private Growth Initiative (PPGI) Operational Framework/model in the pilot impact zone of Ehlanzeni district and to be extended in Gert Sibande and Nkangala Districts. The province should strengthen research capacity across all districts to assist in evaluating performance and identifying innovative measures for implementation across districts. The IGR framework has been reviewed to include the institutionalization of DDM implementation.

The DDM One Plans for the 3 districts were reviewed and updated during the 2022/23 Financial year. The province is implementing DDM through the Provincial DDM One Plan, the Development Bank of Southern Africa's Partner-A-District Programme, and Provincial One Plan on Road Infrastructure Maintenance. The DBSA Partner A District Programme is currently being implemented in Ehlanzeni and Gert Sibande districts whilst the Nkangala district could be considered in the future. The Department has established a Support Team made of Engineers

from various sectors (DWS, DBSA, MISA, DPWRT and COGHSTA) available to districts for infrastructure planning, development and maintenance-related interventions. The Province, in the 2023/24 FY hosted the DDM Presidential Imbizo as a subsequent event of the similar Imbizo hosted in the 2022/23 FY to monitor the impact of DDM on community needs.

The effective implementation of the Provincial and Municipal Spatial Development Frameworks to facilitate sustainable development and spatial transformation is not taken seriously by most sectors. Consequently, there is a lack of implementing land use schemes by municipalities to prevent illegal land development and land invasion. Our municipalities lack the ability to enforce spatial planning and land use management policies and legal prescripts. There is however, an appetite from municipalities with required capacity to enforce policies. There remain a challenge with traditional leaders in respect of SPLUMA implementation given its exclusion of traditional leadership in the planning decision making structures.

The Mpumalanga Sustainable Human Settlement Master Plan (2019-2024) (HSMP) estimates the incremental housing demand to be at 335 095 by 2035. Many of these people reside in an estimated 401 informal settlements in the Province. The HSMP identifies spatial targeting and consolidation as one of the key development needs. This need is equally echoed in the Mpumalanga Provincial Spatial Development Framework (2019) which prioritizes sustainable concentration and agglomeration as a strategic objective. Municipalities being assisted through the Department of Human Settlements to develop integrated human settlement and to upgrade informal settlements.

During the development of the integrated human settlements, the provision of bulk infrastructure has lagged. Therefore, municipalities will prioritise the provision of bulk infrastructure to cover the backlog.

## Challenges and Interventions

Table 1.8 Challenges and Interventions on Actions supportive to Integrated Human settlements

Challenges	Interventions
✓ Unavailability of land to plan towns meant to transform and improve communities	✓ DPWRT and municipalities to release land to plan towns and improve communities
✓ Some of the municipal Land Use Schemes and Spatial Development Frameworks are not SPLUMA compliant	✓ Support municipalities to review Land Use Schemes and Spatial Development Frameworks to be SPLUMA compliant
✓ Long term planning not institutionalized in most municipalities	✓ Facilitate the Development of the District based development plans linked to the Provincial Spatial Development framework for implementation
✓ IDPs not sufficiently useful to improve the living conditions and quality of life for communities in rural areas;	✓ All 20 municipalities have now integrated the Rural Development Chapter in the IDPs. The Department continues to monitor the integration of during the annual IDP analysis.
✓ Issues raised in previous IDPs not adequately addressed by municipalities due to limited resources;	✓ Partnership with Provincial Treasury on analysis of alignment in draft budgets, SDBIPs and IDPs on annual basis
✓ Unsupported spatial plans, land use schemes, development processes (legislation and by-laws) by Traditional Leaders.	✓ Consulting Traditional Leaders throughout the LUS and SDF review processes. ✓ Capacitate Traditional councils on land use planning
✓ The proliferation of informal settlements in urban areas, land invasion and sprawling settlements	✓ Supporting Municipalities in customising, adopting and implementing a policy/by-law on

Challenges	Interventions
	<p>the eradication of informal settlements and procedures to address land invasion.</p> <p>✓ Ensure municipal SDFs provide sufficient, well-located land for future residential development and demarcate urban development boundaries to contain urban sprawl</p>

#### 4.1.6 Disaster Management

The Department responds to most disaster incidents through the implementation of the provincial disaster management framework and disaster management plan. Important to note is that the majority of sector Departments previously had not adopted disaster management plans as required by the Disaster Management Act, 2002.

The Department has been supporting sector Departments to either develop or review their disaster management plans. All municipal disaster management centres at district level have disaster management plans. All disaster management centers in the province are functional with all governance structures activated from time to time when a disaster incident is recorded. The Department remains at the centre of coordinating all stakeholders and sectors to ensure effective response and recovery during disasters and further supported sectors in the 2023/24 FY through guidance on the development of the disaster management plans.

The National Disaster Management Center approved a disaster grant to the value of R323m allocated to municipalities to implement disaster infrastructure rehabilitation programme on approved projects. Fire services remain critical in the province given the lack of fire engines and tools in most municipalities. As part of the provincial intervention, the Department has procured five (5) fire and rescue vehicles to support municipalities such as Lekwa, Thaba Chweu, Dipaleseng, Nkomazi and Chief Albert Luthuli.

#### **4.1.7 GIS and Spatial Planning**

Working with district municipalities, the Department has supported the development of the DPME and DCOG spatialisation guidelines for implementation by Local Municipalities and District Municipalities. The essential areas recommended and identified throughout the spatialisation guidelines have been incorporated and made accessible as a component of the geographic information systems tools intended for data collection across municipalities.

The Department's support with implementing the Spatial Data Infrastructure Act has largely improved the development, and implementation of various software, systems, tools, and applications that resulted in improved geospatial referencing and sharing of spatial information amongst all municipalities.

The Department facilitated the compilation of the Provincial Spatial Development Framework (PSDF) that was approved by EXCO in September 2019 and gazetted in March 2020. The PSDF is in its 5th year of implementation and the Department plays a key role in:

Monitoring the following 2 projects: Mpumalanga Eastern Escarpment Regional Spatial Development Framework and the Nkosi City Development Project and assessing plans of Sector Departments for alignment to PSDF proposals.

The Department is in the process of compiling the Mpumalanga Eastern Escarpment RSDF, its boundaries coincide with the National Spatial Development Framework's (NSDFs) National Spatial Action Area (NSAA): Eastern Escarpment National Spatial Transformation and Economic Transition Region. The RSDF not only addresses matters of national interest but also provincial interest as it will promote Rural Diversity and Transformation in the region, which is a Spatial Development Strategy of the PSDF.

The NSDF and PSDF are key planning policies informing the compilation and review of municipal SDFs, as required in terms of the SPLUMA. The annual assessments conducted by the Department determines the consistency between SDFs and the PSDF and clearly articulates the planning proposals of the PSDF that need to be cascaded to the municipal plans (IDPs and SDFs) for each LM and DM. In this regard 14 of the 20 municipalities have SDFs that are compliant with the provisions of SPLUMA, the Department is supporting the review of the SDFs of the remaining 6 municipalities.

The PSDF informed the development of the DDM One Plans, with the DDM structures being a further platform to ensure that the NSDF and PSDF imperatives are embedded in local planning.

A municipal Spatial Development Framework is a policy tool indicating the desired spatial growth and development pattern of a Local Municipality for the next 10 to 20 years. A SDF informs land use management, economic development and infrastructure planning. It delineates areas where land use development would be supported and areas where land use development would not be appropriate.

The compilation/review and implementation of municipal SDFs are monitored by the Department through annual assessments. This is to ensure compliance with the principles SPLUMA and that well-located land (strategic development areas) are reserved for the development of sustainable integrated human settlements. Essentially, all public and private housing projects in cities, towns and villages in Mpumalanga should comply with the following spatial, objectives:

- Promote the availability of residential and employment opportunities in close proximity to each other;
- Contribute towards the correction of historically distorted spatial patterns of settlement in towns by filling the strategically located vacant strips of land between segregated communities, and providing for economic and social integration;
- Optimise the use of existing resources including bulk infrastructure, roads, transportation and social facilities; and
- Contain the phenomenon of urban sprawl in urban areas through the introduction of an Urban Development Boundary/ Urban Edge, which will contribute towards the development of more compact towns through processes of infill development and densification – especially around economic activity nodes and along public transport corridors.

#### **4.1.8 Local Economic Development**

Although the state of national disaster in respect of Covid19 has been terminated, the dire economic and social consequences caused by the Covid-19 pandemic remains evident on high unemployment and poverty rates including continuous widening gap of inequality. The Eskom situation on its ability to supply consistent and sustainable energy is having a serious impact not

only on large scale businesses but also on the operations of SMMEs without alternative energy such as the use of generators.

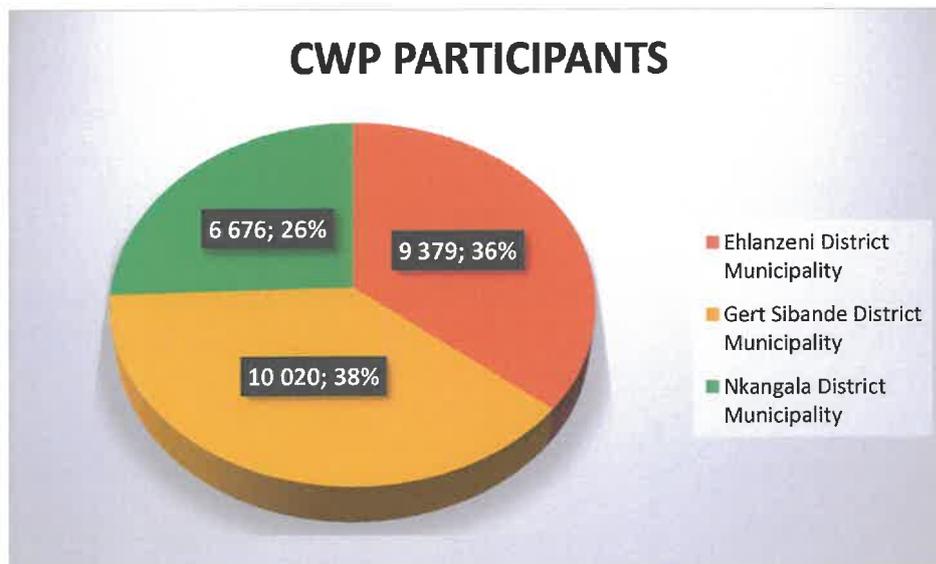
The South African Chamber of Commerce and Industry (SACCI) business confidence index, July 2024, reflects a modest improvement in business sentiment, which had significantly dropped before May's election but has started to recover with the formation of the coalition government with several parties. "The broader representation and accountability in government have created an opportunity for efficient economic expansion, more employment opportunities, and increased inclusiveness" SACCI statement said in July 2024. All Municipalities have LED Strategies in place while others such as Dipaleseng, Chief Albert Luthuli, City of Mbombela and Dr JS Moroka Local Municipalities have commenced with review processes aiming at responsiveness to the current economic and social outlook in communities. It must be further stated that LED governance needs to be strengthened in municipalities such as Msukaligwa and Lekwa in order to allow inclusive participation of communities and stakeholders on LED matters through functional LED Stakeholder Forums.

On the LED institutional landscape, nine (9) municipalities in the Province i.e., Bushbuckridge, Nkomazi, Thaba Chweu, Thembisile Hani, Dr JS Moroka, Victor Khanye, Emakhazeni, Dr Pixley Ka Isaka Seme and Mkhondo still have inadequately capacitated LED units in respect of personnel. The involvement of the business sector in municipal LED planning and implementation is key in collaboration and implementing sustainable initiatives for the creation of new jobs. Specific LED capacity building programmes will be rolled out to municipal officials, councillors and traditional leaders.

On Community Work Programme, the Department recently signed a Memorandum of Agreement with the national Department of Cooperative Governance on the implementation of the Programme in the Province. The fiscal curtailment implemented by Treasury across the government spheres to offload participants aged 60 and above has since been retracted. Therefore, it is anticipated that CWP in the Province will have about 23 000 participants from 26 625 participants by the end of the third quarter of the 2024/2025 fiscal year. To fight youth unemployment and poverty, the Department continues to create 190 work opportunities through the EPWP Youth Waste Management Project in Bushbuckridge, Nkomazi, Mkhondo, Dipaleseng, Dr JS Moroka, and Thembisile Hani Local Municipalities.

The Province reported 26 075 work opportunities created through CWP in aid to alleviate poverty disaggregated as follows:

Figure 1.11: Community Works Programme participants per district



Source: MP: CoGTA 2024/25 3<sup>rd</sup> Quarter Report on Community Works Programme

### Challenges and Interventions

Table 1.9 Challenges and Interventions on Local Economic Development

Challenges	Interventions
<ul style="list-style-type: none"> <li>✓ Increasing rate of unemployment and poverty in communities</li> </ul>	<ul style="list-style-type: none"> <li>✓ Implementation of the anti-poverty strategy to contribute to the reduction of unemployment rate and alleviate poverty in the Province</li> <li>✓ The Strategy shall promote the need for partnerships and collaboration between the private sector and government to fight unemployment, poverty, and inequality through business investment, skills development, SLPs, CSIs and grant funding</li> </ul>
<ul style="list-style-type: none"> <li>✓ Traditional Communities are most</li> </ul>	<ul style="list-style-type: none"> <li>✓ Facilitate agreements of Public Private Partnerships with Traditional Councils</li> </ul>

Challenges	Interventions
stricken hardest by poverty	✓ Conduct oversight to agricultural projects within Traditional communities to verify if Traditional communities benefits on the projects

#### 4.1.9 Financial Viability and Management in municipalities

The National Treasury refers to financial viability as the sustainability of the municipal budget, and whether the municipality is able to sustainably meet its expenditure commitments from its own revenues and transfers. Therefore, the National Treasury's definition allows for dependency. Conversely, the National Department of Co-operative Governance and Traditional Affairs (CoGTA) perceives a municipality that is dependent on grants as financially non-viable. However, the Division of Revenue Act, 2011 (Act 6 of 2011) allows for dependency, for instance, some municipalities will have poor revenue base and therefore dependent on transfers (SALGA, 2017).

The Auditor General South Africa (AGSA, 2023), identified lack of accountability and consequence management as one of the root causes of poor performance of municipalities. AGSA, 2023 further emphasized that, in order to create a culture that rewards excellence and encourages continual improvement, it is equally important to ensure that municipalities hire competent officials who are disciplined and held accountable for their work. A thorough analysis of audit outcomes has revealed significant gaps in financial reporting, a deteriorating financial health in local government, revenue management issues, inadequate project planning and monitoring skills, poor performance reporting, non-compliance with laws and regulations, particularly in Supply Chain Management (SCM); and weak Budget and Treasury offices as key challenges contributing to poor audit outcomes.

The tables below provide a comparative analysis of the audit opinion per municipality in each district over the past five years in the province, projecting the improvement, sustained and regression of audit opinions in comparison with previous financial years.

**Table 1.10: Municipal audit outcomes for Ehlanzeni District**

Number of years	1	2	3	4	5
Name of Municipality	Audit outcome 2019-20	Audit Outcome 2020-21	Audit outcome 2021-22	Audit outcome 2022-23	Audit outcome 2023-24
<b>Ehlanzeni District Municipalities</b>					
<b>1</b> Bushbuckridge	Unqualified with findings				
<b>2</b> City of Mbombela	Unqualified with findings				
<b>3</b> Nkomazi	Unqualified with findings				
<b>4</b> Thaba Chweu	Qualified	Unqualified with findings	Unqualified with findings	Qualified	Qualified
<b>5</b> Ehlanzeni District	Unqualified with no findings				

**AUDIT FINDINGS ANALYSIS: EHLANZENI DISTRICT**

Thaba Chweu had the highest number of findings at 82 (31%) of the total findings in the district. Amongst the locals, City of Mbombela and Nkomazi had the least findings at 51 each (19%) of the total district findings. Bushbuckridge had the most addressed findings at 63 (53%), followed by Nkomazi at 46 (38%). The overall findings addressed in the district are at 70%, and in progress at 11%.

**Table 1.11: Municipal audit outcomes for Gert Sibande District**

Number of years	1	2	3	4	5
Name of Municipality	Audit outcome 2019-20	Audit outcome 2020-21	Audit outcome 2021-22	Audit outcome 2022-23	Audit outcome 2023-24
<b>Gert Sibande District Municipalities</b>					
1 Chief Albert Luthuli	Unqualified with findings	Unqualified with findings	Qualified	Qualified	Qualified
2 Dipaleseng	Disclaimer	Disclaimer	Qualified	Qualified	Qualified
3 Dr Pixley Ka Isaka Seme	Disclaimer	Qualified	Unqualified with findings	Unqualified with findings	Unqualified with findings
4 Lekwa	Disclaimer	Disclaimer	Disclaimer	Qualified	Qualified
5 Govan Mbeki	Disclaimer	Qualified	Qualified	Qualified	Qualified
6 Msukaligwa	Adverse	Qualified	Qualified	Qualified	Qualified
7 Mkhondo	Qualified	Unqualified with findings	Unqualified with findings	Unqualified with findings	Unqualified with findings
8 Gert Sibande	Unqualified with findings	Unqualified with no findings	Unqualified with findings	Unqualified with findings	Unqualified with findings

**ANALYSIS OF AUDIT FINDINGS: GERT SIBANDE DISTRICT**

Dipaleseng had the highest number of findings at 199 (34%) of the total findings in the district. Amongst the local municipalities, Mkhondo had the least findings at 33 (6%) of the total district findings. Dr Pixley Ka Isaka Seme had the most addressed findings at 53 (93%), followed by Chief Albert Luthuli at 56 (86%). The overall findings addressed in the district are at 51%, and in progress at 17%.

**Table 1.12: Municipal audit outcomes for Nkangala District**

Number of years	1	2	3	4	5
Name of Municipality	Audit outcome 2019-20	Audit outcome 2020-21	Audit outcome 2021-22	Audit outcome 2022-23	Audit outcome 2023-24
<b>Nkangala District Municipalities</b>					
<b>1</b> Emakhazeni	Adverse	Adverse	Adverse	Adverse	Qualified
<b>2</b> Emalahleni	Qualified	Qualified	Qualified	Qualified	Unqualified with findings
<b>3</b> Dr JS Moroka	Disclaimer	Disclaimer	Qualified	Qualified	Qualified
<b>4</b> Thembisile Hani	Qualified	Unqualified with findings	Unqualified with findings	Unqualified with findings	Unqualified with findings
<b>5</b> Steve Tshwete	Unqualified with no findings	Unqualified with no findings	Unqualified with findings	Qualified	Qualified
<b>6</b> Victor Khanye	Qualified	Qualified	Qualified	Qualified	Qualified
<b>7</b> Nkangala	Unqualified with no findings				

### **AUDIT FINDINGS ANALYSIS: NKANGALA DISTRICT**

Dr JS Moroka had the highest number of findings at 81 (32%) of the total findings in the district. Amongst the locals, Emakhazeni and Steve Tshwete had the least findings at 29 each (12%) of the total district findings. Thembisile Hani had the most addressed findings at 35 (100%), followed by Emakhazeni at 28 (97%). The overall findings addressed in the district are at 51%, and in progress at 8%.

## Challenges and Interventions

Table 1.13 Challenges and Interventions on Financial Viability and Management

Challenges	Interventions
<ul style="list-style-type: none"> <li>✓ Lack of funding for Gazetting of Municipal Rates By-Laws</li> <li>✓ Non-compliance with section 14 (Gazetting of rates tariffs)</li> </ul>	<ul style="list-style-type: none"> <li>✓ The Department will support municipalities on the review and gazetting of Rates By-Laws and gazetting of rates tariffs</li> <li>✓ The Department will monitor and provide hands on support, guidance with the implementation of MPRA</li> </ul>
<ul style="list-style-type: none"> <li>✓ Weakening internal controls around basic financial, performance and project management due to the slow response by management to implement sustainable long-term solutions.</li> </ul>	<ul style="list-style-type: none"> <li>✓ The Department will be working together with the Department of Finance on the monitoring the investigations of unauthorised, fruitless and wasteful expenditure stated on the AGSA MFMA's report for 2023/24 municipal audit outcomes and will assist municipalities to review Municipal Audit Action Plans and monitoring the implementation of the audit action plans in order to assist on the improvement of municipal audit outcomes.</li> </ul>
<ul style="list-style-type: none"> <li>✓ Lack of commitment to prevent, or deal with the accumulated balances of, unauthorised, irregular, fruitless, and wasteful expenditure as well as management failure to implement recommendations and resolutions of the various assurance providers, such as internal audit units, audit committees and municipal public accounts committees, due to leadership not implementing consequences for poor performance and transgressions.</li> </ul>	

**Major Achievement based on outcome: Improve the delivery of basic services and bring stability to local government and 2024-2029 MTDP Priorities**

**Sub-outcome 1: Improve the delivery of basic services and bring stability to local government and MTDP 2024-2029 Priority 3: A capable, ethical and developmental state.**

**Access to basic services**

Whilst concerted efforts are being made in monitoring and supporting municipalities to provide basic services need to households. The Department has noted a remarkable improvement from 2019 to 2022 in provision of basic water, sanitation, electricity and refuse removal.

Table 2.1

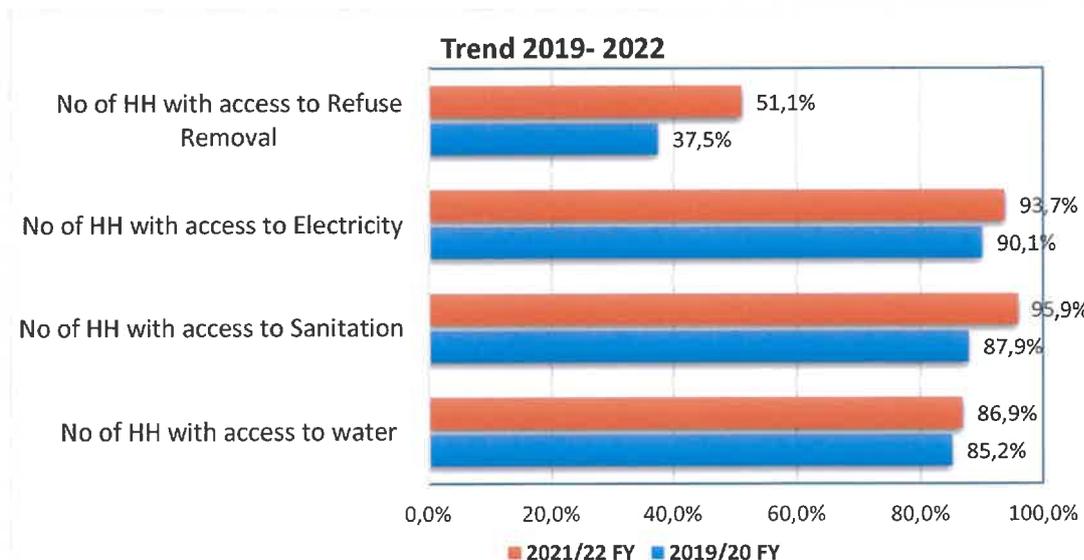


Table 2.2

Basic Services	2019/20 FY	2021/22 FY	Trend 2019-2022
Number of Households	1 332 000	1 421 721	89 721
No of HH with access to water	1 134 864 (85.2%)	1 235 476 (86.9%)	100 612
No of HH with access to Sanitation	1 304 028(97.9%)	1 363 430 (95,9%)	59 402
No of HH with access to Electricity	1 200 132 (90.1%)	1 332 152 (93.7%)	132 020
No of HH with access to Refuse Removal	499 500 (37.5%)	726 499 (51,1%)	226 999

Source: General Households Survey 2019 and Census 2022

### Basic Water and Sanitation provision

- Though some major challenges were noted in the provision of water and sanitation in the Province, the Department constructed boreholes as an additional capacity to increase water supply to the communities of Dr JS Moroka Municipality (Itsoseng, Legothlong, Tsakane, Leswahleng, Ten Morgan Ext Marikana, Khutsong, Rankaile, Trust, Boikhutsong and Sekwaereng) and Nkomazi Local Municipality (Dludluma, Engwenyeni, Steenbok, Sibange, Mgobodzi, Block B, Phosaville, kaMdladla and Mangweni).
- The following figure 4.1 shows some of the boreholes constructed by the Department within municipalities in the Mpumalanga Province.

Figure 2.1 Boreholes constructed in Dr JS Moroka and Nkomazi Local Municipalities





- ✓ An increase in households with access to water has been recorded, from **1 134 864 (85.2%)** in 2019 to **1 235 476 (86.9%)** in 2022.
- ✓ Similarly, an achievement has been recorded for sanitation, with the number of households with access to sanitation services, rising from **1304 028 (97,9%)** in 2019 to **1 363 430 (95,9%)** in 2022.

#### **Electricity Provision in the Province**

- ✓ Having adequate and affordable access to energy sources is vital to address household poverty. In supporting municipalities to provide adequate access to basic energy sources that seek to address household poverty, the Department;
- ✓ Access to electricity increased from **1,200 132 (90.1%)** in 2019 to **1,332 152 (93,7%)** in 2022.

#### **Provision of refuse removal basic services**

- ✓ The proper disposal of household waste and refuse is important to maintain environmental hygiene of the households' neighbourhoods
- ✓ For refuse removal, the number increased from **499 500 (37.5%)** in 2019 to **726 499 (51,1%)** in 2022.

## Provision of integrated human settlements

Figure 2.2: RDP Houses constructed



- ✓ In contribution to integrated human settlements the Department handed over **12 286** Title deeds to the rightful beneficiaries during the 2019-2024 MTSF period.
- ✓ 29 229 sites were serviced through the upgrading of informal settlements as well as the integrated residential development programmes.

### **Sub-outcome 2: Strengthened intergovernmental arrangements for a functional system of cooperative governance for local government** (Linked to: MTDP 2024-2029 NDP Priority 3: A Capable, Ethical and Developmental State)

- ✓ The Livi Lemphakatsi Application was designed to strengthen citizen engagement and streamline service delivery, marking a significant milestone in our efforts to improve governance within the Mpumalanga Province.
- ✓ The Department employed a total of 392 Community Development Workers (CDWs) who are stationed across all 17 municipalities in the province, operating at the ward level.
- ✓ All local municipalities implemented Public Participation Programmes
- ✓ Supported Traditional Councils to participate in Municipal councils, ward committees and IDP forums.

**Sub-outcome 3: Democratic, well governed and effective municipal institutions capable of carrying out their developmental mandate as per the constitution (Linked to: MTDP 2024-2029 NDP Priority 3: A Capable, Ethical and Developmental State)**

- ✓ MPACS have been established in all municipalities. All the strategic partners, portfolio-based, did induction and accredited training was done for all MPAC members
- ✓ MPACs are conducting their oversight in all the municipalities in the Province. Recommendations are made and discussed in council for resolutions.
- ✓ Troika sits frequently in most municipalities and is sometimes extended to include the MM and MPAC chairperson depending on the issues discussed.
- ✓ 99 of 124 (80%) Senior Management positions filled in Municipalities, with 25 outstanding vacancies.
- ✓ All municipalities have anti-corruption policies in place.

**Sub-outcome 4: Sound Financial Management (Linked to: MTDP 2024-2029 NDP Priority 3: A Capable, Ethical and Developmental State)**

- ✓ All 17 Local Municipalities in the Province are implementing the Municipal Property Rates Act
- ✓ Valuation Appeal Board for Gert Sibande, Nkangala and Ehlanzeni District Municipality has been established by notice in the *Provincial Gazette*

**Sub-outcome 5: Local public employment programmes expanded through the Community Work Programme (CWP) (Linked to: MTDP 2024-2029 NDP Priority 1: Inclusive economic growth and job creation)**

- ✓ Achieved 26 381 work opportunities reported through Community Works Programme through the Community Works Programme funded by the National Department of Co-operative Governance
- ✓ The infrastructure sector within the EPWP is considered to be a sector that generates more work opportunities compared to the other sectors. Hence Municipal Infrastructure Grant programme should be viewed as one of the key programmes that play a huge role in job creation and alleviation of poverty in the country.
- ✓ A total of 4 782 work opportunities were created through MIG.

**Provision of Disaster Management Relief (Linked to: MTDP 2024-2029 Priority 3: A capable, ethical and developmental state**



Figure 2.3: Official handover of fire and rescue vehicles

- ✓ All municipal disaster management centres at district level have disaster management plans
- ✓ Fire services remain critical in the province given the lack of fire engines and tools in most municipalities. As part of the provincial intervention, the Department has procured five (5) fire and rescue vehicles to support municipalities such as Lekwa, Thaba Chweu, Dipaleseng, Nkomazi and Chief Albert Luthuli.

#### 4.1.10 Traditional Affairs

Traditional institutions are the oldest and most enduring institutions of governance (Opasina, 2016). This implies that these institutions can be the bridge in ensuring traditional community concerns can be heard in the Government governance structures to ensure development within Traditional communities. However, the report on the state of Traditional Affairs in Mpumalanga revealed that the participation of Traditional Leaders institution in matters of government has been minimal (MP:COGTA, 2023).

The existence of a traditional council as a governing body for the traditional community, with its functions and powers outlined in the Traditional and Khoi-San Leadership Act, adds another layer of complexity to the debate over the role and status of traditional leaders in modern South Africa (Rautenbach and Ferreira, 2023). It is worth noting that the Traditional and Khoi-San Leadership Act requires the establishment of a traditional council for each recognised leader or community, which serves as the governing body for the respective traditional community. The Act outlines the functions and powers of the traditional council, which include administering the affairs of the traditional community, assisting traditional leaders, supporting municipalities, and participating in policy and legislation development at a municipal level (Rautenbach and Ferreira, 2023).

The day-to-day administration in Traditional Council depends on the funds available to operate the Traditional Council Office. Most of the Traditional Councils does not collect enough revenue to cover their month-to-month expenses, which then leads to dependence on the Grant provided by the Mpumalanga Department of Co-operative Governance and Traditional Affairs. During the 2024/25 Financial Year, R 0.350 million was provided to Traditional Councils for administrative expenses and R 0. 250 million for the holding of cultural ceremonies. Kings Councils are further provided with an additional R 0. 300 million for Annual Commemoration.

### 5.1.1. Internal Environment Analysis

The Mpumalanga Department of Co-operative Governance, Human Settlements and Traditional Affairs is currently in the process finalizing the merger. Therefore, still awaiting the approval of the proposed organizational.

The Budget Programme Structure for Department of Co-operative Governance, Human Settlements and Traditional Affairs provides for 5 Programmes, namely:

- **Administration:** This programme aim at providing effective financial, technical and administrative support to Department.
- **Integrated Human Settlements:** This programme is responsible for Integrated Human Settlements Planning, Human Settlements Housing Policy and Research; Subsidy and Beneficiary Management; Community Empowerment and Stakeholder Engagement. The programme concerns itself with township establishment processes in line with the legal prescripts and guidelines for the establishment of integrated human settlements. It is also responsible for construction of human settlements projects such the actual construction of top structures and overall management of activities at regional level. Furthermore, it is responsible for the Security of Tenure through the Title Deeds Programme; Rental Housing Programmes, Rental Tribunal, Property management and Land Acquisition.
- **Cooperative Governance:** This programme aim at strengthen the administrative and financial capacity of municipalities perform their developmental responsibilities and strengthening Municipalities on development and planning requirements as well as coordinating and enhancing the delivering of quality infrastructure to improve the provision of basic services in local government level.
- **Traditional Institutional Development:** This programme aim to support, strengthen and capacitate the institution of Traditional leadership to accelerate rural development, nation building and social cohesion in Traditional communities.
- **House of Traditional Leaders (Optional):** This program perform an oversight function over government Departments and agencies pertaining service delivery projects and programmes in Traditional communities.

The table below shows the Budget and Programme structure for the Department of Co-operative Governance, Human Settlements and Traditional Affairs:

**Table 1.14: Budget and Programme structure**

<b>Programme</b>	<b>Sub-Programme</b>	<b>Sub-Sub-Programme</b>
<b>1. Administration</b>	1.1. Office of the MEC 1.2. Corporate Services 1.3. Capacity Development	
<b>2. Human Settlements</b>	2.1. Housing Needs, Research and Planning	2.1.1. Administration 2.1.2. Policy 2.1.3. Planning 2.1.4. Research
	2.2. Housing Development	2.2.1. Administration 2.2.2. Financial Interventions 2.2.3. Incremental Interventions 2.2.4. Social and Rental Intervention 2.2.5. Rural Intervention
	2.3. Housing Asset Management	2.3.1. Administration 2.3.2. Sale and transfer of Housing Properties 2.3.3. Devolution of Housing Properties 2.3.4. Housing Properties Maintenance
<b>3. Cooperative Governance</b>	3.1. Local Governance	3.1.1. Municipal Administration 3.1.2. Municipal Finance 3.1.3. Public Participation 3.1.4. Capacity Development 3.1.5. Municipal Performance Monitoring, Reporting and Evaluation
	3.2. Development and Planning	3.2.1. Spatial Planning 3.2.2. Land Use Management 3.2.3. Local Economic Development 3.2.4. Municipal Infrastructure 3.2.5. Disaster Management 3.2.6. IDP Coordination
<b>4. Traditional Institutional Development *</b>	4.1. Traditional Institutional Administration 4.2. Traditional Resource Administration 4.3. Rural Development Facilitation 4.4. Traditional Land Administration	
<b>5. House of Traditional Leaders (Optional) *</b>	5.1. Administration of Houses of Traditional Leaders 5.2. Committees and Local Houses of Traditional Leaders	

The following figure illustrates the Organisational Structure of the Department:

**Figure 1.12: Overview of the Mpumalanga Department of Co-operative Governance, Human Settlements and Traditional Affairs**

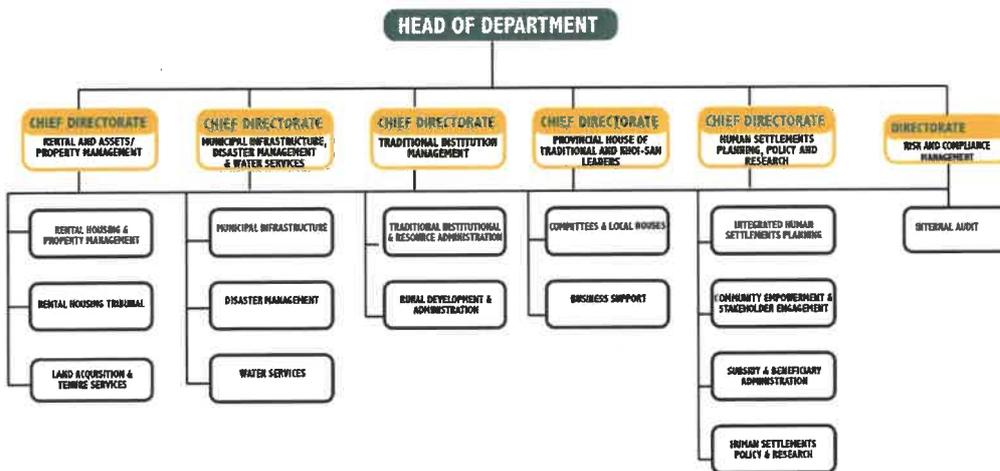
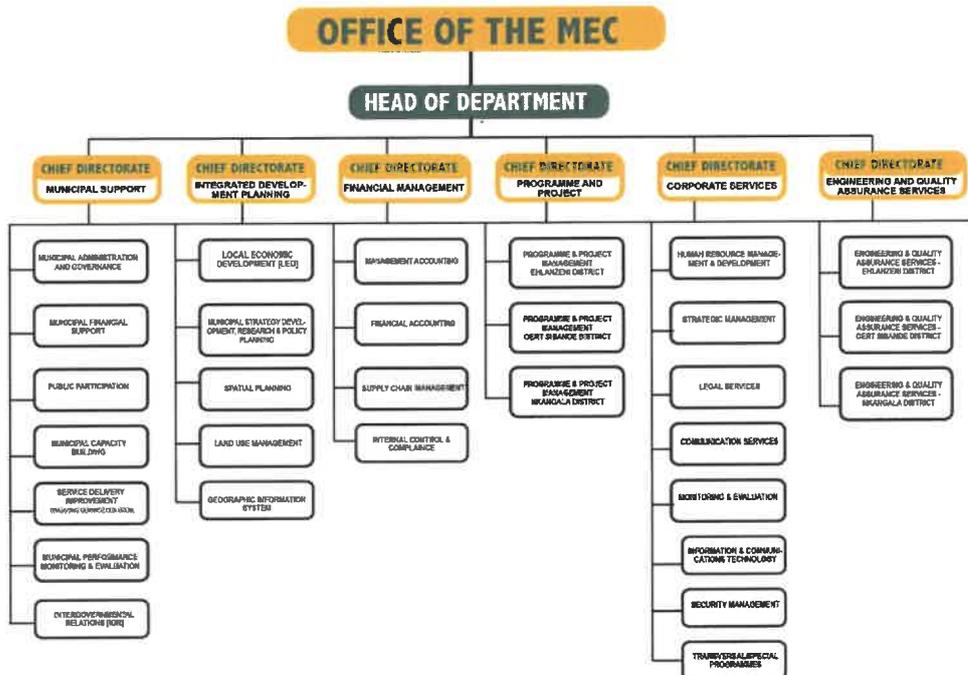


Table 1.15: staff Compliment and vacancy rate in the Mpumalanga Department of Co-operative Governance and Traditional Affairs as at March 2025.

**COGTA STAFF COMPLEMENT AND VACANCY RATE**

Programme	Posts on Organogram	Filled post Staff Establishment		Vacancies on Organogram	Vacancy Rate based on posts on Establishment %
		On Posts	Additional		
ADMINISTRATION	111	109	-	2	1.8%
LOCAL GOVERNANCE	498	447	-	51	10.2%
DEVELOPMENT AND PLANNING	64	53	-	11	17.2%
TRADITIONAL INSTITUTIONAL MANAGENT	43	39	21	4	9.3%
HOUSE OF TRADITIONAL LEADERS	23	21	5	2	8.6%
<b>TOTAL</b>	<b>739</b>	<b>669</b>	<b>26</b>	<b>70</b>	<b>9.5%</b>

Some of the key functions of the Department includes monitor and supporting municipalities with implementation of Land Use Management, development provincial guidelines, norms and standards and policies on Land Use Management, render surveying services at municipalities and tribal authorities, supporting municipalities and tribal authorities in terms of tenure upgrading and township establishment and monitoring municipal infrastructure projects which would require skilled engineering expertise. However, there is High turnover rate of town planners and engineers.

With regards to the status of the institution regarding skills, women, youth and people with disabilities:

**Department of Cooperative Governance and Traditional Affairs.**

- Percentage of Women in SMS levels is at 45.5% in 01 March 2025.
- Percentage of Persons with Disabilities employed at SMS level is at 0.0%.
- Percentage of Persons with Disabilities at 1.3% in 01 March 2025.
- SMS employees at 22 in 01 March 2025.
- Employees at Middle Management (Salary 11 & 12) at 65 in 01 March 2025.
- Employees at Skilled Technical and Academically Qualified (Salary level 6 – 10) at 564 in 01 March 2025.
- Employees at Semi-Skilled level (Salary level 3 - 5) at 41 in 01 March 2025.
- Employees at Unskilled category (salary Level 1 - 2) at 3 in 01 March 2025.

- The total staff compliment at 695 in 01 March 2025.
- Total percentage of Males across all levels at 46.9% in 01 March 2025.
- Total percentage of Females across all levels at 53.1% in 01 March 2025.
- The percentage of employees who are under 35 years of age at SMS level are at 4.5% in 01 March 2025.

Table 1.16: staff Compliment and vacancy rate in the Mpumalanga Department of Human Settlements as at September 2024.

**HUMAN SETTLEMENTS STAFF COMPLEMENT AND VACANCY RATE**

Programme	Posts on Organogram	Filled post Staff Establishment		Vacancies on Organogram	Vacancy Rate based on posts on organogram %
		On Posts	Additional		
ADMINISTRATION	172	153	14	19	11%
HOUSING NEEDS, RESEARCH AND PLANNING	106	92	0	14	13%
HOUSING DEVELOPMENT	69	66	0	3	4.3%
HOUSING ASSET MANAGEMENT PROPERTY MANAGEMENT	29	20	0	9	31%
<b>TOTAL</b>	<b>376</b>	<b>331</b>	<b>14</b>	<b>45</b>	<b>11.9%</b>

With regards to the status of the institution regarding skills, women, youth and people with disabilities:

- Percentage of Women in SMS levels is at 40% in 01 March 2025.
- Percentage of Persons with disabilities employed at SMS level is at 0.0%.
- Percentage of Persons with disabilities at 1.45% in 01 March 2025.
- SMS employees at 25 in 01 March 2025.
- Employees at Middle Management (Salary 11 & 12) at 76 in 01 March 2025.
- Employees at Skilled Technical and Academically Qualified (Salary level 8 – 10) at 139 in 01 March 2025.
- Employees at Semi-Skilled level (Salary level 4 - 7) at 83 in 01 March 2025.
- Employees at Unskilled category (salary Level 1 - 3) at 22 in 01 March 2025.
- The total staff compliment at 345 in 01 March 2025.
- Total percentage of Males across all levels at 46.38% in 01 March 2025.

- Total percentage of Females across all levels at 53.62% in 01 March 2025.
- The percentage of employees who are under 35 years of age at SMS level are at 0.0% in 01 March 2025.
- The percentage of employees who are classified as youth is at 11.89% in 01 March 2025

Section 195 of the Constitution of the Republic of South Africa prescribes that the public administration must be governed by the democratic values and principles enshrined in the Constitution, including the following principles:

- A high standard of professional ethics must be promoted and maintained
- Public Administration must be development oriented.
- Good human resource management and career development practices, to maximize human potential, must be cultivated.

The South African National Development Plan (2030) envisages on building a capable and developmental state, characterized by professionalism, career orientated and prestigious public service. The Department will work toward improving professionalism by capacitating the designated groups (Males, females, youth and people with disabilities).

### **5.1.2. Unauthorised, Irregular, Fruitless and Wasteful expenditure**

According to the Public Finance Management Act, 1999 s38(1)(c)(ii), an accounting officer for a Department must take effective and appropriate steps to prevent unauthorised, irregular, fruitless and wasteful expenditure and any losses resulting from a criminal conduct. Sub-section (g) of the same section further states that should such expenditure be incurred, the accounting officer must immediately report particulars of the expenditure to the relevant Treasury. The Department incurred an irregular expenditure of R5 591 000 which was reported in the 2021/22 Annual Report.

An investigation was conducted by the Special Investigation Unit (SIU) and one official who is employed by the Department was identified in the investigation report having participated in unlawful activity in relation to the irregular expenditure transaction. Criminal court proceedings are currently in progress and the Department is awaiting the outcome thereof in order to

implement recommendations on the identified irregular expenditure. It should be noted that the irregular expenditure was condoned during 2022/23 financial year by Mpumalanga Provincial Treasury. In the 2023/24 financial year, the Department incurred Fruitless and wasteful expenditure of One hundred and forty-five thousand rand (R145,000.00) which was due to non-attendance of some Municipal Councillors in a training arranged by the Department and accident repairs on rented vehicles. A total amount of Eighty thousand rand (R80,000.00) for Fruitless and wasteful expenditure that incurred due to non-attendance has since been condoned. The remaining amount of sixty-five thousand rand is still under investigation.

### **5.1.3. Gender Based Violence Free Working Environment**

Gender-based violence is a global pandemic that affect women and children of all races, colour and creeds. It is a serious violation of fundamental human rights and remains one of the most persistent development challenges. As part of the Departments' ongoing effort to fight Gender Based Violence and Femicide (GBVF), the Department will conduct awareness sessions to educate on how to identify and report GBVF issues. In most cases men are perceived as perpetrators of violence, however the men in the Department work together to promote a society free of gender-based violence by taking part in the men's forum, which is one of the activities outlined in the Annual Operational Plan of Human Resource Management Directorate. The Department has developed a policy and procedure on Sexual Harassment which outlines consequences on sexual harassment offences and guidelines to report such vile acts.

### **5.1.4. Information Technology**

The Department is working towards advanced IT solutions such as Microsoft Teams and other messaging platforms. These tools enable seamless communication and collaboration among employees, regardless of their physical location. This leads to better coordination, faster decision-making, and improved teamwork. Moreover, this will enable employees to work remotely, which can increase flexibility, work-life balance, and productivity. This can also help organizations attract and retain top talent from a wider geographic pool.

Improved ICT solutions and policies can also help improve efficiency in realizing the 4th Industrial Revolution in the workplace by enabling seamless communication and collaboration among employees. Additionally, implementing advanced technologies such as artificial intelligence,

machine learning, and ICT can optimize processes, reduce errors, and enhance productivity. Furthermore, robust cybersecurity measures and data protection policies are essential to safeguard sensitive information and ensure compliance with regulations. Overall, investing in cutting-edge ICT solutions and implementing effective policies can drive innovation, competitiveness, and success in the rapidly evolving digital economy.

The Department will focus on the following key deliverables in ensuring that the Department respond to its mandate through building adequate capacity and support and monitor municipalities and supporting traditional Councils to perform their functions. The Department will focus on the following areas:

- Filling of critical funded vacant posts
- Monitoring the spending of the allocated budget to avoid over or underspending
- Conduct capacity building interventions to employees in order enhance performance
- Implement action plans to mitigate strategic and operational risks identified which may hinder good performance of the Department.

#### **5.1.5. Stakeholder Analysis**

Involvement of our stakeholders in executing the mandate of the Department is crucial and would assist in improvement of our client's performance. All programmes in the Department are interlinked as each programme views another programme as its internal stakeholder. All the core programmes require assistance from Programme 1 in terms of proper budgeting, reporting and allocation of human and capital resources in order to provide the necessary support to municipalities. Programme 1 also requires the core programmes to perform in terms of spending allocated budget and reporting in order to report accurate spending and meet its targets in accordance to the National Treasury benchmark as well as proper reporting in terms of financial and non-financial information. Therefore, all programmes within the Department needs to closely manage each other as they all have power and interest in execution of the Mandate of the Department.

External stakeholders of the Department comprise of Municipalities, Traditional Councils, Sector Departments (National/Provincial) as well as all Chapter 9 institutions in terms of the Constitution of the Republic of South Africa are also key in assisting the Department to implement its plan and achieve the objectives/ outcomes that the Department intends to achieve. Provincial Treasury

and SALGA are working together with the Department to assist municipalities to improve financial management and viability as well as ensuring that municipalities 'capacity to execute their functions is strengthened, hence they should be kept informed on the activities that the Department is doing to assist municipalities as they have the same interest in improving the performance of the municipalities. The National Department of Water and Sanitation is key in ensuring that municipalities utilises their Regional Bulk Infrastructure Grant (RBIG) and Water Services Infrastructure Grant (WSIG) to ensure that there is provision of water and sanitation services in communities. The Department of Energy assists the Department in monitoring the implementation Integrated National Electrification Programme (INEP) for provision of Electricity services in communities.

In executing its co-ordination role of co-operative Governance, the Department facilitates implementation of the District Development Model through co-ordination of all sector Departments in the Provincial sphere of Government, sector Departments in the national sphere as well as private sector businesses/ organisations.

#### **5.1.5 The status of the institution regarding compliance with the BBBEE Act**

The Department has been assessed by an independent institution on compliance with the BBBEE Act and the Broad-Based Black Economic Empowerment verification certificate for the Department of Co-Operative Governance and Traditional Affairs for Financial Year end 31 March 2025 reflected the following:

- BEE status: None Compliance contributor
- BBBEE Procurement recognition level is 0%
- Total BEE score is 51.08 points

## Financial Resources Consideration

### Overview of 2025/26 Budget and MTEF Estimates

**Table 1.17: Summary of payments and estimates: Co-Operative Governance, Human Settlements and Traditional Affairs**

R thousand	Outcome			Main appropriation	Adjusted appropriation 2024/25	Revised estimate	Medium-term estimates		
	2021/22	2022/23	2023/24				2025/26	2026/27	2027/28
1. Administration	300 614	327 194	371 125	337 852	355 852	357 163	362 864	424 688	443 513
2. Human Settlements	1 402 827	1 699 724	1 424 402	1 286 699	1 314 494	1 314 655	1 304 726	1 201 045	1 256 578
3. Cooperative Governance	512 723	365 744	388 871	377 523	417 523	406 303	408 929	394 282	405 939
4. Traditional Institutional Development	107 277	155 564	286 416	246 093	258 402	268 150	252 970	242 374	256 947
5. House of Traditional Leaders	16 001	20 910	26 193	22 735	29 211	29,211	30 638	32 579	33 441
<b>Total payments and estimates:</b>	<b>2 339 442</b>	<b>2 569 136</b>	<b>2 497 007</b>	<b>2 270 902</b>	<b>2 375 482</b>	<b>2 375 482</b>	<b>2 360 127</b>	<b>2 294 968</b>	<b>2 396 418</b>

**Table 2.1 Summary of Provincial Payments and estimates by economic classification: Co-Operative Governance, Human Settlements and Traditional Affairs**

R thousand	Outcome			Main appropriation	Adjusted appropriation 2024/25	Revised estimate	Medium-term estimates		
	2021/22	2022/23	2023/24				2025/26	2026/27	2027/28
<b>Current payments</b>	<b>1 004 140</b>	<b>901 092</b>	<b>954 762</b>	<b>974 526</b>	<b>997 887</b>	<b>999 165</b>	<b>1 070 048</b>	<b>1 163 641</b>	<b>1 196 751</b>
Compensation of employees	621 579	645 428	679 753	738 287	736 072	736 072	826 499	880 221	889 287
Goods and services	382 561	255 664	275 009	236 239	261 815	263 093	243 549	283 420	307 464
Interest and rent on land	-	-	-	-	-	-	-	-	-
<b>Transfers and subsidies</b>	<b>1 174 675</b>	<b>1 592 423</b>	<b>1 317 198</b>	<b>1 164 478</b>	<b>1 196 173</b>	<b>1 196 471</b>	<b>1 172 489</b>	<b>1 059 309</b>	<b>1 107 203</b>
Provinces and municipalities	136	198	160	231	231	231	241	253	265
Departmental agencies and accounts	-	-	-	-	-	-	-	-	-
Higher education institutions	-	-	-	-	-	-	-	-	-
Foreign governments and international organisations	-	-	-	-	-	-	-	-	-
Public corporations and private enterprises	-	-	-	-	-	-	-	-	-
Non-profit institutions	16 923	28 747	36 172	36 058	36 558	36 558	39 800	39 800	41 591
Households	1 157 616	1 563 478	1 280 866	1 128 189	1 159 384	1 159 682	1 132 448	1 019 256	1 065 347
<b>Payments for capital assets</b>	<b>160 627</b>	<b>75 621</b>	<b>224 952</b>	<b>131 898</b>	<b>181 422</b>	<b>179 846</b>	<b>117 590</b>	<b>72 018</b>	<b>92 464</b>
Buildings and other fixed structures	151 873	36 689	113 894	33 176	59 276	70 147	57 340	39 277	49 992
Machinery and equipment	8 590	5 030	27 700	47 566	48 816	53 720	14 300	18 059	25 455
Heritage assets	-	-	-	-	-	-	-	-	-
Specialised military assets	-	-	-	-	-	-	-	-	-
Biological assets	-	-	-	-	-	-	-	-	-
Land and sub-soil assets	-	-	-	-	-	-	-	-	-
Software and other intangible assets	164	33 902	83 358	51 156	73 330	55 979	45 950	14 682	17 017
<b>Payments for financial assets</b>	<b>-</b>	<b>-</b>	<b>95</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total economic classification</b>	<b>2 339 442</b>	<b>2 569 136</b>	<b>2 497 007</b>	<b>2 270 902</b>	<b>2 375 482</b>	<b>2 375 482</b>	<b>2 360 127</b>	<b>2 294 968</b>	<b>2 396 418</b>

### ***Explanation of the resources contribution to achieve the outputs***

The budget of the Department is decreasing by R 15.355 million or 1 percent from R 2 375.485 million in 2024/25 to R 2 360.127 million in 2025/26 financial year. This is due to budget reduction on equitable share and the Human Settlement Upgrading Partnership Grant for Provinces respectively.

### **Compensation of Employees**

The compensation of employees' budget is increasing from R 736.072 million to R 826.499 million, which translate an increase of R 90.427 million or 12 percent. This is due to the additional funds received for the appointment of 287 new Izinduna at R 38.0 million, cost of

living adjustment of R 7.361 million and the normal salary adjustments in line with the CPI projections.

### **Goods and Services**

The budget for Goods and Services is decreasing from R 261.815 million to R 243.549 million which is R 18.266 million or 7 percent less year on year.

### **Transfer and Subsidies**

The transfer payments budget is decreasing by R 23.684 million as a result of a decline in Human Settlement Upgrading Partnership Grant for Provinces by R 32.073 million or 15 percent from R 216.666 million to R 184.593 million, however it must be noted there is almost an equivalent growth or increase of R 32.901 million in the Human Settlement Development Grant which falls under the same economic classification.

### **Payment for Capital Assets**

The budget for capital assets is decreasing from R 181.422 million to R 117.590 million which is R 63.832 million or 35 percent less year on year.

### **Strategic planning process followed in the development of the five- year strategic plan:**

The Department adopted the top down and bottom up approach for strategic planning process. These approaches were adopted with the aim of setting high level strategic focus from government policies and constitutional mandate of the Department as well as enhance effective deliberations and consultation with relevant stakeholders and operational support staff about the strategic plan.

The Department has aligned its strategic plan with the priorities of the Statement of Intent of the Government of National Unity (GNU), National Development Plan (NDP), New Growth Path, Medium Term Development Plan (2024-2029 MTDP Strategic Priorities), Provincial Growth and Development Strategy (PGDS) and Provincial priorities.

The Medium Term Development Plan (2024-2029 MTDP Strategic Priorities) linked to the Strategic plan of the Department are as follows:

- Strategic Priority 1: Drive Inclusive economic growth and job creation
- Strategic Priority 2: Reduce poverty and tackle high cost of living
- Strategic Priority 3: A capable, ethical and developmental state

The Department has further engaged all relevant stakeholders during the development process of the strategic plan in the following manner:

- Consulted the National Department of Cooperative Governance (DCOG) for MTDP and NDP imperatives for the local government sector.
- Further engagements were done with the Department of Performance Monitoring and Evaluation on the 2024-2029 MTDP NDP Implementation Plan.
- Office of the Premier and Provincial Treasury were engaged with regard to Provincial Priorities and the Medium Term Expenditure Framework (MTEF).
- Conducted the Strategic Planning Workshop to develop the corporate five year strategy in August 2024 Final Strategic Plan to be finalised in March 2025.

The Department used the SWOT and PESTEL; Problem and solution Tree analysis for developing the situational analysis and Pathway of change/ Theory of change and Results based chain tools to develop the 2025-2030 Strategic plan, 2025/26 Annual Performance Plan and 2025/26 Annual Operational plan.

## Part C: Measuring our performance

### 6 Institutional Performance

This section identifies outcomes indicators to achieve impact. The outcome indicators have been identified and relate to the following approved budget programme structure.

#### Measuring the Impact

<b>Impact Statement</b>	<b>Spatially transformed communities and sustainable livelihoods</b>
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### 1.2. Measuring Outcomes

#### 1.2.1 Programme 1

<b>2024-2029 MTDP Strategic Priority 3</b>	<b>A capable, ethical and developmental state</b>		
<b>Outcome</b>	<b>Outcome Indicator</b>	<b>Baseline</b>	<b>Five-year Target</b>
<b>Efficient and effective administrative support provided to the Department</b>	Number of clean audit outcome	2023/24 Unqualified and Clean audit outcome (DHS and CoGTA)	Clean Audit outcome from 2024/25 to 2028/29

#### 1.2.1.1.Explanation of Planned Performance over the Five Year Planning Period

- In the next five years, the Department as informed by its mandate, MTDP and Provincial priorities has developed realistic outcomes that will contribute to the achievement of its intended impact. In achieving the Departments' outcome 1 of efficient and effective administration support provided to the core programmes within the Department. Proper support will be provided to municipalities and Traditional Councils in order for them to fulfil their responsibilities toward the communities, thus the impact of Spatial Transformed communities and sustainable livelihood in communities within the Province will be attained.
- The Department will ensure that Sound financial and administrative management systems are compliant with applicable prescripts which will result into a clean audit

outcome and translate into an efficient, effective administrative support provided to the Department. This outcome contributes to the MTDP Strategic Priority 3 of a capable, ethical and developmental state.

- The enablers of this outcome are systems and prescripts on financial management, human resources management and governance structures as the Department has reconfigured its workforce and budget for core functions of service delivery priorities. The leadership of the Department is responsible for performance management, reporting and compliance. The leadership of the Department will also ensure that the Department is structured and repositioned to the achievement of government's priorities and will ensure proper governance and accountability for the Department's Strategic Plan and the accompanying Annual Performance Plans.

### 1.2.1. Programme 2

2024-2029 MTDP Strategic Priority 2	Reduced poverty and improved livelihoods		
Outcome	Outcome Indicator	Baseline	Five-year Target
Reduced poverty and improved livelihoods	Number of Informal Settlements completed in Phase 1 Number of Informal Settlements completed in Phase 2 Number of Informal Settlements upgraded in Phase 3	11 036 sites serviced through the UISP programme	150 informal settlements upgraded by completing Phases 1 and 2 and upgraded to Phase 3 of the National Housing Code (provision of security of tenure, engineering infrastructure, basic services and activating communitybased livelihood strategies)
	Number of housing units completed	18 045	7 663

2024-2029 MTDP Strategic Priority 2	Reduced poverty and improved livelihoods		
Outcome	Outcome Indicator	Baseline	Five-year Target
	Number of serviced sites completed	29 229 sites serviced	20 000
	Number of Community Residential Units (CRU) delivered	72 CRUs delivered	100
	Number of title deeds registered	12 286	10 000 Increased access to title deeds for households in Mpumalanga province
	Number of subsidies disbursed through FHF	302	400 subsidies disbursed to households in the gap market (households earning more than R3500 / month) to purchase housing units or serviced site
	Number of Social Rental Housing units completed in restructuring zones	New indicator	<p>1 000 Social Rental Housing units completed in restructuring zones</p> <p>Improved management of available rental stock by achieving 100% tenanting and at least 90% collection rate in social rental housing</p> <p>Provision of rental housing utilised to contribute to the renewal of inner cities by ensuring that 100% of social rental housing are</p>

<b>2024-2029 MTDP Strategic Priority 2</b>	<b>Reduced poverty and improved livelihoods</b>		
<b>Outcome</b>	<b>Outcome Indicator</b>	<b>Baseline</b>	<b>Five-year Target</b>
			developed in restructuring zones

### 1.2.2.1 Explanation of Planned Performance over the Five Year Planning Period

- ❑ The Department aims to reduce poverty and inequality by 2030 which is in line with the NDP priorities and identifies the role different sectors of society need to play in reaching this goal, this is in line with Priority 2 of the Seventh Administration of “Reduced poverty and improved livelihoods”. Chapter 8 of the NPD sets out the plan for transforming human settlements, setting out five spatial principles for human settlement development namely: “spatial justice; spatial sustainability; spatial resilience; spatial quality and spatial efficiency”
- ❑ The Department will continue to strive for the realization of the long-term spatial objectives as set out in the Mpumalanga Vision 2030 which amongst others prioritizes the establishment of Integrated Human Settlements between the periods 2013 to 2030. In this MTDP, the Department will, in line with the Human Settlements Masterplan and the Mpumalanga Vision 2030, utilize the Human Settlements Development Grant and the Upgrading of Informal Settlements and Partnership Grants to further the programme of Urban Restructuring, Urban Renewal through and Small Town development in rural areas. The Department will also ensure that the Priority Development Areas are part of the District Development Approach and further ensure that the service delivery compacts for the development of the priority development areas within the provincial space are adopted by provincial sector Departments, government agencies and municipalities.

- ❑ To ensure improved access to affordable and dignified housing in livable neighborhoods, the Department will increase the number of homeowners through the delivery of 11 827 low-cost housing units to qualifying beneficiaries. The contributing interventions to this outcome are Phase 2 of the Integrated Residential Development Programme, Rural Housing Programme (including communal land rights, eradication of mud and unsafe houses), Enhanced People’s Housing Process and housing units for Military Veterans. With the advent of Global Warming which is increasingly altering the weather patterns, warmer climate is expected to increase the risk of illnesses and death from extreme heat and poor air quality. Moreover, climate change will likely increase the frequency and strength of extreme events (such as floods, droughts, and storms) that threaten human health, safety, homes and livelihood in general. The Disaster Management response unit of the Department will together with the Emergency Housing Assistance Programme ensure that the people of Mpumalanga ensure that the required help is given as speedily as possible. Over the Medium Term Expenditure Framework, the Department complete 3 751 roof repairs and remedial works (i.e. Removal and replacement of Asbestos Roofs)
  
- ❑ Local governments are the primary implementers of human settlement development. The national government influences what can be achieved through the funding it allocates to provinces for human settlements and bulk infrastructure development. Coordinated approach across all three spheres of government, integrated development planning and in particular human settlement planning is crucial. Planning also requires coordination across numerous national, provincial Departments and state-owned entities to ensure easy access to amenities such as schools, clinics, libraries and sporting facilities, Community halls, Childcare centres, Taxi ranks as well as economic opportunities.

- ❑ The National Department has introduced an Upgrading of Informal Settlements Grant which is in essence a ring-fenced amount of the Human Settlement Development Grant as opposed to being an additional stand-alone grant.
  
- ❑ Nonetheless, the grant ensures that the upgrading of Informal Settlements is prioritized. Municipalities have been assisted to draft their Informal Settlements upgrading plans. The implementation of the Human Settlements development programmes is delivered based on the District Development Model, Prioritization of the Mining Towns and Housing Development Areas which are all in line with Provincial and Municipal Spatial Development Frameworks. The investments in the PSHSDAs should be incorporated into the One Plans to be formulated as part of the relevant District Development Model. The PSHSDAs as national priority spaces for human settlements and infrastructure investments, are therefore the first level of prioritisation of investment for the province.
  
- ❑ The Department also collaborates with all municipalities and sector Departments relevant for the delivery of basic services required in settlements, whilst leveraging on grant support such as the MIG, ISUPG and HSDG to assist municipalities in the provision of the much-needed bulk infrastructure to unlock potential housing development opportunities. This will ensure that basic services are simultaneously available at the completion of a house or a settlement, whatsoever the case maybe. To this effect the Department will seek to establish Project Steering Committees per project to improve on project social facilitation and stakeholder enrolment.

### 1.2.3 Programme 3

2024-2029 MTDP Strategic Priority 3		A capable, ethical and developmental state	
Outcome	Outcome Indicator	Baseline	Five-year Target
Improved performance and service delivery by municipalities	Accountable municipalities with good governance systems	20	20 Accountable municipalities with good governance systems
	Number of municipalities with improved channels of community involvement in matters of local government	17 Local Municipalities	17 Municipalities with improved channels of community involvement in matters of local government
Improved planning, development coordination and access to basic services	Number of municipalities with improved planning and development coordination	20 Municipalities	20 Municipalities with improved planning and development coordination.
	Number of households with access to basic services (Water, Sanitation, Electricity and Waste Removal)	Water access: 1 236 181	1 421 721 Households with access to basic water
		Sanitation Access: 1 363 430	1 421 721 Households with access to basic sanitation
		Electricity Access: 727 132	1 421 721 Households with access to basic electricity
		Refuse removal Access: 599 675	1 066 290 Households with access to refuse removal
Improved % of blue, green and no drop status	Blue drop: 50.7% Green drop: 39% No drop: 30.8%	Blue drop: 90% Green drop: 80% No drop: 80%	

### 1.2.3.1. Explanation of Planned Performance over the Five Year Planning Period.

- ❑ The Outcome directly contributes to the National and Provincial Provincial priorities:
  - ❖ 2024-2029 MTDP Priority 1: Inclusive Economic Growth and Job Creation ;
  - ❖ 2024-2029 MTDP Priority 2: Reduce Poverty and Tackle the High Cost of Living;
  - ❖ 2024-2029 MTDP Priority 3: A Capable, Ethical and Developmental State.
- ❑ The rationale for the outcome indicator is that poor governance, uncoordinated planning, service delivery and development efforts between stakeholders including poor performance contribute to dysfunctional municipalities, inadequate provision of government services, infrastructure development and untransformed spatial patterns which result in unsustainable development, increased vulnerability to natural disasters and a high rate of unemployment, poverty and inequality.
- ❑ In realizing the outcome, the Department will implement enablers such as planning, infrastructural, economic and environmental interventions; programmes of the provincial project management unit, capacity building; Anti-Poverty interventions; District Development Model as well as provision of adequate tools of trade and disaster relief materials.
- ❑ Eventually, the achievement of this outcome will results in the realization of the impact statement through ensuring increased access to basic services; elimination of backlogs on basic services; economic growth and job creation; spatial integration; improved capacity of municipalities through the implementation of IDPs, SDFs, land use schemes and improved integrated disaster managementEventually, the achievement of this outcome will results in the realization of the impact statement through ensuring increased access to basic services; elimination of backlogs on basic services; economic growth and job creation; spatial integration; improved capacity of municipalities through the implementation of IDPs.

## 1.2.4 Programme 4

2024-2029 MTDP Strategic Priority 3		A capable, ethical and developmental state	
Outcome	Outcome Indicator	Baseline	Five-year Target
Improved performance of Traditional Councils	Number of Traditional Councils capable in performing their functions	60 Traditional councils	62 Traditional Councils capable in performing their functions

### 1.2.4.1 Explanation of Planned Performance over the Five Year Planning Period

- The Outcome directly contributes to the National and Provincial Priority 3 a capable, ethical and developmental state.
- The rationale for the outcome indicator is that incapable Traditional councils leads to poor performance on service provision which results to spatial fragmentation and unsustainable livelihood in traditional communities.
- In realising the outcome, the Department will implement enablers such as Traditional /King councils Capacity Building, Participation in Municipal Affairs, Operational offices, Sound financial administration, clear accountability to the public as well as provision of adequate tools of trade.
- Subsequently, the achievement of the outcome will results in the realization of the impact statement of spatially transformed communities and sustainable livelihood through ensuring Capacity Building, Participation in Municipal Affairs, Operational offices, Sound financial administration, clear accountability to the public and provision of adequate tools of trade.

### 1.2.5. Programme 5

<b>2024-2029 MTDP Strategic Priority 3</b>	<b>A capable, ethical and developmental state</b>		
<b>Outcome</b>	<b>Outcome Indicator</b>	<b>Baseline</b>	<b>Five-year Target</b>
Developed communities in areas of traditional leadership	Number of projects implemented based on a re-modelled Agrarian Revolution Programme	13 Projects	60 Projects implemented based on a re-modelled Agrarian Revolution Programme
	Number of Local Houses of Traditional Leaders' participating in the District Development Model	3 Local Houses	3 Local Houses of Traditional Leaders' participating in the District Development Model

#### 1.2.5.1. Explanation of Planned Performance over the Five Year Planning Period

- The Outcome directly contributes to the National and Provincial Priority 3 of a **capable, ethical and developmental state**.
- The rationale for the outcome indicator is that the inconsistent attendance of meetings and sittings by members, failure to implement prescripts meant to litigate inconsistent attendance of sittings and meetings by members, shortage of staff and resources which impact negatively to the oversight function of the House and result in failure to promote and contribute to service delivery, socio economic development, nation building and moral regeneration and preservation of culture within traditional communities.
- The outcome can be achieved by effective oversight role of the house which will result in effective monitoring of government service delivery projects by the House and committees and consequently self-sustainable and developed traditional

communities. The outcome contributes to achievement of the impact of the Department of spatially transformed communities and improved livelihoods

- ❑ **The enablers that would assist the Department to achieve the five-year targets are as follows;** *Intergovernmental Relations:* The Department will also take advantage of opportunities provided for by the interface with the intergovernmental relations structures such as the Presidential Coordinating Committee, the CoGTA MINMEC, the Premier’s Coordinating Committees, the MP-HTL Executive Committee’s Forum, the Chairpersons Forum, House of Traditional Leaders and any other forum deemed necessary to take forward the mandate of the Department for the greater benefit of the sector of traditional leadership.

## 6. Key Risks

Outcomes	Key Risks	Risks Mitigation
<b>Efficient and effective administrative support provided to the Department</b>	Lack of human resource and Insufficient financial resources to effectively carry out the mandate of the Department	<ul style="list-style-type: none"> <li>• Filling of vacant funded posts</li> <li>• Optimal utilisation of the existing human capital and financial resources</li> <li>• Feedback on progress of draft organisational structure</li> </ul>
<b>Reduced poverty and improved livelihoods</b>	Certification and payment of non- existing houses.	<ul style="list-style-type: none"> <li>• Enforcing quality check at each milestone through a checklist signed off by an Inspector. And also, encouraging third party check by NHBRC, PMU and Municipality</li> <li>• Enforcing third party physical verification of completed houses by Project and Programme Managers, PMU’s Technical and M&amp;E (POE: M&amp;E Verification report and completion certificates)</li> </ul>

Outcomes	Key Risks	Risks Mitigation
		<ul style="list-style-type: none"> <li>• Use of the Geographical Information System (GIS) (POE: GIS Report).</li> <li>• Continue the Implementation of disciplinary proceedings against officials who certify non-existent houses.</li> <li>• Rotation of inspectors and monitors</li> <li>• Allow multiple signatories on approval certificates</li> </ul>
	Delivery of poor-quality houses	<ul style="list-style-type: none"> <li>• Enforcing compliance to National Building Regulations through adherence and signing off the Quality Control Checklists.</li> <li>• Non-approval and rework of non-accepted poor-quality works.</li> <li>• Certification of Milestone Completion Certificate by competent persons i.e., building inspectors or Engineers.</li> <li>• Supplement the number of building inspectors through the PMU.</li> <li>• Implementation of disciplinary proceedings against officials who are unethical.</li> <li>• Provision of working equipment for inspectors for in-situ quality check.</li> <li>• Continuous skills and capacity development of inspectors.</li> <li>• Adjustment of the housing subsidy quantum as and when revised by the national Department</li> </ul>

Outcomes	Key Risks	Risks Mitigation
	Illegal land occupation	<ul style="list-style-type: none"> <li>• Ensure that land for sustainable integrated human settlements is progressively attained.</li> <li>• Support Municipalities with townships establishment.</li> </ul>
<b>Improved performance and service delivery by municipalities</b>	Insufficient human resource capacity in municipalities to carry out their legislative mandate	<ul style="list-style-type: none"> <li>• Monitor and support municipalities to fill critical senior managers' vacant posts in municipalities with relevant capacity</li> </ul>
	Inadequate implementation of Ward committees Programme	<ul style="list-style-type: none"> <li>• Conduct assessment on functionality of ward Committees and provide feedback report</li> <li>• Municipalities submit ward councillor reports, and the reports are being reviewed, and a ward committee support plan is compiled</li> </ul>
<b>Improved planning, development coordination and access to basic services</b>	Misalignment of Departmental plans with IDPs	<ul style="list-style-type: none"> <li>• Monitor the implementation of District Development Model One Plans.</li> <li>• Facilitate the alignment of IDPs and Provincial APPs with DDM One Plans</li> </ul>
	Inadequate water quality standards supplied to communities	<ul style="list-style-type: none"> <li>• Monitor the implementation of the Blue, Green, and No drop improvement plans of the affected Municipalities</li> </ul>
	Inadequate access to basic services	<ul style="list-style-type: none"> <li>• Support municipalities with registration and approval of infrastructure projects to improve access to basic services.</li> <li>• Monitor the implementation of infrastructure projects to improve access to basic services.</li> </ul>

Outcomes	Key Risks	Risks Mitigation
	Inadequate job opportunities in municipalities	<ul style="list-style-type: none"> <li>Facilitate the creation of work opportunities through CWP</li> <li>Create and maintain job opportunities through EPWP Youth Waste management project</li> <li>Facilitate private sector support to alleviate poverty</li> <li>Monitor and support District LED stakeholder engagement fora for joint planning and implementation of LED initiatives</li> </ul>
	Lack of investment on priority areas identified in the Provincial Spatial Development Framework	<ul style="list-style-type: none"> <li>Assess plans for 2025/26 financial year of Sector Departments for alignment to PSDF proposals</li> <li>Monitor alignment of plans for 2026/27 financial year to PSDF proposals</li> </ul>
<b>Improved performance of Traditional Councils</b>	Traditional community's needs not prioritized due to poor functionality of traditional councils.	<ul style="list-style-type: none"> <li>Provision of administrative grants to Traditional Councils</li> <li>Support Traditional Councils to participate in Municipal affairs</li> </ul>
	Inadequate financial viability of Traditional Institutions	<ul style="list-style-type: none"> <li>Monitor Traditional Councils to manage their finances</li> </ul>
<b>Developed Communities in areas of traditional leadership</b>	Inadequate implementation of government programmes in Traditional Councils	<ul style="list-style-type: none"> <li>Capacitate members to conduct effective oversight</li> <li>Conduct oversight visits and compile a report</li> <li>The Committee to make followed – ups on non-implemented findings.</li> </ul>

## 7. Public Entities

The Department does not have any public entities.

## Part D: Technical Indicator Description

Indicator Title	Number of clean audit outcome
Definition	<p>Independent opinion provided by the office of the AGSA on both financial and non-financial performance of the Department of a specific period</p> <p>Providing support to the Department through accurate financial and non-financial reporting, compliant to applicable legislation, effective internal controls and good governance</p>
Source of data	Treasury regulations, DORA, PFMA, PSA, PSR and other legislation and Audit report from AGSA
Method of calculation/ Assessment	Audit conducted by AGSA accuracy, validity and completeness of financial and non-financial reporting, compliance with applicable legislation, effective internal controls and good governance Ruling party manifesto, NDP and other Legislations
Assumptions	Administrative systems and policies in place
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> <li>• Target for women: N/A</li> <li>• Target for youth: N/A</li> <li>• Target for people with disabilities: N/A</li> </ul>
Spatial Transformation (where applicable)	<ul style="list-style-type: none"> <li>• Contribution to spatial transformation priorities: N/A</li> <li>• Description of spatial impact: N/A</li> </ul>
Desired performance	Clean audit outcome
Indicator responsibility	Chief Director: Corporate Services

Indicator title	Number of Informal Settlements completed in Phase 1
Definition	<p>The indicator measures the Informal Settlements completed in Phase 1 as per the National Housing Code.</p> <p>Phase 1 includes pre-feasibility studies, upgrading plans, and community social compacts.</p> <p>The milestones entail the following:</p> <ul style="list-style-type: none"> <li>• Pre-feasibility studies – initial evaluation study</li> <li>• Upgrading plans – upgrading plans developed.</li> <li>• Community social compacts – formal agreement or understanding between various stakeholders within the community, government, and residents.</li> </ul> <p>Completed refers to the approval of the above milestones.</p>
Sources of data	<ul style="list-style-type: none"> <li>• Surveyor General</li> <li>• Deeds Office</li> <li>• Informal Settlement Upgrading Strategy or Upgrading plans</li> <li>• Business Plan, Resolution Register of projects approved, National Housing Code, ISSP</li> </ul>
Method of calculation/assessment	<ul style="list-style-type: none"> <li>• Simple count</li> </ul>
Assumptions	The indicator seeks to measure the number of informal settlements completed in Phases 1 of the National Housing Code

Disaggregation of beneficiaries (where applicable)	<ul style="list-style-type: none"> <li>• Target for women: N/A</li> <li>• Target for youth: N/A</li> <li>• Target for people with disabilities: N/A</li> </ul>
Spatial transformation (where applicable)	<ul style="list-style-type: none"> <li>• Contribution to spatial transformation priorities: N/A</li> <li>• Description of spatial impact: N/A</li> </ul>
Calculation type	Non-cumulative
Reporting cycle	Annually
Desired performance	Informal Settlements completed in Phase 1
Indicator responsibility	Chief Director: Engineering services and Quality Assurance and / or Chief Director: Integrated Human Settlements Planning and Policy Coordination

Indicator title	Number of Informal Settlements completed in Phase 2
Definition	<p>The indicator measures the Informal Settlements completed in Phase 2 as per the National Housing Code.</p> <p>Phase 2 includes feasibility studies, detailed land development planning, and detailed engineering infrastructure designs.</p> <p>The key milestones include the following:</p> <ul style="list-style-type: none"> <li>• Feasibility studies – an assessment conducted to evaluate a proposed project's practicality and potential success.</li> <li>• Detailed land development planning – the comprehensive process of designing land for a specific use, for human settlements.</li> <li>• Detailed engineering infrastructure designs – technical plans and specification for the construction and implementation of infrastructure projects</li> </ul> <p>Completed refers to the approval of the above milestones.</p>
Sources of data	<ul style="list-style-type: none"> <li>• Surveyor General</li> <li>• Deeds Office</li> <li>• Informal Settlement Upgrading Strategy or Upgrading plans</li> <li>• Business Plan, National Housing Code, ISSP</li> </ul>
Method of calculation/assessment	<ul style="list-style-type: none"> <li>• Simple count</li> </ul>
Assumptions	The indicator seeks to measure the number of informal settlements completed in Phase 2 of the National Housing Code
Disaggregation of beneficiaries (where applicable)	<ul style="list-style-type: none"> <li>• Target for women: N/A</li> <li>• Target for youth: N/A</li> <li>• Target for people with disabilities: N/A</li> </ul>
Spatial transformation (where applicable)	<ul style="list-style-type: none"> <li>• Contribution to spatial transformation priorities: N/A</li> <li>• Description of spatial impact: N/A</li> </ul>
Calculation type	Non-cumulative
Reporting cycle	Annually
Desired performance	Informal settlements completed in Phases 2
Indicator responsibility	Chief Director: Engineering services and Quality Assurance and / or Chief Director: Integrated Human Settlements Planning and Policy Coordination

<b>Indicator title</b>	<b>Number of Informal Settlements upgraded in Phase 3</b>
Definition	This indicator measures the number of informal settlements upgraded in phase 3 of UISP. Upgrading in phase 3 refers to the installation of permanent municipal engineering infrastructure.
Sources of data	<ul style="list-style-type: none"> <li>• Surveyor General</li> <li>• Deeds Office</li> <li>• Informal Settlement Upgrading Strategy or Upgrading plans</li> <li>• Business Plan, National Housing Code, ISSP</li> </ul>
Method of calculation/assessment	<ul style="list-style-type: none"> <li>• Simple count</li> </ul>
Assumptions	The indicator seeks to measure the number of informal settlements upgraded in Phase 3 of the National Housing Code
Disaggregation of beneficiaries (where applicable)	<ul style="list-style-type: none"> <li>• Target for women: N/A</li> <li>• Target for youth: N/A</li> <li>• Target for people with disabilities: N/A</li> </ul>
Spatial transformation (where applicable)	<ul style="list-style-type: none"> <li>• Contribution to spatial transformation priorities: N/A</li> <li>• Description of spatial impact: N/A</li> </ul>
Calculation type	Non-cumulative
Reporting cycle	Annually
Desired performance	Informal settlements upgraded in Phases 3
Indicator responsibility	Chief Director: Engineering services and Quality Assurance

Indicator Title	Number of housing units completed
Definition	<p>The purpose of the indicator is to measure progress achieved in the completion of full subsidy housing units by the Provincial Departments of Human Settlements.</p> <p>A Housing Unit is a permanent residential structure to be provided by means of the housing subsidy at a minimum of 40 square meters of gross floor area. Each house, as a minimum, must be designed in line with the minimum requirements as per the Housing Code.</p>
Source of Data	<ul style="list-style-type: none"> <li>• HSS</li> <li>• Consulting engineers</li> <li>• NHBRC</li> <li>• Project contracts</li> </ul>
Method of Calculation/ Assessment	Simply count
Assumptions	Completed housing units certified with no defects
Disaggregation of Beneficiaries ( Where applicable)	Women, Youth and People with disabilities are priorities as per Human Settlements beneficiary policy
Spatial Transformation ( Where applicable)	Provincial Spatial Development Framework
Calculation Type	Cumulative (year-end)
Reporting cycle	Quarterly
Desired Performance	All targeted housing units delivered
Indicator Responsibility	Chief Director: Programme and Project Management and Chief Director: Rental Assets and Property Management

Indicator title	Number of serviced sites completed
Definition	<p>The purpose of the indicator is to measure progress achieved in the delivery of serviced sites by the Provincial Departments of Human Settlements and Municipalities.</p> <p>A serviced site refers to a stand/ Erf/ plot with access to water, sanitation, stormwater, and road.</p> <p>Service site is considered completed when all the above elements are achieved.</p>
Source of data	<ul style="list-style-type: none"> <li>• Business Plans, Dora Reports</li> <li>• HSS, Project Manager's signed project report</li> <li>• Project implementation plan (PIP) and Engineering Certificate confirming service sites completed</li> </ul>
Method of calculation or assessment	Simple count
Assumption	A serviced site will meet the minimum sector standards i.e. access to water, sewer and access roads
Disaggregation of Beneficiaries (where applicable)	Women, Youth and People with disabilities are priorities as per Human Settlements beneficiary policy
Spatial transformation (where applicable)	<ul style="list-style-type: none"> <li>• Contribution to spatial transformation priorities: N/A</li> <li>• Description of spatial impact: N/A</li> </ul>
Calculation type	Cumulative (year-end)

Reporting cycle	Quarterly
Desired performance	All targeted serviced sites completed
Indicator responsibility	Chief Director: Engineering services and Quality Assurance

Indicator title	Number of Community Residential Units (CRU) delivered
<b>Definition</b>	<p>The indicator measures the number of Community Residential Units that have been delivered through the Community Residential Unit (CRU) Programme. Community Residential Programme targets low-income individuals and households, who are unable to enter the formal private rental and social housing market.</p> <p>Community Residential Units are built as a resolution to specific historical problems relating to public housing stock and for the provision of new formal rental accommodation in conjunction and complementary to the other rental housing programmes of the National Department and the activity of the private sector. It should support the transition of individuals and households from an informal and inadequate housing situation into the formal housing market.</p> <p>Community Residential Unit is considered delivered once a practical completion certificate has been issued</p>
<b>Source of data</b>	The quarterly programme progress reports or Data from Consulting Engineers
<b>Method of calculation/ assessment</b>	Simple Count of Community Residential Units delivered
<b>Assumptions</b>	There will always be a need for CRUs
<b>Disaggregation of beneficiaries (where applicable)</b>	N/A
<b>Spatial transformation (where applicable)</b>	N/A
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Annual
<b>Desired performance</b>	All targeted CRU delivered
<b>Indicator responsibility</b>	Chief Director: Rental Assets and Property Management

<b>Indicator Title</b>	<b>Number of title deeds registered</b>
Definition	The indicator measures the transfer of ownership of an erf from government entities to beneficiaries/ occupant or deceased estate of erven provided through a state-subsidized mechanism.  Registration refers to the legal process that prescribes the transfer of ownership in terms of the Deeds Registries Act 47 of 1937.
Source of data	<ul style="list-style-type: none"> <li>• Windeed or Deeds web (deeds office system) (Provinces)</li> <li>• Conveyancer or Housing Subsidy System (HSS) (List of approved beneficiaries) or Basic Accounting System (BAS) or Information Management</li> <li>• Quarterly DORA and performance reports</li> </ul>
Method of calculation/ assessment	Simple count
Assumptions	The planned target will be achieved with all relevant stakeholders performing as expected and the NDHS providing the required support that will yield the desired output as planned
Disaggregation of beneficiaries (where applicable)	Beneficiaries of state-provided properties in line with the housing code
Spatial transformation (where applicable)	<ul style="list-style-type: none"> <li>• Contribution to spatial transformation priorities: N/A</li> <li>• Description of spatial impact: N/A</li> </ul>
Calculation type	Cumulative (year-end)
Reporting cycle	Quarterly
Desired performance	Planned state-provided properties are transferred to the rightful beneficiaries
Indicator responsibility	Chief Director: Rental Assets and Property Management

<b>Indicator title</b>	<b>Number of subsidies disbursed through FHF</b>
Definition	The indicator measures the number of subsidies disbursed through First Home Finance/ Finance Linked Individual Subsidy Programme The subsidy is available to qualifying beneficiaries in affordable housing market to beneficiaries owning home for the first time. Government will provide a once-off subsidy contribution, which is a non-refundable amount and depending on gross household income earning between R3 501 – R22 000 gross income per month.
Source of data	<ul style="list-style-type: none"> <li>• HSS (Human Settlements system)</li> </ul> or <ul style="list-style-type: none"> <li>• List of applications forms of potential beneficiaries</li> </ul> or <ul style="list-style-type: none"> <li>• BAS report on applications received and paid</li> </ul>
Method of calculation/ assessment	Simple count of households that received subsidies through FHF subsidies
Assumptions	Targeted qualifying households will receive subsidies through FHF
Disaggregation of beneficiaries (where applicable)	Number of households that received subsidies through FHF Subsidies

Spatial transformation (where applicable)	<ul style="list-style-type: none"> <li>• Target for women: N/A</li> <li>• Target for youth: N/A</li> <li>• Target for people with disabilities: N/A</li> </ul>
Disaggregation of beneficiaries (where applicable)	<ul style="list-style-type: none"> <li>• Contribution to spatial transformation priorities: N/A</li> <li>• Description of spatial impact: N/A</li> </ul>
Calculation type	Cumulative (year-end)
Reporting cycle	Quarterly
Desired performance	Planned subsidies disbursed
Indicator responsibility	Chief Director: Rental Assets and Property Management

<b>Indicator Title</b>	<b>Number of Social Rental Housing units completed in restructuring zones</b>
<b>Definition</b>	This indicator measures the progress achieved in the completion of rental housing units in restructuring zones.
<b>Source of Data</b>	<ul style="list-style-type: none"> <li>• HSS</li> <li>• Consulting engineers</li> <li>• Project contracts</li> </ul>
<b>Method of Calculation/ Assessment</b>	Simple count
<b>Assumptions</b>	Rental housing units certified with no defects will be completed in restructuring zones
<b>Disaggregation of Beneficiaries (Where applicable)</b>	Women, Youth and People with disabilities are priorities as per Human Settlements beneficiary policy
<b>Spatial Transformation (Where applicable)</b>	Provincial Spatial Development Framework
<b>Calculation Type</b>	Cumulative (year-end)
<b>Reporting cycle</b>	Quarterly
<b>Desired Performance</b>	All targeted rental housing units completed in restructuring zones
<b>Indicator Responsibility</b>	Chief Director: Rental Assets and Property Management

<b>Indicator Title</b>	<b>Accountable municipalities with good governance systems</b>
<b>Definition</b>	Municipalities that demonstrate transparency, responsibility, and responsiveness in its management, decision-making processes, and service delivery.
<b>Source of data</b>	Status quo on municipal performance.
<b>Method of calculation/ Assessment</b>	Count on the number of municipalities with good governance systems
<b>Assumptions</b>	Poor performance and service delivery by municipalities
<b>Disaggregation of beneficiaries (where applicable)</b>	<ul style="list-style-type: none"> <li>• Target for women: N/A</li> <li>• Target for youth: N/A</li> <li>• Target for people with disabilities: N/A</li> </ul>
<b>Spatial Transformation (where applicable)</b>	<ul style="list-style-type: none"> <li>• Contribution to spatial transformation priorities: N/A</li> <li>• Description of spatial impact: N/A</li> </ul>
<b>Desired Performance</b>	Improved performance and service delivery by municipalities
<b>Indicator Responsibility</b>	Chief Director: Local Governance

<b>Indicator Title</b>	<b>Number of capable municipalities with a good governance system through people centered development</b>
<b>Definition</b>	Municipalities with functional ward committees (Convene Community Meetings) and public participation programmes implemented
<b>Source of data</b>	Quarterly assessment reports on the functionality of Ward Committees and Quarterly reports on the implementation of Public Participation Programme
<b>Method of calculation/ Assessment</b>	Count the number of municipalities with improved channels of community involvement in matters of local government
<b>Assumptions</b>	Lack of community engagement on government matters
<b>Disaggregation of Beneficiaries (where applicable)</b>	<ul style="list-style-type: none"> <li>• Target for women: N/A</li> <li>• Target for youth: N/A</li> <li>• Target for people with disabilities: N/A</li> </ul>
<b>Spatial Transformation (where applicable)</b>	<ul style="list-style-type: none"> <li>• Contribution to spatial transformation priorities: N/A</li> <li>• Description of spatial impact: N/A</li> </ul>
<b>Desired performance</b>	Improved channels of community involvement in matters of local governance
<b>Indicator responsibility</b>	Chief Director: Local Governance

<b>Indicator Title</b>	<b>Number of municipalities with improved planning and development coordination</b>
<b>Definition</b>	Municipalities with increased access to services, elimination of backlogs on basic services, job creation and changes in spatial patterns of municipalities through the implementation of integrated development plans (IDPs), spatial development frameworks (SDFs) and land use schemes (LUSs).
<b>Source of data</b>	Municipal IDPs, DDM Plans SDFs, and LUSs performance reports, reports on LED programmes regarding jobs created, and municipal infrastructure reports on access to basic services (status quo reports).
<b>Method of calculation/ Assessment</b>	Count the number of municipalities with improved planning and development coordination
<b>Assumptions</b>	All municipalities have adequate resources and capacity to implement their integrated plans and policies.
<b>Disaggregation of Beneficiaries (where applicable)</b>	<ul style="list-style-type: none"> <li>• Target for women: N/A</li> <li>• Target for youth: N/A</li> <li>• Target for people with disabilities: N/A</li> </ul>
<b>Spatial Transformation (where applicable)</b>	<ul style="list-style-type: none"> <li>• Contribution to spatial transformation priorities: MPSDF objective-Liveability and sense of place, Connectivity and Corridor Functionality, Sustainable Concentration and Agglomeration, Conservation and Resource Utilisation, Liveability and Sense of Place, Rural Diversity and Transformation</li> <li>• Description of spatial impact: Change in spatial patterns of all local municipalities through the implementation of IDPs, DDM, SDFs and LUSs will contribute to spatial transformation leading to spatial integration.</li> </ul>
<b>Desired performance</b>	Improved planning and development coordination
<b>Indicator responsibility</b>	Chief Director: Development and Planning
<b>Indicator Title</b>	<b>Number of households with access to basic services (Water, Sanitation, Electricity and Waste Removal)</b>
<b>Definition</b>	Measurement of municipal performance on provision of basic water services
<b>Source of data</b>	Status quo reports from municipalities on households with access to basic services (Water, Sanitation, Electricity and Waste Removal)
<b>Method of calculation/ Assessment</b>	Simple count of the number of households with access to basic services (Water, Sanitation, Electricity and Waste removal)
<b>Assumptions</b>	Projects will be implemented and completed on time to increase access to basic services
<b>Disaggregation of Beneficiaries (where applicable)</b>	<ul style="list-style-type: none"> <li>• Target for women: N/A</li> <li>• Target for youth: N/A</li> <li>• Target for people with disabilities: N/A</li> </ul>
<b>Spatial Transformation (where applicable)</b>	<ul style="list-style-type: none"> <li>• Contribution to spatial transformation priorities: MPSDF objective-Liveability and sense of place</li> <li>• Description of spatial impact: Change in spatial patterns of all local municipalities through the implementation of infrastructure projects leading to spatial integration</li> </ul>
<b>Desired performance</b>	Enhanced service delivery in terms of Improved access to basic services (water, sanitation, electricity and waste removal) in the Province.
<b>Indicator responsibility</b>	Chief Director: Development and Planning

<b>Indicator Title</b>	<b>Improved % of blue, green and no drop status</b>
<b>Definition</b>	Measurement of municipal performance on blue, green and no drop status.
<b>Source of data</b>	Blue, green and no drop status reports
<b>Method of calculation/ Assessment</b>	Simple count of scores achieved by municipalities on blue, green and no drop status performance
<b>Assumptions</b>	Municipalities will upgrade and refurbish water and sanitation plants, improve operations and maintenance in general.
<b>Disaggregation of Beneficiaries (where applicable)</b>	<ul style="list-style-type: none"> <li>• Target for women: N/A</li> <li>• Target for youth: N/A</li> <li>• Target for people with disabilities: N/A</li> </ul>
<b>Spatial Transformation (where applicable)</b>	<ul style="list-style-type: none"> <li>• Contribution to spatial transformation priorities: MSDF objective-Liveability and sense of place</li> <li>• Description of spatial impact: Change in spatial patterns of all local municipalities through the implementation of infrastructure projects leading to spatial integration</li> </ul>
<b>Desired performance</b>	Improved water quality, effluent water quality, water management and conservation in the Province.
<b>Indicator responsibility</b>	Chief Director: Development and Planning
<b>Indicator Title</b>	<b>Number of Traditional Councils capable in performing their functions</b>
<b>Definition</b>	To ensure functionality of Traditional/King Councils in terms of their participation in Municipal Affairs, operational offices, sound Financial Administration, clear accountability to the public and improved co operations in terms of Intergovernmental Relation
<b>Source of data</b>	Traditional Councils financial, cultural ceremonies and participation in municipal council sittings records collected from Traditional Councils and Municipalities
<b>Method of calculation/ Assessment</b>	Simple count of the number of traditional councils/Kings council that are functional
<b>Assumptions</b>	Functional Traditional/King Councils
<b>Disaggregation of Beneficiaries (where applicable)</b>	<ul style="list-style-type: none"> <li>• Target for women: N/A</li> <li>• Target for youth: N/A</li> <li>• Target for people with disabilities: N/A</li> </ul>
<b>Spatial Transformation (where applicable)</b>	<ul style="list-style-type: none"> <li>• Contribution to spatial transformation priorities: N/A</li> <li>• Description of spatial impact: N/A</li> </ul>
<b>Desired performance</b>	All traditional councils in the Province performing their functions as required by legislation
<b>Indicator responsibility</b>	Chief Director: Traditional Institution Management

<b>Indicator Title</b>	<b>Number of projects implemented based on a re-modelled Agrarian Revolution Programme</b>
<b>Definition</b>	Implementation of projects that will be based on a re-modelled Agrarian Revolution Programme within Traditional Communities
<b>Source of data</b>	Reports of House of Traditional Leaders, Local Houses of Traditional Leaders and on implementation of the agrarian revolution programme
<b>Method of calculation/ Assessment</b>	Simple count of the number of projects implemented based on a re-modelled Agrarian Revolution Programme
<b>Assumptions</b>	Improved livelihoods

<b>Disaggregation of Beneficiaries (where applicable)</b>	<ul style="list-style-type: none"> <li>• Target for women: N/A</li> <li>• Target for youth: N/A</li> <li>• Target for people with disabilities: N/A</li> </ul>
<b>Spatial Transformation (where applicable)</b>	<ul style="list-style-type: none"> <li>• Contribution to spatial transformation priorities: Conservation and resource utilisation</li> <li>• Description of spatial impact: Agrarian transformation which contributes to rural economic node</li> </ul>
<b>Desired performance</b>	Traditional communities benefiting socially and economically from the re-modelled Agrarian Revolution Programme
<b>Indicator responsibility</b>	Chief Director: House of Traditional Leaders

<b>Indicator Title</b>	<b>Number of Local Houses of Traditional Leaders' participating in the District Development Model</b>
<b>Definition</b>	Participation of the members of the Local Houses of Traditional Leaders' on the meetings of District development model
<b>Source of data</b>	Minutes or reports on the District development model meetings
<b>Method of calculation/ Assessment</b>	Simple count of the number of Local Houses of Traditional Leaders
<b>Assumptions</b>	District development model implemented in the Province
<b>Disaggregation of Beneficiaries (where applicable)</b>	<ul style="list-style-type: none"> <li>• Target for women: N/A</li> <li>• Target for youth: N/A</li> <li>• Target for people with disabilities: N/A</li> </ul>
<b>Spatial Transformation (where applicable)</b>	<ul style="list-style-type: none"> <li>• Contribution to spatial transformation priorities: MPSDF objective-Liveability and sense of place</li> <li>• Description of spatial impact: Change in spatial patterns of Traditional Communities through the implementation of infrastructure projects leading to spatial integration</li> </ul>
<b>Desired performance</b>	All local houses
<b>Indicator responsibility</b>	Chief Director: House of Traditional Leaders

## ANNEXURES TO THE STRATEGIC PLAN

### ANNEXURE A: District Development Model

Areas of intervention	Five-year planning period				
	Project description Budget allocation	District Municipality	Location GPS coordinates	Project Leader	Social Partners
<b>Water</b>	None	None	None	None	None
<b>Sanitation</b>	None	None	None	None	None
<b>Roads</b>	None	None	None	None	None
<b>Stormwater</b>	None	None	None	None	None
<b>Electricity</b>	None	None	None	None	None
<b>Environmental management</b>	None	None	None	None	None
<b>Capacity Development</b>	Capacity Building programmes provided to Municipal Officials and Councillors	Ehlanzeni; Gert Sibande and Nkangala	All municipalities in the Province	Acting Director: Capacity Building	None
<b>Job creation</b>	Community Works Programme	Gert Sibande, Nkangala and Ehlanzeni	All 17 local municipalities	COGHSTA	National Department of Co-operative Governance
<b>Spatial Planning</b>	EPWP Youth Waste Management Programme	Gert Sibande and Ehlanzeni	Dipaleseng, Bushbuckridge and Nkomazi local municipalities	COGHSTA	None
	Regional Spatial Development Framework	Gert Sibande, Nkangala and Ehlanzeni	Ehlanzeni, City of Mbombela, Nkomazi, Bushbuckridge, Thaba Chweu, Nkangal, Emakhazeni, Gert Sibande, Chief Arbert Luthuli, Msukaligwa and Mkhondo	COGHSTA	DALRRD DEDT OTP SALGA District Municipalities Local Municipalities
<b>Rural Housing Units</b>	Review of the Provincial Spatial Development Framework	Gert Sibande, Nkangala and Ehlanzeni	All Municipalities	COGHSTA	All Sectors
	Construction of Rural Housing Units	Bushbuckridge	Various areas	COGHSTA	None
<b>IRDP Phase 1</b>	Servicing of sites	Bushbuckridge	Various areas	COGHSTA	None
<b>IRDP Phase 2</b>	Construction of Top Structures	Bushbuckridge	Various areas	COGHSTA	None

<b>Rural Housing Units</b>	Construction of Rural Housing Units	City of Mbombela		Various areas	COGHSTA	None
<b>IRDP Phase 1</b>	Servicing of sites	City of Mbombela		Various areas	COGHSTA	None
<b>IRDP Phase 2</b>	Construction of Top Structures	City of Mbombela		Various areas	COGHSTA	None
<b>Emergency Housing Assistance</b>	Removal and replacement of Asbestos roofs	City of Mbombela		Various areas	COGHSTA	None
<b>Military veterans</b>	Construction of Military Veterans housing units	City of Mbombela		Various areas	COGHSTA	None
<b>Community Residential Units (CRUs)</b>	Construction of CRUs	City of Mbombela		Various areas	COGHSTA	None
<b>Emergency Housing Assistance</b>	Removal and replacement of Asbestos roofs	Nkomazi		Various areas	COGHSTA	None
<b>Community Residential Units (CRUs)</b>	Construction of CRUs	Thaba Chweu		Various areas	COGHSTA	None
<b>IRDP Phase 1</b>	Servicing of sites	Thaba Chweu		Various areas	COGHSTA	None
<b>IRDP Phase 2</b>	Construction of Top Structures	Thaba Chweu		Various areas	COGHSTA	None
<b>IRDP Phase 1</b>	Servicing of sites	Dipaleseng		Various areas	COGHSTA	None
<b>IRDP Phase 2</b>	Construction of Top Structures	Dipaleseng		Various areas	COGHSTA	None
<b>Informal Settlements</b>	Upgrading of Informal Settlements	Dipaleseng		Various areas	COGHSTA	None
<b>IRDP Phase 2</b>	Construction of Top Structures	Lekwa		Various areas	COGHSTA	None
<b>Community Residential Units (CRUs)</b>	Construction of CRUs	Lekwa		Standerton ext 8	COGHSTA	None
<b>IRDP Phase 1</b>	Servicing of sites	Msukaligwa		-26.931400		
<b>IRDP Phase 2</b>	Construction of Top Structures	Msukaligwa		29.210624		
<b>IRDP Phase 2</b>	Construction of Top Structures	Pixley Ka Seme		Various areas	COGHSTA	None
<b>IRDP Phase 2</b>	Construction of Top Structures	Mkhonto		Various areas	COGHSTA	None
<b>Rural Housing Units</b>	Construction of Rural Housing Units	Mkhonto		Various areas	COGHSTA	None

<b>Informal Settlements Upgrading</b>	Servicing of sites	Govan Mbeki	Various areas	COGHSTA	None
<b>IRDP Phase 2</b>	Construction of Top Structures	Govan Mbeki	Various areas	COGHSTA	None
<b>IRDP Phase 1</b>	Planning and Services	Victor Khanye	Various areas	COGHSTA	None
<b>Rural Housing Units</b>	Construction of Rural Housing Units	Thembisile Hani	Various areas	COGHSTA	None
<b>IRDP Phase 1</b>	Servicing of sites	Thembisile Hani	Various areas	COGHSTA	None
<b>Informal Settlements</b>	Upgrading of Informal Settlements	Thembisile Hani	Various areas	COGHSTA	None
<b>Informal Settlements Upgrading</b>	Servicing of sites	Emakhazeni	Various areas	COGHSTA	None
<b>IRDP Phase 2</b>	Construction of Top Structures	Emakhazeni	Various areas	COGHSTA	None
<b>Rural Housing Units</b>	Construction of Rural Housing Units	Emakhazeni	Various areas	COGHSTA	None
<b>IRDP Phase 2</b>	Construction of Top Structures	Steve Tshwete	Various areas	COGHSTA	None
<b>IRDP Phase 1</b>	Servicing of sites	Emalahleni	Various areas	COGHSTA	None
<b>IRDP Phase 2</b>	Construction of Top Structures	Emalahleni	Various areas	COGHSTA	None
<b>Informal Settlements Upgrading</b>	Servicing of sites	Emalahleni	Various areas	COGHSTA	None
<b>Social and Economic Facilities (SEFs)</b>	Construction of SEFs	Emalahleni	Various areas	COGHSTA	None
<b>Emergency Housing Assistance</b>	Removal and replacement of Asbestos roofs	Dr JS Moroka Municipality	Various areas	COGHSTA	None
<b>IRDP Phase 1</b>	Planning and Services	Dr JS Moroka Municipality	Various areas	COGHSTA	None
<b>IRDP Phase 2</b>	Construction of Top Structures	Dr JS Moroka Municipality	Various areas	COGHSTA	None

