

STRATEGIC PLAN

2020-2025



co-operative governance
& traditional affairs
MPUMALANGA PROVINCE
REPUBLIC OF SOUTH AFRICA



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EXECUTIVE AUTHORITY STATEMENT



HON. M.J MSIBI (MPL)
MEC: CO-OPERATIVE GOVERNANCE
AND TRADITIONAL AFFAIRS

One of the standout anti-colonial leaders, Amílca Cabral once said and I quote: *“Always bear in mind that the people are not fighting for ideas, for the things in anyone’s head. They are fighting to win material benefits, to live better and in peace, to see their lives go forward, to guarantee the future of their children...”*

The Constitution of the Republic of South Africa in section 27(1) explicitly and categorically states *“Everyone has the right to have access to sufficient food and water”*. Water is the most essential of the basic services, government finds itself in an opprobrium, with the ever increasing demand for water, clean, drinkable and accessible water is a challenge that government has fundamentally addressed but much still has to be done.

Over the past 25 years, the government led by the ANC has managed to provide 86.5% of the households around the province of Mpumalanga with clean and drinkable water. That is, one million one hundred and fourteen thousand, one hundred and twenty (1 114 120) out of a total of one million two hundred and thirty eight thousand, eight hundred and sixty one (1 238 861).

The 6th administration’s devotion and dedication in addressing the water crisis was expressed by the Premier, Ms. Refilwe Mtsweni-Tsipane, in the State of the Province Address, where she declared the implementation of three major water projects aimed at addressing the water challenges. These projects are:

- Construction of a new dam in Mbombela that will augment the supply of water to meet the demand of the growing population at Ehlanzeni.
- The construction of a bulk pipeline from Loskop dam to the Thembisile Hani and the resuscitation of the Mkhombo dam in the Dr J.S. Moroka to stabilize the provision of water in Nkangala.

- The completion of the Lusushwane regional bulk water scheme in the Gert Sibande District.

Access to water is a challenge that the ANC-led administration in general and COGTA in particular, have the required political will and capacity to solve. Furthermore, we aim to introduce a provincial dashboard, which will monitor the procurement calendar of the various municipalities across the breadth and length of the province. The aim of this dashboard is to ensure strict monitoring of the progress or the lack of, as far as the procurement schedules of various municipalities is concerned.

In this period, the department will continue to work for the attainment of the targets as set out in outcome 9 of the service delivery agreement. This outcome seeks to build a responsive, accountable, effective and efficient local government system as spelt out in vision 2030, the National Development Plan.

In pursuit of local economic development and the prevention of land invasion, the department will continue with the enforcement of the contents of the Spatial Planning and Land Use Management across the province.

The unemployment rate in our province is at a staggering 34.2%. This means that the responsibilities upon the administration are humongous. Through a high level of commitment, these figures should significantly decline. Our contribution as COGTA to the unemployment rate is best summed up by the Community Works Program (CWP). Through it, the department has managed to provide twenty eight thousand five hundred and thirty one (28 531) employment opportunities in all municipalities across the breadth and the length of the province.

Mpumalanga is prone to the outbreak of disasters. The rainy summer season makes the province susceptible to flooding, while the dry winter seasons makes conditions conducive for veld fires. COVID-19 has added a strain to the challenges associated with disasters. The department will continue to coordinate stakeholder involvement in response to the human and environmental threats associated with the disaster conditions.

Previously, Ingoma was one of the major contributors in the overall number of the fatalities during the initiation season. Non-adherence of the Ingoma Act by the Ingoma practitioners was the source to the death of young initiates. However, COVID-19 is now on the list of contributing factors not only in Mpumalanga, but globally. The lockdown regulations declared by the President, which prohibited ingoma, played a significant role in averting to fatalities in the Ingoma practice. During the period of the prohibition of ingoma practice, it is incumbent upon the department to explore other measures that will prevent the fatalities once the country is declared COVID-19 free. The adherence to the Ingoma Act that empowers the department to regulate and monitor Ingoma schools would be intensified in order to deal harshly with those who act in contravention of the legislation.

Restoring the dignity and stability of the institution of traditional leadership will be one of our focal points. We are on track to finalise all 163 cases lodged with the provincial com-

mittee on Disputes and Claims. We will continue to support financially, cultural activities of the 60 Traditional Councils. Despite a tight fiscus and cost containment measures as set out by treasury, the department will continue to explore creative means of providing the institution with the resources in order to play the developmental role in rural communities.



HON. M.J MSIBI (MPL)
MEC: Co-operative Governance and Traditional Affairs

Date 31/08/2020

ACCOUNTING OFFICER STATEMENT



MR S. NGUBANE

**ACTING HEAD: CO-OPERATIVE GOVERNANCE
AND TRADITIONAL AFFAIRS**

The seven (7) key priorities tabled by the President, Mr. Cyril Ramaphosa during the State of the Nation Address define the aspirations of the 6th Administration. These priorities, namely: The economic transformation and job creation, education, skills and health, consolidating the social wage through reliable and quality basic services, spatial integration, human settlements and local government, social cohesion and safe communities, a capable, ethical and developmental state and a better Africa and World, are crucial building blocks towards the National Development Plan (NDP) that the country envisage by 2030.

The twenty five (25) years of our democracy is characterized by milestone achievements. In Mpumalanga of the 1 288 000 households, 1 114 120 have access to water. This is in consistent with Section 2 of the Constitution of the Republic that makes access to water a human rights matter and so is access to sanitation, electricity, and many other services. 1 207 360 households have access to sanitation while 551 264 enjoy access to refuse removal and 1 168 216 are electrified.

A lot still needs to be done for the realization of the NDP targets. During this period under review, we will strive to increase the number of households with access to water through the establishment of a Project Management Unit (PMU) that will plan and coordinate all infrastructure projects that will provide quality services such as water, sanitation and roads.

The Department will provide the Districts with the necessary support to give effect to the new service delivery model of coordinating planning for service delivery at the District level. Integrated Development Planning (IDP) and Local Economic Development (LED) forums and Ward Committees will be strengthened as platforms that bring to the same table, government institutions with projects to implement, and all community structures.

The LED Forums are catalysts of an investor-friendly environment, crucial to attract investments at municipal level. More investments will create the jobs that are badly needed for job creation.

Through the Community Works Programme (CWP), the Department will explore other means of expanding the number of intakes to participate in short term jobs as a contribution towards job creation.

The Department will support municipalities through the implementation of the Spatial Planning Land Use Management Act (SPLUMA), to ensure an efficient allocation of land for business, farming and human settlement. We will strengthen compliance by all land users through the implementation of municipal by-laws. We will use all means possible including engagements with the institution of traditional leadership to ensure that the legislation is also applicable to rural areas for proper land use management.

Local Government is at the coalface of service delivery and filling of critical vacancies with people who meet the requirements of the positions is crucial to give effect to the goal of establishing a developmental state. Support will be provided in consolidating internal to prevent corruption.



Mr. S. Ngubane

(A) Head: Co-operative Governance and Traditional Affairs

Date 31/08/2020

Official Sign-off

It is hereby certified that this 2020-2025 Strategic Plan:

- Was developed by the management of the Department of Co-operative Governance and Traditional Affairs under the guidance of **MEC. M.J Msibi**
- 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 [name of the institution] will endeavour to achieve over the period of five years.

Ms. R.V Jones
Acting Chief Director: Corporate Services

Signature: 

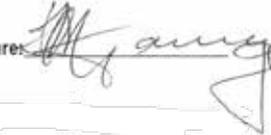
Mr. S.S Kunene
Chief Director: Local Governance

Signature: 

Mr. B.C Ntiwane
Acting Chief Director: Development and Planning

Signature: 

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

Signature: 

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

Signature: 

Mr. N.S Thobela
Acting Head of Planning and Programme Management

Signature: 

Mr. N.E Masondo
Acting Chief Financial Officer

Signature: 

Mr. S. Ngubane
Acting Accounting Officer

Signature: 

Approved By:

Hon. M.J Msibi
Executive Authority

Signature: 

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 RSA, 1996

The Department subscribes to the Founding Provisions of the Constitution, the Bill of Right as well as the principles of co-operative government and intergovernmental relations as contained in Chapter 1; 2 and 3 of the Constitution of the Republic of South Africa, 1996

1.2 Chapter 6 of the Constitution of the RSA, 1996 (Section 139)

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

1.3 Chapter 7 of the Constitution of the RSA, 1996 (Section 154)

The MEC as assigned by the provincial government to ensure by legislative or other measures support and strengthened the capacity of municipalities to manage their own affairs, to excises they powers and to perform their functions.

1.4 Chapter 7 of the Constitution of the RSA, 1996 (Section 155(6)):

The MEC as assigned by the provincial government to establish municipalities in the province in a manner consistent with the legislation enacted in terms of subsections (2) and (3) and, by legislative or other measures, must monitor and support of 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.

1.5 Chapter 7 of the Constitution of the RSA, 1996 Section 155(7):

The MEC as assigned by the provincial government, subject to section 44, 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, by regulating the exercise by municipalities of their executive authority referred to in section 156(1).

1.6 Chapter 7 of the Constitution of the RSA, 1996 (Section 163(b))

Departmental responsibility: To determine procedures by which the department may consult with National Government, designate representatives to participate in the NCOP and Financial and the Fiscal Commission.

1.7 Chapter 12 of the Constitution of the RSA, 1996 (Section 212):

Departmental responsibility: To acknowledge 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.

Departmental responsibility to acknowledge Schedule 4 – Functional areas of concurrent national and provincial legislative competence: Part A:

- Disaster management
- Indigenous law and customary law, subject to Chapter 12 of the Constitution
- Traditional leadership, subject to Chapter 12 of the Constitution

2 LEGISLATIVE AND POLICY MANDATES

2.1 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.

2.2 Local Government: Municipal Systems Act, 2000 (Act No. 32 of 2000)

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 mobilisation and organisational change which underpin the notion of developmental local government; to provide a framework for local public administration and human resource development; to empower the poor and ensure that municipalities put in place service tariffs and credit control policies that take their needs into account by providing 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.

The Act (object of the Act) provides for the core principles, mechanisms and processes

Co-operative government in that;

- Municipalities must exercise their executive and legislative authority within the constitutional system of co-operative government envisaged in section 41 of the Constitution.
- The national and provincial spheres of government must, within the constitutional system of co-operative government envisaged in section 41 of the Constitution, exercise their executive and legislative authority in a manner that does not compromise or impede a municipality's ability or right to exercise its executive and legislative authority.
- Chapter 5 requires of the Department to play a major role as per, namely;

Municipal planning in co-operative government

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

(2) Municipalities must participate in national and provincial development programmed as required in section 153(b) of the Constitution.

(3) If Municipalities are required to comply with planning requirements in terms of national or provincial legislation, the responsible organs of state must—

- align the implementation of that legislation with the provisions of this 25 Chapter; and in such implementation—
 - (i) Consult with the affected municipality; and
 - (ii) Take reasonable steps to assist the municipality to meet the time limit mentioned in section 25 and the other 4 requirements of this Chapter 30 applicable to its integrated development plan.

(4) An organ of state initiating national or provincial legislation requiring municipalities to comply with planning requirements, must consult with organised local government before the legislation is introduced in Parliament or a provincial legislature, or, in the case of subordinate legislation, before that legislation is enacted.

The Department needs to take cognizance of the following:

Provincial Monitoring and Support

The MEC for local government in the province may, subject to any other law regulate provincial supervision of local government-

- (a) Monitor the process followed by a municipality in terms of section 29
- (b) Assist a municipality with the planning drafting, adoption and review of its integrated development plan;
- (c) Facilitate the co-ordination and alignment of:
 - (i) Integrated development plans of different municipalities, includes those of a district municipality and the local municipalities within its area; and
 - (ii) The integrated development plan of a municipality with the plans, strategies and programs of national and provincial organs of state:
- (d) Take any appropriate steps to resolve disputes or differences in connection with the planning, drafting, adoption or review of an integrated development plan between:
 - (i) A municipality and the local community; and
 - (ii) Different municipalities.

General key performance indicators

43 (1) The Minister, after consultation with the MEC for local government and organized local government representing local government nationally may:

- (a) By regulation prescribe general key performance indicators that are appropriate and that can be applied to local government generally; and
- (b) When necessary, review and adjust those general key performance indicators.

Reports by MEC:

47 (1) The MEC for local government must annually compile and submit to the provincial legislatures and the Minister a consolidated report on the performance of municipalities in the province.

(2) The report must:

- (a) Identify municipalities that under-performed during the year;
- (b) Propose remedial action to be taken; and
- (c) Be published in the *Provincial Gazette*.

(3) The MEC for local government must submit a copy of the report to the National Council of Provinces.

Non-performance and maladministration:

106. (1) If an MEC has reason to believe that a municipality in the province cannot or does not full fill a statutory obligation binding on that municipality or that maladministration, fraud, corruption or any other serious malpractice has occurred or is occurring in a municipality in the province, the MEC must:

(a) By written notice to the municipality, request the municipal council or municipal manager to provide the MEC with information required in the notice; or

(b) If the MEC considers it necessary, designate a person or persons to investigate the matter.

(2) In the absence of applicable provincial legislation, the provisions of sections 2,3, 4, 5 and 6 of the Commissions Act, 1947 (Act No. 8 of 1947), and the regulations made in terms of that Act apply, with the necessary changes as the context may require, to an investigation in terms of subsection (1)(b).

(3) An MEC issuing a notice in terms of subsection (1)(a) or designating a person to conduct an investigation in terms of subsection (1)(b), must submit a written statement to the National Council of Provinces motivating the action. Furthermore, the Act requires of the Department to advise on aspects of the Act and matters incidental thereto.

2.3 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 an objections and appeals process and to provide for matters connected therewith.

2.4 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 -

Part 1: Provincial Disaster Management Framework

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 the national disaster management framework.

(3) (a) 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 relevant provincial gazette for public comment.

Part 2: Provincial Disaster Management Centres Establishment

29. (1) Each province must establish a disaster management centre.

(2) A provincial disaster management centre forms part of and functions within the Department

2.5 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 matters incidental thereto.

2.6 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.

2.7 Mpumalanga Traditional Leadership and Governance Act, 2005 (Act No. 3 of 2005)

The Act requires of the Department to take cognisance and to 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.

2.8 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 procedure for the election of members of the Provincial House 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,

2.9 Legislation Governing Local Government

2.9.1 Ingoma Act, 2011 (Act No. 3 of 2011)

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

2.9.2 Spatial Planning and Land Use Management Act, 2013 (Act No.16, 2013)

The Act seeks to serve as the framework for Municipalities in order to ensure effective land use and Land Management, the MEC would have to strengthen monitoring of land use and land Management by Municipalities including ensuring compliance with 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

2.10 Other legislation that also impact on the Department include:

- Traditional Leadership and Governance Framework Act, 2003 (Act No. 41 of 2003)
- Regulations for the Election of the 40% Members of Traditional Councils, 2007
- Mpumalanga Commissions of Inquiry Act, 1998 (Act No. 11 of 1998)
- Other enabling legislation of Local Government
- Ingoma Regulations, 2015

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

The Mpumalanga Department of Co-operative Governance and Traditional Affairs has developed its 5 Years Strategic Plan to be in line with new MTSF which is now defined as the combination of a NDP Five Year Implementation Plan for the Priorities outlined in the Electoral Mandate and an Integrated Monitoring Framework

Much more focused on a limited set of priorities which allows for a clear line of site for the President and the country:

- a. Required delivery, resources and delivery timelines
- b. Proposals (Targets, Interventions, Outcomes and Indicators)

Through the proposed NDP 5 Year Implementation Plan, government will collaborate with the private sector, labour and civil society to contribute to the achievement of the set priorities.

The Seven Priorities derived from the Electoral Mandate + SONA+ SOPA:

- **Priority 1: Building a capable, ethical and developmental state**
- **Priority 2: Economic Transformation and Job Creation**
- Priority 3: Education, Skills and Health
- Priority 4: Consolidating the Social Wage through Reliable and Quality Basic Services
- **Priority 5: Spatial Integration, Human Settlements and Local Government**
- Priority 6: Social Cohesion and Safe Communities
- Priority 7: A better Africa and World

The Department **will contribute mostly to the achievement of the Electoral mandate Manifesto Priorities 1, 2 and 5** responding to the mandate of the Sector which is to monitor and support municipalities in the province in managing their own affairs, exercising their powers and performing their functions; 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.

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)

4. RELEVANT COURT RULINGS

- The Appeals Court ruling on the case of the King Makhosonke V, the President of the Republic of South Africa and Others.
- Constitutional court ruling on the invalidity of the Amendments of the Municipal Systems Act of 2011.

Part B: Our Strategic Focus

5. VISION

Responsive, effective, efficient and sustainable cooperative governance system

6. MISSION

To ensure that Municipalities and Traditional Institutions in the Province perform their basic responsibilities and functions by promoting good governance, sound financial management and administrative capability

7. VALUES

Guided by the spirit of Batho Pele our values are:

- ✓ Ubuntu: Employees demonstrates a quality that includes essential human virtues, compassion and humanity
- ✓ Ethical behavior (Integrity and honesty): Employees demonstrates a high degree of morality and empathy 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: A 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
- ✓ Learning and development: The Department creates an Environment of continuous Learning and development for employees

8. SITUATIONAL ANALYSIS

Over the 25 years of democracy, there have been several attempts at steering development towards communities in a coordinated manner, with a view of maximizing impact and delivering cohesive and sustainable communities. These have included the War on poverty, Urban Renewal Programme (URP), the Integrated Sustainable Rural Development Programme (ISRDP) and the Comprehensive Rural Development Programme (CRDP).

Despite these attempts **horizontal and vertical silos persist**. A review of the ISRDP notes, *“There is no coordination because some projects are implemented by national departments which are not in the IDP of local municipalities”*¹. According to the review, *“national departments lack information on municipal planning because they do not involve the local sphere”*.²

. ¹ Everatt D, Dube N, and Ntsime M, Integrated Sustainable Rural Development Programme: Phase I Evaluation, Nodal Review, (Independent Development Trust, 2004), p9.

. ² *Ibid*, p.10

This has been compounded by the fact that gradually over the 25 years of democracy there has been a **growing social distance** between government and the people. The symptoms of the growing distance include the ever rising 'service delivery protests'. Significantly, with the increase in quantum, the magnitude of violence and lawlessness in these protests has increased often resulting in the destruction of infrastructure, which is critical in the socio-economic development of those very communities.

The President further called for the rolling out of “**a new integrated district based approach to addressing our service delivery challenges [and] localise[d] procurement and job creation, that promotes and supports local businesses, and that involves communities...**” The President is cognisant of the fact that such an approach will require that “*National departments that have district-level delivery capacity together with the provinces ... provide implementation plans in line with priorities identified in the State of the Nation address*”.³

The Mpumalanga Department of Co-operative Governance has planned to conclude the process of developing the District Co-ordination model profiles for the three (3) Districts of the Province during the 2019/20 financial year, develop the district based development plans for implementation. 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:*³

- a) *Managing urbanisation, growth and development;*
- b) *Determining and/or supporting local economic drivers;*
- c) *Determining and managing spatial form, land release and land development;*
- d) *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;*
- e) *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.

8.1 External Environmental Analysis

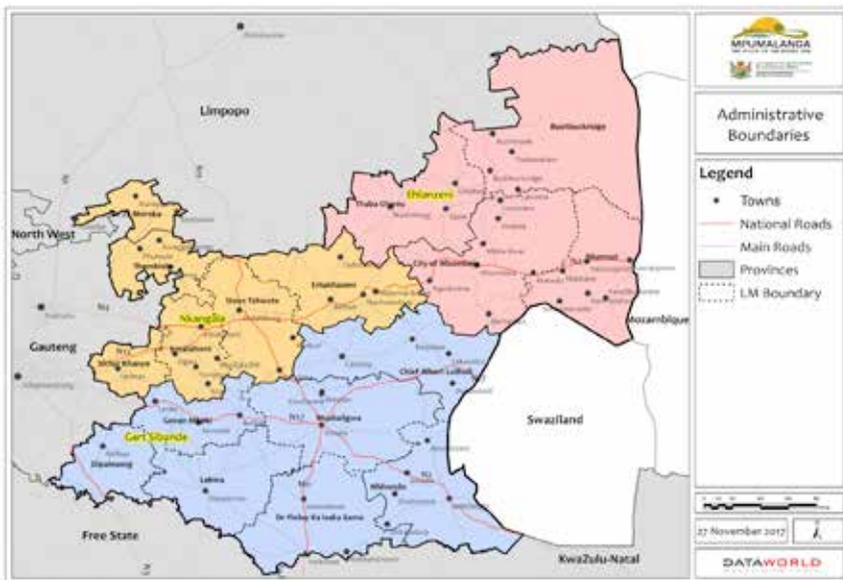
Mpumalanga covers an area of 76 495km² within the country of South Africa. Administratively, Mpumalanga is divided into three district municipalities, which are further subdivided into 17 local municipalities. The City of Mbombela is the capital of the prov-

³ Concept note of the District co-ordination model

ince and the administrative and business centre of the lowveld. Other major cities and towns in Mpumalanga include Emalahleni (previously Witbank), Middelburg Standerton, Mkhondo (previously Piet Retief), Malalane, 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 population in the Mpumalanga province is 4,59 Million contributing a 7.81 per cent population in the country as stated at the Mid-year population estimates, 2019 from Statistics South Africa. Households in the Province has grown from 1 075 488 as stated in the 2011, Census report to 1 289 000 as stated in the General Household survey 2018.

The following map shows the Province of Mpumalanga:



Map 1: Mpumalanga Province

Municipalities are constitutionally required to deliver a variety of municipal services and facilitate socio economic development in their areas of jurisdiction. On the other hand, the Department of Cooperative Governance and Traditional Affairs (COGTA) is enjoined by the Constitution to monitor, support and strengthen municipalities in order to fulfil their mandate and responsibilities towards meeting the needs of the communities they serve. The information on the Access to basic services and population statistics from the General Household survey 2018 and Mid-year population estimates, 2018 includes

Traditional Communities within municipal boundaries statistics. Municipalities will have to review their service delivery plans to meet the increased populations' demands for Basic Service delivery.

The Department of Cooperative Governance and Traditional Affairs in the Mpumalanga Province is also responsible for ensuring that the role of Traditional Leaders and the interest of traditional communities are protected. National legislation has been promulgated to provide a framework to define the roles and responsibilities of traditional leaders and formalise the structures as well as how they should be regulated.

The Traditional Leadership and Governance Framework Act, 2003 (Act No. 41 of 2003) ("the Framework Act"), as amended, confers meaningful and significant roles to the institution of traditional leadership, which include but is not limited to the following:

- Supporting municipalities in the identification of community needs;
- Facilitating the involvement of the traditional community 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 government that will contribute to development and service delivery within the area of jurisdiction of the traditional council;
- Participating in the development of policy and legislation at local level;
- Participating in development programmes of the local, provincial and national spheres of government; and
- Promoting the ideals of cooperative governance, integrated development planning, sustainable development and service delivery.

Over past five years, the Department working together with the Provincial Treasury, the National Department of Cooperative Governance and Department of Traditional Affairs, National Treasury, SALGA and other partners. The Department rolled out a variety of initiatives and programmes to strengthen capacity of municipalities in the province. 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 descent 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:

1. Municipal Institutional Capacity

According to the reports of the Auditor General of 2017/18 and Section 47, not all municipal senior managers are adequately qualified for the positions they occupy. These reports show that in some municipalities, vacancies and instability in key positions as well as at support staff level further contributed to the unstable control environment. In addition, even though the chief financial officer position was filled at some municipalities, there was a lack of technical competency skills to appropriately interpret, analyse and report the financial and performance information in compliance with relevant frameworks and legislation. These vacancies, instabilities and competency gaps resulted in the province heavily relying on consultants, with little or no monitoring nor any transfer of skills. Despite 17 municipalities (89%) spending R134 million on consultants for financial reporting during the year, this had no impact on the audit outcomes except at Gert Sibande District.

Although the provincial leadership established municipal performance monitoring structures which included the Premiers Co-ordination Forum (PCF), Technical MUNIMEN forum, MUNIMEC forum and conducted Municipal Performance Review Sessions it is still a major challenge to deal with accountability failures and implementing consequences as there is no Legislation that permits the Provincial Government to implement consequence management to non performing municipal officials. In order to improve the Performance of municipalities, it is important that there is a long-term strategy to develop the skills required by municipalities including appropriate mechanisms for recruiting young people and ensuring the organizational ethos is conducive for them to grow and develop their skills on the job.

In most municipalities, organizational structures are not appropriately designed resulting in misalignment between structure, strategy and operations at various levels. High vacancy rates or many critical posts not filled especially those of senior managers. Individual performance management system is not cascaded to lower levels, which may demoralize lower level officials from performing exceptionally well and compromise the performance of the organisation. Local labour forums are not functioning optimally leading to unstable labour relations environment in some Municipalities.

Out of **125** senior manager's posts in the province, **109** posts are filled and **16** posts are vacant. Therefore, **87%** posts are filled by competent Senior Managers and **13%** are vacant. The municipalities shown in the table below have vacant positions:

Table 1.1: Municipalities with vacant senior management positions as at 26 August 2020

MUNICIPALITY	NUMBER OF VACANT POSTS
Lekwa Local Municipality	(3) Director Technical Services, Chief Financial Officer and Director Corporate Services
Dr Pixley Ka Isaka Seme Local Municipality	(2) Chief Financial Officer and Director Technical Services
Dipaleseng Local Municipality	(2) Municipal manager and Director Planning & Development
Victor Khanye Local Municipality	(1) Director Community
Steve Tshwete Local Municipality	(1) Chief Financial Officer
Dr JS Moroka Local Municipality	(2) Municipal Manager and Director Corporate Services,
Thaba Chweu Local Municipality	(2) Director Community and Director Corporate Services
City of Mbombela Local Municipality	(1) Director Legal Service
Bushbuckridge Local Municipality	(2) Director Community Services and Director Corporate Services
Lekwa Local Municipality	(3) Director Technical Services, Chief Financial Officer and Director Corporate Services
Dr Pixley Ka Isaka Seme Local Municipality	(2) Chief Financial Officer and Director Technical Services

Source: MP: CoGTA- Report on the appointment of Municipal Senior Managers

Table 1.1.1: Municipalities with vacant senior management positions per district as at 26 August 2020

Municipality	Filled Posts	Vacant Posts
Gert Sibande District	40	7
Nkangala District	34	4
Ehlanzeni District	35	5
Total	109	16

Source: MP: CoGTA- Report on the appointment of Municipal Senior Managers

Challenges and Interventions

Table 1.2 Challenges and Interventions of Municipal institutional capability

Challenges	Interventions
<ul style="list-style-type: none"> ✓ Reliance on consultants with little or no monitoring and transfer of skills, instead of stabilising the municipalities by filling key positions and investing in training programmes to enhance skills and competencies of staff. 	<ul style="list-style-type: none"> ✓ Support municipalities to appoint suitably qualified senior managers ✓ Conduct capacity building interventions
<ul style="list-style-type: none"> ✓ Delay in appointments of senior managers ✓ PMS not cascaded to lower levels and municipalities not regularly assessing the performance of senior managers 	<ul style="list-style-type: none"> ✓ Support municipalities to draft and implement acceleration plans for appointment of suitably qualified senior managers to fill the vacant positions

2. Good Governance

Functionality of the section 79 & 80 committees as per the Municipal Systems Act still needs to be strengthened in municipalities to ensure good governance practices. Since 2004, the level of public trust in local government has steadily declined. Municipalities for their part have not always endeavoured to be more efficient and effective, to prioritise, maintain and sustain services (including basic services) to all in support of social and economic development, or to curtail the wasting of funds on non-priority expenditure and to collect all revenue due.

Poor governance and accountability are also of major concern, with communities, often feeling alienated and disconnected from decision-making processes. Much of this stems from undue political interference in operations, weak political leadership, and poor communication with communities, lack of transparency and accountability and weak and ineffective platforms for public participation. Governments' approach to citizen participation has too often become formulaic and symbolic. Unsurprisingly, this does little to improve citizens' confidence. Public confidence and trust in local government will have to be consciously rebuilt. Municipalities will need to pay greater attention to engaging citizens in their own spaces as well as ensuring that engagement in IDP processes is deliberative, with citizens actively involved in identifying and resolving trade-offs.

Challenges and Interventions

Table 1.3 Challenges and Interventions of Governance within Municipalities

Challenges	Interventions
✓ Municipalities not adhering to schedule of meetings by oversight committees (Section 79 and Section 80)	✓ COGTA to monitor the sittings of oversight committee meetings and provide recommendations to Municipalities which does not adhere to schedule of meetings
✓ 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.	✓ Portfolio Based as well as Toolkit on roles and responsibilities training rolled out for all MPAC members and their support staff
✓ Some MPACs have unqualified members/ support staff	✓ Conduct capacity building interventions

3. Public Participation

Public participation is a vital part of our democracy, and allows citizens to get involved in how their communities are governed. At local government level the Local Government: Municipal Structures Act, 1998, requires amongst others municipalities to develop mechanisms to consult communities and community organizations in performing their functions and exercising its powers.

These structures are commonly known as Ward Committees, and provide a vital link between Ward Councillors, the community and the municipality. They allow for members of communities to influence municipal planning in a manner which best addresses their needs.

The ward committee will be regarded as the statutory structure recognized by the municipal council as its consultative body and communication channel on matters affecting the ward, including, but not limited to:

- representing the community on the compilation and implementation of the Integrated Development Plan;
- ensuring constructive and harmonious interaction between the municipality and the community;
- attending to all matters that affect and benefit the community;
- acting in the best interest of the community, and
- Ensuring active participation of the community in the municipality's budgetary process.

If a ward committee is not functional, the communication channel of municipalities with communities will be non-existent and municipality, which will then lead to community protests, needs will not consider community. Ninety four percent (94%) of ward committees are functional within Mpumalanga Province.

The following table shows the percentage of functional ward committees in Mpumalanga Province:

Table 1.4: Percentage of functional wards per municipality

District Municipality	Local Municipality	Total number of wards	Number of functional ward committees	Percentage of functional ward committees
Ehlanzeni	City of Mbombela	45	43	96%
	Thaba Chweu	14	14	100%
	Bushbuckridge	38	38	100%
	Nkomazi	33	33	100%
Nkangala	Steve Tshwete	29	29	100%
	Emalahleni	34	34	100%
	Emakhazeni	08	08	100%
	Victor Khanye	09	08	89%
	Dr JS Moroka	31	24	77%
	Thembisile Hani	32	32	100%

District Municipality	Local Municipality	Total number of wards	Number of functional ward committees	Percentage of functional ward committees
Gert Sibande	Mkhondo	19	14	74%
	Chief Albert Luthuli	25	25	100%
	Govan Mbeki	32	26	81%
	Msukaligwa	19	19	100%
	Lekwa	15	15	100%
	Dipaleseng	06	04	67%
	Dr Pixley ka Isaka Seme	11	11	100%
Mpumalanga Province		400	377	94%

Source: Mpumalanga Department of Co-operative Governance and Traditional Affairs Functionality of Ward Committees 2020/21 1st Quarter Report

The Provincial Government has established a structure to assist in gathering community concerns at a ward level, which is called the Operation Vuka Sisebente (OVS). The Operating Vuka Sisebente (OVS) or Council of Stakeholders provides an opportunity to properly monitor the provision of services at ward level. Fully functional War Rooms to be monitored in the Province to co-ordinate a response and basket of services to be provided in communities. The Department's Community Development Workers serves as secretariats of the ward council of stakeholders, capturing issues raised by the communities and referral of issues to the Local Council of Stakeholders. Functionality of all established OVS war rooms will be assessed and feedback will be provided on areas of improvement to the affected war rooms

Challenges and Interventions

Table 1.5 Challenges and Interventions of Public Participations in municipalities

Challenges	Interventions
✓ Non-Functional ward committees	✓ Municipalities to implement recommendations provided by COGTA on the assessment of ward committees functionality
✓ Poor response to issues raised during protest marches	<ul style="list-style-type: none"> ✓ Establishment of response teams to be led by the Districts with participation of Executive Mayors and Municipal Managers offices, to improve response rate on issues raised through the departmental early warning system and protest marches ✓ Establishment of OVS ward war rooms in all wards within the Province to ensure that issues raised by communities are referred for intervention
✓ Vacancies in wards where CDWs left the public service	✓ Upliftment of moratorium for the filling of CDWs vacancies

Challenges	Interventions
<ul style="list-style-type: none"> ✓ Local Communities disrupting contractors appointed and demanding to be involved in the projects 	<ul style="list-style-type: none"> ✓ Local Municipalities to update their SCM policies and LED strategies to cater for the 30% procurement local empowerment.
<ul style="list-style-type: none"> ✓ Emerging local business forums disrupts projects 	
<ul style="list-style-type: none"> ✓ Unrealistic promises by Municipal Councillors to communities 	<ul style="list-style-type: none"> ✓ Provision of feedback on municipal IDP priorities through the community structures for public participation (Ward Committees)
<ul style="list-style-type: none"> ✓ Traditional Leaders not participating in Municipal Councils 	<ul style="list-style-type: none"> ✓ Workshop Traditional Leaders on their Roles of participating in municipal councils
<ul style="list-style-type: none"> ✓ Public participation programmes not convened due to the Covid 19 regulations on restrictions of large gatherings 	<ul style="list-style-type: none"> ✓ Support municipalities to implement alternative ways to conduct regulated public participation programmes

4. Basic Service Delivery

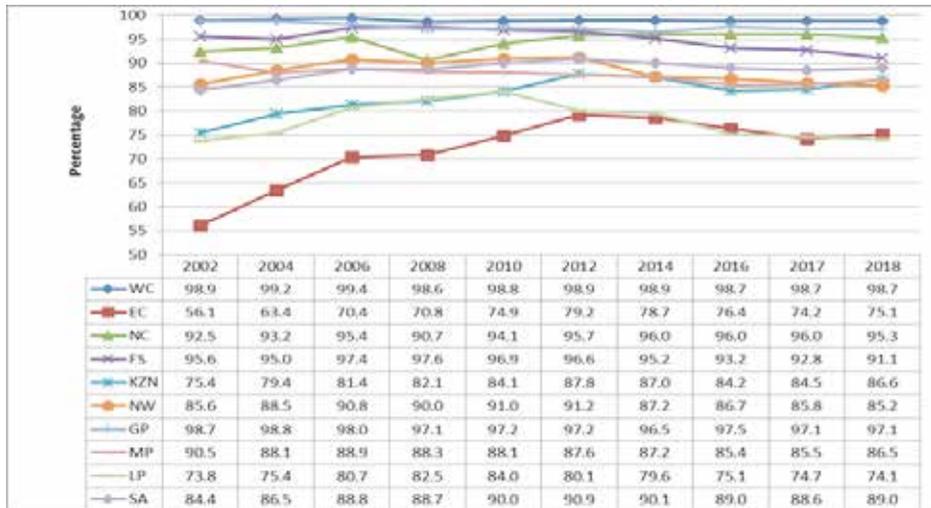
Throughout the post-1994 period, government has set targets with for access to services, but universal access to functional infrastructure has been elusive primarily due to infrastructure backlogs, neglect of routine operation and maintenance of infrastructure, uneven or lack of technical capacity and the application of inappropriate delivery technologies in remote rural areas. Although household with access to basic services has improved, it is evident that to make progress towards universal access in the 2020 – 2025 period, attention should focus providing a universal access to basic services (Water, Sanitation and Electricity) in sustainable manner for now and future in all 17 Local Municipalities.

i) Water access and use

The proportion of households with access to pipe or tap water in the Mpumalanga Province Shows a decline as compared from the year of 2002 (90.5%) to 2018 (86.5%). Some of the reasons for this decline may be due to the increase in the population within the Province, aging water infrastructure and decline in dam water levels.

The proportion of households with access to pipe or tap water in their dwellings, off-site or on-site by province is presented in Figure 1.1

Figure 1.1: Percentage of households with access to piped or tap water in their dwellings, off-site or on-site by province, 2002–2018



Source: General Household Survey, 2018

Figure 1.1 shows that tap water inside their dwellings, off-site or on-site was most common among households in Western Cape (98,7%), Gauteng (97,1%), and Northern Cape (95,3%) and least common in Eastern Cape (75,1%) and Limpopo (74,1%). Since 2002, the percentage of households in Eastern Cape with access to water increased by 19,0 percentage points and those in KwaZulu-Natal by 11,2 percentage points. Nationally, the percentage of households with access to tap water in their dwellings, off-site or on-site increased by 4,6 percentage points during the same period.

Despite these notable improvements, access to water actually declined in five provinces between 2002 and 2018. The largest decline was observed in Free State (-4,5 percentage points) followed by Mpumalanga (-4,0 percentage points) and Gauteng (-1,6 percentage points). The declines, however, belie the fact that many more households were provided with water in 2018 than seventeen years earlier.

Table 1.6 shows the perception of households regarding the quality of the water they drink

Table 1.6: Perceptions of households regarding the quality of the water they drink per province, 2018

Perception	Statistic (numbers in thousands)	Province									
		WC	EC	NC	FS	KZN	NW	GP	MP	LP	RSA
Not safe to drink	Number	145	232	48	89	198	102	111	176	38	1 141
	Percentage	7,8	13,8	14,1	10,0	6,8	8,5	2,3	13,7	2,5	6,9
Not clear	Number	116	190	47	125	179	133	125	161	49	1 127
	Percentage	6,2	11,3	13,8	14,1	6,2	11,1	2,6	12,6	3,1	6,8
Not good in taste	Number	147	260	48	75	180	141	146	182	122	1 300
	Percentage	7,8	15,5	14,1	8,4	6,2	11,7	3,0	14,3	7,8	7,8
Not free from bad smells	Number	119	163	37	96	161	92	132	140	103	1 043
	Percentage	6,4	9,7	10,8	10,7	5,6	7,7	2,7	11,0	6,6	6,3

Source: General Household Survey, 2018

The deterioration in levels of satisfaction is mirrored by an increase over time in the percentage of households who felt that their water was not clean, clear, did not taste well, or was not free of bad smells. This is presented in Table 10.6. Dissatisfaction with the quality of drinking water was most common in Eastern Cape, Free State, Northern Cape and Mpumalanga in 2018, while households in Gauteng were much most content.

ii) Sanitation

Environmental hygiene plays an essential role in the prevention of many diseases. It also impacts on the natural environment and the preservation of important natural assets, such as water resources. Proper sanitation is one of the key elements in improving environmental sanitation.

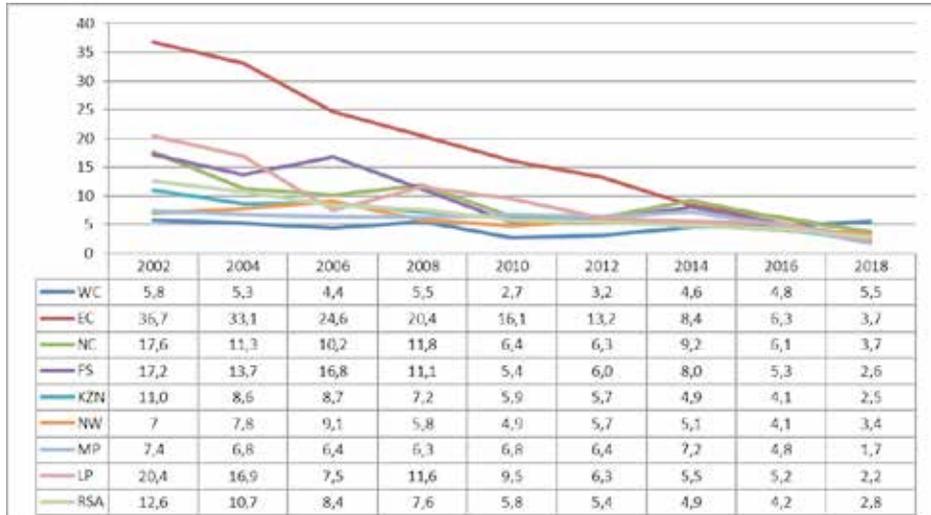
Figure 1.2: Percentage of households that have access to improved sanitation per province, 2002–2018



Source: General Household Survey 2018

Figure 1.2 identifies the percentage of households per province that had access to improved sanitation facilities. These facilities are defined as flush toilets connected to a public sewerage system or a septic tank, or a pit toilet with a ventilation pipe. Nationally, the percentage of households with access to improved sanitation increased from 61,7% in 2002 to 83,0% in 2018. While the majority of households in Western Cape (93,8%) and Gauteng (91,8%) had access to adequate sanitation, access was most limited in Limpopo (58,9%) and **Mpumalanga (68,1%)**. In Eastern Cape, households' access to improved sanitation facilities increased by 54,6 percentage points between 2002 and 2018, growing from 33,4% to 88,0%.

Figure 1.3: Percentage of households that have no toilet facility or that have been using bucket toilets per province, 2002–2018



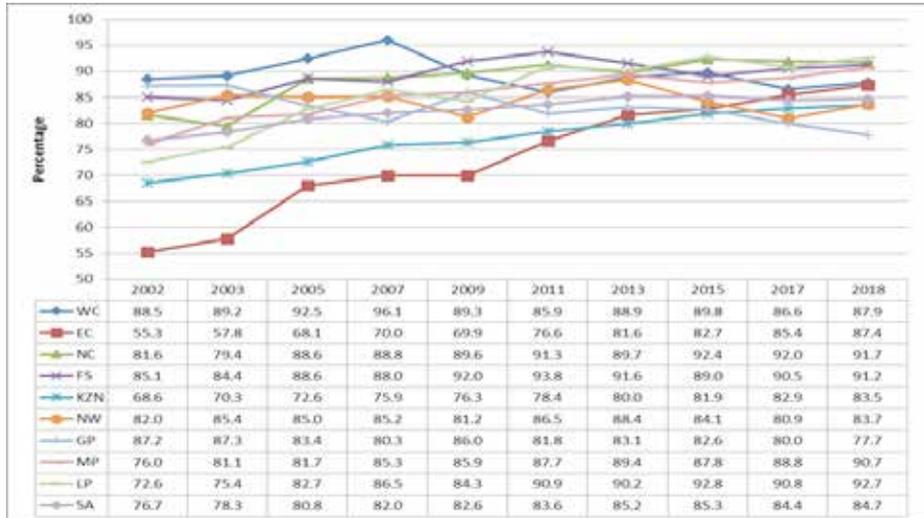
Source: General Household Survey, 2018

Despite the improved access to sanitation facilities, many households continue to be without any proper sanitation facilities. Figure 1.3 shows the percentage of households that either had no sanitation facilities or that had to use bucket toilets. Nationally, the percentage of households that continued to live without proper sanitation facilities have been declining consistently between 2002 and 2018, decreasing from 12,6% to 2,8% during this period. The most rapid decline over this period was observed in Eastern Cape (-33,0 percentage points), Limpopo (-18,2 percentage points), Free State (-14,6% percentage points) and Northern Cape (-13,9 percentage points). Mpumalanga has shown a decrease

iii) Access to electricity

Having adequate and affordable access to energy sources is vital to address household poverty. In order to assess household access, the GHS measures the diversity, and main sources of energy used by households to satisfy basic human needs (cooking, lighting, heating water, space heating). In addition to measuring access to electricity, the GHS is also concerned with measuring the extent to which households are connected to, and use grid or mains electricity as this could provide a useful measure to guide future electrification programmes.

Figure 1.4: Percentage of households connected to the mains electricity supply by province, 2002–2018



Source: General Household Survey, 2018

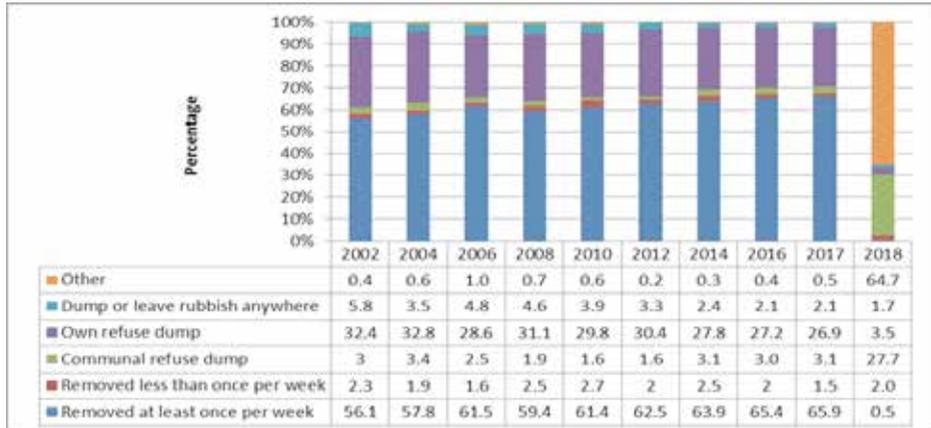
The percentage of South African households that were connected to the mains electricity supply increased from 76,7% in 2002 to 84,7% in 2018. This is presented in Figure 9.1. Households with access to mains electricity were most common in Limpopo (92,7%), Northern Cape (91,7%), and Free State (91,2%), and least common in Gauteng (77,7%), KwaZulu-Natal (83,5%) and North West (83,7%). The largest increases between 2002 and 2018 were observed in Eastern Cape (+32,1 percentage points), and Limpopo (+20,1 percentage points) while the percentage of households with access to mains electricity actually declined in Gauteng (-9,5 percentage points) and Western Cape (-0,6 percentage points). These declines can be associated with the rapid in-migration experienced by these provinces and the associated increased in households.

Figure 1.4 shows that Mpumalanga Province has increased the percentage of Households with access to electricity by 14.7% from 76.0% (2002) to 90.7% (2018).

iv) Refuse removal

The proper disposal of household waste and refuse is important to maintain environmental hygiene of the households' neighbourhoods.

Figure 1.5: Percentage distribution of household refuse removal, 2002–2018



Source: General Household Survey, 2018

Figure 1.5 shows that the percentage of households for which refuse was removed at least once per week increased from 56,1% in 2002 to 64,7% in 2018, while the percentage of households that had to rely on their own or communal rubbish dumps, or had no facilities at all, decreased over the same period.

The national figures, however, hide large discrepancies between rural and urban areas, but also between urban and metropolitan areas. Households in urban areas were much more likely to receive some rubbish removal service than those in rural areas, and rural households were therefore much more likely to rely on their own rubbish dumps.

The percentage of households with access to refuse removal in the Mpumalanga Province is at 53.7% as stated on the 2018/19 Annual Report of the Mpumalanga Department of Co-operative Governance and Traditional Affairs.

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
✓ High losses and theft of electricity resulted in low revenue collections by municipalities	✓ 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.
✓ Vandalism of the public infrastructure during service delivery protest ✓ Aging and lack of maintenance of water, electricity and sewer infrastructure	The Department will support municipalities to: ✓ Conduct Community awareness and education programmes against vandalism of public infrastructure ✓ Refurbish and Upgrade all infrastructure network which may have reached their life span Re-assess the functionality and design capability of all bulk sewer infrastructure.
✓ unrealistic promises by municipalities	✓ Provision of feedback on municipal IDP priorities through the community structures for public participation (Ward Committees)
✓ Mushrooming of illegal dumping sites	✓ Municipalities to raise awareness on utilising licensed dumping sites ✓ DARDLEA to facilitate the approval of licensed for waste disposal sites
✓ Waste Removal is not generally prioritized as it is not classified as the trading service, and therefore depends/ is leveraged on other services such as water and electricity for the collection of revenue. There is no dedicated grant that subsidizes the service. Only MIG funds the projects related to landfill site and transfer stations for development and upgrading.	✓ COGTA in partnership with DARDLEA and DEA have developed a Provincial Waste Management Action Plan to support municipalities which will be implemented during the 5 years MTSF period
✓ Excessive deterioration of waste management fleet and poor turn-around time to replace aged equipment is a challenge.	✓ District municipalities to support local municipalities on procurement of waste management fleet

5. Actions Supportive to Integrated Human Settlements

Mpumalanga Province inherited a racially based spatial planning and land use management system, notwithstanding the steps taken by the Democratic government to address the legacy of this system by means of integrated planning, vestiges of the system remain. The old Land Use schemes were fairly limited, leaving large parts of the new wall-to-wall municipal areas unregulated, other than customary laws. As a result, traditional areas or former homelands have not been integrated into the municipal planning system hence not considered for provision of adequate basic services.

The Spatial Planning and Land Use Management Act (SPLUMA), 2013, Act No 16 of 2013 is a national law that was passed by Parliament in August 2013. It seeks to address past spatial and regulatory imbalances within the Country, which were based on racial inequality, segregation and unsustainable settlement patterns. The Act establishes a spatial planning system as a framework for transformation and integration. The Act requires that all Spatial Development frameworks and Land Use Schemes of municipalities are compliant with its requirements, which includes wall-to wall land use schemes.

The Mpumalanga Department of Co-operative Governance and Traditional Affairs has developed a Provincial Spatial Development Framework (PSDF) which shall serve the purpose of; spatial justice, spatial sustainability, efficiency, spatial resilience and good administration; integrating necessary functionalities and linkages within the spheres of government, delivering a multitude of services linked to an integrated development approach in the province. The PSDF includes the new planning paradigm implementation and must integrate and sufficiently provide an economically and socially balanced development between rural and urban areas in the province. The PSDF also aims to reduce the spatial fragmentation, which poses major developmental challenges in spite of the existence of several initiatives and programmes.

The objectives of the PSDF are to cover the following aspects at provincial level: integration of development policies, strategies and objectives at various levels; prioritized land use development patterns; translate developmental needs; unpack spatial directives and objectives for implementation; provide investment guidance and the mechanisms for implementation; provide guidance on sectoral development needs, investments, integration and programme implementation.

SPLUMA further acknowledges the legal effect of the PSDF whereby it comes into operation by the approval by the Executive Council and the publication in the Provincial Gazette. The result is that all provincial development plans, projects and programmes must be consistent with the PSDF (Section 17 of the SPLUMA Act, 2013).

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

Challenges	Interventions
✓ 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;	✓ Development of a Rural Development Chapter for integration in IDPs
✓ 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.	<ul style="list-style-type: none"> ✓ 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	<ul style="list-style-type: none"> ✓ Supporting Municipalities in customising, adopting and implementing a policy/by-law on the eradication of informal settlements and procedures to address land invasion. ✓ Ensure municipal SDFs provide sufficient, well-located land for future residential development and demarcate urban development boundaries to contain urban sprawl

6. Local Economic Development

Unfortunately, 25 years after democracy **the legacy of Apartheid spatial planning persists** wherein the areas which were previously designated as ‘native areas’ continue to serve as labour reservoirs, which provide cheap unskilled labour to mines, industry and farms. These largely rural ‘reservoirs’ continue to keep women and children in extreme poverty. The migrant labour system, which extends to neighbouring countries in Southern Africa, continues to facilitate for the super-exploitation of workers and tears families apart. The story, as detailed in the NDP of a single mother of four who earns R1 900 per month and commutes five hours each day to and from work, spending over R700 a month on transport and nearly 100 hours on the road and insufficient time with her family, still persists. This requires spatial transformation of rural and urban landscapes by ensuring complementarity between urban and rural development, with a deliberate emphasis on Local Economic Development. This will require vibrant and cohesive communities, which are linked to sustainable economic opportunities beyond just local markets. ³

Most households in South Africa continued to rely on incomes from salaries. Nationally salaries (64,8%) and grants (45,2%) were the most common sources of income reported by households. Provincially, the largest percentage of households that earned salaries were found in Western Cape (77,4%) and Gauteng (73,9%). Grants were more prevalent than salaries as a source of income in Eastern Cape (59,9%) and Limpopo (57,9%). Remittances as a source of income played an important role in most provinces, but

especially in Limpopo (24,2%), Eastern Cape (22,8%), North West (21,4%), and **Mpumalanga (20,2%)**. (**General Household Survey, 2018**)

To tackle poverty and provide livelihood support for poor households, the Mpumalanga Department of Co-operative Governance and Traditional Affairs has developed an Anti-Poverty strategy wherein all poverty alleviation programmes from Government and Private sector are consolidated for implementation within the Province with the aim of investment in local economic development and growing local economics through job opportunities created.

The province is rich in coal reserves and home to South Africa’s major coal-fired power stations (Emalahleni is the biggest coal producer in Africa). Mpumalanga is known for its mining, manufacturing, and forestry and service sectors. The tourism and agro-processing sectors have shown major growth potential over the years. Agriculture in Mpumalanga is characterised by a combination of commercial and subsistence farming practices. It is situated on the high plateau grasslands of the Middleveld and characterised by large areas of mountain peaks and ridges in the lowveld, which contributes to the scenic beauty and tourism destinations in the province. The anti-poverty strategy takes account of the available resources to explore investment opportunities and contribute to the economy of the province.

Challenges and Interventions

Table 1.9 Challenges and Interventions on Local Economic Development

Challenges	Interventions
<ul style="list-style-type: none"> ✓ Increasing rate of unemployment and poverty in communities 	<ul style="list-style-type: none"> ✓ Implementation of the anti-poverty strategy to contribute to the reduction of unemployment rate and alleviate poverty in the Province ✓ 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
<ul style="list-style-type: none"> ✓ Traditional Communities are most stricken hardest by poverty 	<ul style="list-style-type: none"> ✓ Facilitate agreements of Public Private Partnerships with Traditional Councils ✓ Conduct oversight to agricultural projects within Traditional communities to verify if Traditional communities benefits on the projects

6. Financial Viability and Management

i. Municipal Financial Viability and management

Financial viability and management plays a major role in ensuring that an organisation continues with its operations and meet its objectives, goals vision and mission. Mismanagement of funds and inability to collect revenue may hinder an organisation to achieve its goals. The state of financial governance and management in our Municipalities shows that much needs still needs to be done. The level of audit outcomes are generally poor, cash coverage for operational expenses is low, debt owed to municipalities continues to rise steeply and controls are often weak or non-existent. The inability of municipalities to conduct proper financial management resulted in poor audit outcomes in municipalities as reflected on the figure below:

Figure: 1.6 Municipal audit outcomes in Mpumalanga Province for the 2018/19 financial year

LEGENDS		EHLANZENI DISTRICT MUNICIPALITIES (5)	NKANGALA DISTRICT MUNICIPALITIES (7)	GERT SIBANDE DISTRICT MUNICIPALITIES (8)
Unqualified with no findings (2)	Unqualified with findings (6)	Ehlanzeni DM	Nkangala DM	Gert Sibande DM
Qualified with findings (4)	Adverse with findings (2)	City of Mbombela LM	Steve Tshwete LM	Goven Mbeki LM
Disclaimed with findings (4)		Thaba Chweu LM	Thembisile Hani LM	Msukaligwa LM
		Bushbuckridge LM	Victor Khanye LM	Mkhanda LM
		Nkomazi LM	Emakhazeni LM	Dipalesong LM
			Dr JS Moroka	Lekwa LM
			eMalahleni LM	Chief Albert Luthuli LM
				Puley Ka Isaka Seme LM

Source: 2018/19 Annual Reports of all municipalities of Mpumalanga Province

There were 1 593 audit findings raised by the AGSA during 2018/19 audit process. The total number of 771 or 49% of the audit findings relate to misstatements of Annual Financial Statements which is the highest concern raised by AGSA. The findings on this focus area can be linked to the capacity of the CFOs and Finance Officials responsible for preparation of financial statements within the Municipalities.

Internal Control deficiencies is rated as the second highest of issues affecting our municipalities with 302 or 19% of the total findings. All Municipalities have been affected by this finding. The findings on this focus area can be linked to lack or insufficient consequence

management within the Municipalities. Non Compliance with Laws and Regulations is rated as the third highest of the problematic areas within our Municipalities, especially Supply Chain Management matters which account for 300 or 19% of the total issues raised by the Office of the Auditor General. The findings on this focus area can be linked to lack or insufficient consequence management within the Municipalities.

Misstatement of Annual Report is rated fourth with a total findings of 198 or 12% followed by Service Delivery with 22 or 1% of the total findings. The findings on this focus area can be linked to the capacity of the Planning Units and inadequate oversight and Leadership within the Municipalities. Nkangala Municipalities take a lead with 354 or 46% on the misstatement of Annual Financial Statements and on Annual Report misstatements with (74 or 40%) issues raised by the Auditor General and, followed by Gert Sibande Municipalities (258 or 33%) and Ehlanzeni Municipalities (159 or 21%). The Analysis revealed that Gert Sibande Municipalities are rated the highest on Non Compliance with Laws and Regulations (126 or 42%), Internal Control Deficiencies (196 or 65%), as well as Service Delivery (10 or 45%) challenges and rated second on Annual Report misstatements (82 or 41%) Ehlanzeni Municipalities are rated the second highest on Non Compliance with Laws and Regulations (93 or 31%), Internal Control Deficiencies (61 or 20%), and rated third on Annual Report misstatements (15 or 8%) as well as Service Delivery (4 or 18%) challenges

The table below reflects the summary of audit findings per municipality:

Table:1.10 Summary of audit findings for municipalities in Mpumalanga for 2018/19 financial year

No	Municipality	Audit Opinion	Financial Statements misstatements	Annual Report misstatements	Non-compliance with laws and regulations.	Internal Control	Service Delivery	TOTAL	Prior year	% Share	
EHLANZENI			159	15	93	61	4	332	439	21%	
1	Ehlanzeni DM	Unqualified with findings	16	0	6	8	0	30	21	2%	
2	City of Mbombela LM	Unqualified with findings	13	3	10	6	2	34	77	2%	
3	Nkomazi LM	Unqualified with findings	21	2	10	7	0	40	51	3%	
4	Bushbuckridge LM	Qualified with findings	61	6	28	27	2	124	153	8%	
5	Thaba Chweu LM	Qualified with findings	48	4	39	13	0	104	137	7%	
GERT SIBANDE			258	82	126	196	10	672	855	42%	
6	Gert Sibande DM	Unqualified with no findings	17	1	3	0	0	21	23	1%	
7	Govan Mbeki LM	Disclaimed with findings	Audit not finalised by Auditor General							178	0%
8	Musukaligwa LM	Adverse with findings	107	51	52	18	3	231	224	15%	
9	Mkhondo LM	Qualified with findings	46	13	13	47	0	119	0	7%	
10	Dipaleseng LM	Qualified with findings	59	12	29	10	4	114	181	7%	
11	Chief Albert Luthuli LM	Unqualified with findings	0	0	12	100	0	112	58	7%	
12	Lekwa LM	Qualified with findings	Management Report with annexures not submitted by Auditor-General						0	116	0%
13	Piitxley Ka Isaka Seme LM	Unqualified with findings	29	5	17	21	3	75	75	5%	
NKANGALA			354	101	81	45	8	589	615	37%	
14	Nkangala DM	Unqualified with findings	4	1	0	1	0	6	45	0%	
15	eMalaheni LM	Qualified with findings	112	34	31	16	0	193	118	12%	
16	Steve Tshwete LM	Unqualified with findings	21	13	4	3	8	49	54	3%	
17	Victor Khandye LM	Qualified with findings	106	48	19	17	0	190	155	12%	
18	Emakhaseni LM	Qualified with findings	96	5	18	0	0	119	124	7%	
19	Thembisile Hani LM	Qualified with findings	15	0	9	8	0	32	60	2%	
20	Dr JS Moroka LM	Adverse with findings	Audit not finalised by Auditor General							59	0%
TOTAL			771	198	300	302	22	1 593	1 909	100%	
% Share			48%	12%	19%	19%	1%	100%	100%	100%	
Prior year			931	186	374	364	54	1 909			

Source: 2018/19 Annual Reports of all municipalities of Mpumalanga Province

The Department believes that more needs to be done over the next five years to turn the situation around. The Department has established task teams to monitor and provide hands on support on the implementation of the IMSP, which has five (5) key focus areas namely: Good Governance, Basic Service Delivery, Public Participation, Financial Management, Institutional Capacity and Administrative Capability in order to assist municipalities in improving their audit outcomes. The task teams include representatives from Department of COGTA, Provincial Treasury, SALGA and the District Municipalities. Action Plans to support municipalities on achieving clean audit outcomes have been developed and implementation of such action plans will be monitored by the task team.

- Key activities of the implementation of the IMSP through the municipal support strategy developed by the Department to intervene on major issues raised by the Auditor General on Municipal audit outcomes which includes but is not limited to the following:
 - ✓ Conduct an investigation in line with section 106(1)(b) of Municipal Systems Act no.32 of 2000 and enforce consequence management with the municipality
 - ✓ Deploy a competent individual or team of professionals to deal with the internal controls and non-compliance on SCM matters and any other financial matters within the Municipality
 - ✓ Deploy a competent individual or team of professionals to review, develop and implement the debt collection systems and policies of the Municipality
 - ✓ Appoint a debt collector to focus on the debts impairment or irrecoverable debts in all local municipalities

i. Financial Viability and management in Traditional Councils

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 2018/19 Financial Year, R 0.150 Million was provided to Traditional Councils for administrative expenses and R 0. 200 Million for the holding of cultural ceremonies. Kings Councils are further provided with an additional R 0. 300 Million for Annual Commemoration.

Challenges and Interventions

Table 1.11 Challenges and Interventions on Financial Viability and Management

Challenges	Interventions
<ul style="list-style-type: none"> ✓ Lack of funding for Gazetting of Municipal Rates By-Laws ✓ Non -compliance with section 14 (Gazetting of rates tariffs) 	<ul style="list-style-type: none"> ✓ The Department will support municipalities on the review and gazetting of Rates By-Laws and gazetting of rates tariffs ✓ The Department will monitor and provide hands on support, guidance with the implementation of MPRA
<ul style="list-style-type: none"> ✓ Weakening internal controls around basic financial, performance and project management due to the slow response by management to implement sustainable long-term solutions. 	<ul style="list-style-type: none"> ✓ 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 2016/17 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.
<ul style="list-style-type: none"> ✓ 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. 	
<ul style="list-style-type: none"> ✓ Poor Financial viability in Traditional Councils 	<ul style="list-style-type: none"> ✓ Develop Revenue Enhancement strategy for Traditional Councils ✓ Provide Traditional Councils with funding to manage the day to day administration and hold cultural ceremonies

Major Achievement based on sub-outcomes of Outcome 9 linked to Local Government- Back to Basics Approach and 2019-2024 MTSF NDP Priorities

Sub-outcome 1: Members of society have sustainable and reliable access to basic services (Linked to: LG-Back to Basics Approach- Key Performance Area 1: Basic Services- Creating Decent living conditions and MTSF 2019-2024 NDP Priority 4: Spatial Integration, Human Settlements and Local Government)

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 2015 to 2018 in provision of basic water, sanitation, electricity and refuse removal.

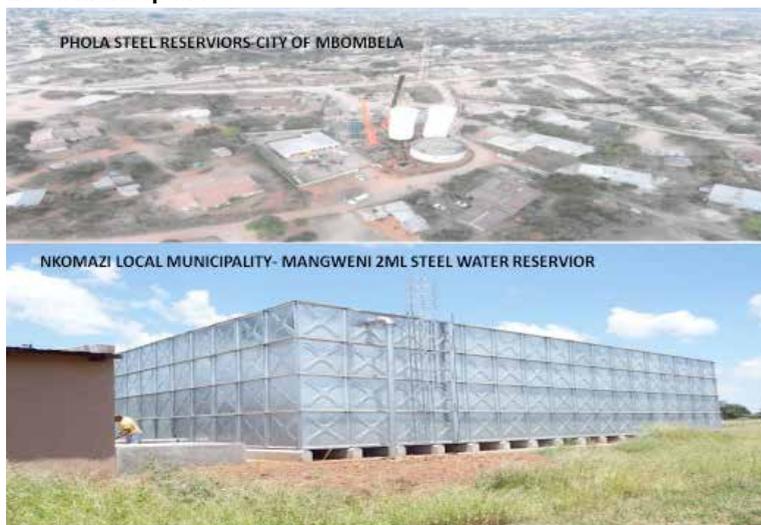
- Access to basic services in Mpumalanga Province can be summarised as follows:

Indicator	2011 (Census)	2015 (General House- hold Survey)	2018 (General House- hold Survey)	Change (2015 – 2018)
Total no. of households	1 075 488	1 211 000	1 288 000	77 000 (6%)
No. of HH with access to Water	939 959 (87.4%)	1 063 258 (87.8%)	1 114 120 (86.5%)	50 862 (4.6%)
No. of HH with access to Sanitation	485 791 (45%)	796 838 (65.8%)	877 128 (68.1%)	121 291 (9.2%)
No. of HH with access to Electricity	967 138 (90%)	1 063 258 (87.8%)	1 168 216 (90.7%)	104 958 (9%)
No. of HH with access to Refuse removal	542 206 (50%)	497 721 (41.1%)	551 264 42.8%	53 543 (9.7%)

Basic Water and Sanitation provision

- Though some major challenges were noted in the provision of water and sanitation in the Province, the Department installed 2ML reservoirs as an additional capacity to increase water supply to the communities of Bushbuckridge Municipality (Casteel, Thosanang and Cunnningmore); Mbombela Local Municipality (Kabokweni, Matsulu, Phola and Tshabalala) and of Nkomazi Local Municipality (Steenbok and Mangweni).
- The following figure 1.1 shows some of the 2ML reservoirs installed by the Department within municipalities in the Mpumalanga Province

Figure 1.1 2ML Water Reservoirs installed in the City of Mbombela and Nkomazi Local Municipalities



The Department further supported municipalities to refurbish 10 Water Treatment Plants and 30 Waste Water Treatment Plants since 2014 to date. The figure below shows some of the Water and Waste water treatment plants refurbished:

Figure 1.2 Water Treatment Plants and waste water treatment plants upgraded in the Province



- ✓ The number of households with access to basic water increased by **9%** or **95 181** from **1 020 638 in 2014** to **1 115 819 in 2018**, and currently **90.1% of households** have access to water in the Mpumalanga Province.
- ✓ The number of households with access to sanitation increased by **18%** or **185 805** from **1 016 336 in 2014** to **1 202 141 in 2018**, and currently **97% of households** have access to sanitation in the Mpumalanga Province.

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;
- ✓ Managed to support Victor Khanye Local municipality to increase the supply of electricity to households by rehabilitating the electricity network in Botleng
- ✓ Upgraded the sub-station and medium voltage power line to strengthen the bulk electricity supply to households in Standerton Ext.8 at Lekwa Local Municipality and further provided support to municipalities partnering with ESKOM on implementing projects of connecting new households to electricity grid which led to the increase in the number of households with access to electricity
- ✓ The figure below shows the process of upgrading the Electricity sub-station at Standerton Extension 8 at Lekwa Local Municipality

Figure 1.3 Electricity sub-station at Standerton Extension 8 at Lekwa Local



The number of households with access to electricity increased by 9% or **104 955** from **1 063 258** in **2015** to **1 168 216** in **2018**.

Provision of refuse removal basic services

The proper disposal of household waste and refuse is important to maintain environmental hygiene of the households' neighbourhoods.

- The Department was able to support municipalities working together with DARDLEA in issuing licenses of 69 land fill sites to municipalities in the Province.
- The following figure shows some of the approved waste landfill sites.

Figure 1.4 Landfill sites within Mpumalanga Province



An increase was noted in the number of households with access to refuse removal by **9.7%** or **53 543** from **497 721** in **2015** to **551 264** in **2018**.

Actions Supportive to Human Settlements

- In contribution to integrated human settlements the Department;
- Handed over **3 015** Title deeds to the rightful beneficiaries to give effect to full ownership of land in 3 municipalities (**Dundonald** in Chief Albert Luthuli-11; **Matsulu A & C** in City of Mbombela- 1 575; **Boekenhouthoek A & B** in Thembisile Hani- 1429) as a result of implementing tenure upgrading projects.

- Approved 2 Township establishment projects at general plan stage (**Mashiloville/ Kameelpoortnek** at Thembisile Hani and **Ga-Pahla/ Siyabuswa A ext. 1** at Dr JS Moroka) and supported all local municipalities with site identification for the development of social facilities.
- The following figures shows the townships where title deeds were issued by the Department during the past 5 years:

Figure 1.5: Boekenhouthoek A & B in Thembisile Hani



Figure 1.6 Matsulu A & C in City of Mbombela



- All local municipalities are implementing the Spatial Planning and Land Use Management Act, Act 16 of 2013.
- All 20 municipalities in the Province have **Geographic Information Systems (GIS) for effective spatial planning and land use management**
- 20 municipal IDPs developed and approved over the past 5 years.
- The adoption of IDPs aligned to the budget in accordance to the legal requirement has improved, majority of the IDPs largely respond to community priorities.
- Municipal infrastructure grant spending has improved over the past 5 years as overall performance reported by all 17 local municipalities in the province was at 98%

Sub-outcome 2: Strengthened intergovernmental arrangements for a functional system of cooperative governance for local government (Linked to: LG-Back to Basics Approach- Key Performance Area 3: Public Participation- Putting People First and MTSF 2019-2024 NDP Priority 6: A Capable, Ethical and Developmental State)

- The Operation Vuka Sisebente (OVS) model was established to properly monitor the provision of services at ward level. OVS ward war rooms were established in municipalities to co-ordinate a response and basket of services to be provided in communities.
- 399 out of 400 Wards have established Ward Committees
- All local municipalities implemented Public Participation Programmes
- Supported Traditional Councils to participate in Municipal councils, ward committees, Operation Vuka Sisebente 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: LG-Back to Basics Approach- Key Performance Area 2: Good Governance and 5: Building capable and institutions and administration and MTSF 2019-2024 NDP Priority 6: 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 and their support staff except Nkomazi where 5 members are new.
- 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.
- **87%** Positions of Section 56&57 are filled by competent Senior Managers
- All municipalities have anti-corruption policies in place

Sub-outcome 4: Sound Financial Management (Linked to: LG-Back to Basics Approach- Key Performance Area 4: Financial Management and MTSF 2019-2024 NDP Priority 6: 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 2987* dated 23 November 2018 by MEC
- Out of 17 Municipalities implementing the valuation roll, 13 municipalities gazetted their property rates tariffs (resolution levying rates) for the 2018/19 financial year and 94% complied with gazetting of rates by-laws I.T.O s6

Sub-outcome 5: Local public employment programmes expanded through the Community Work Programme (CWP) (Linked to: LG-Back to Basics Approach- Key Performance Area 1: Basic Services- Creating Decent living conditions and MTSF 2019-2024 NDP Priority 6: A Capable, Ethical and Developmental State)

- Maintained 29 087 work opportunities through the Community Works Programme funded by the National Department of Co-operative Governance and Implemented the Expanded Public Works Program (EPWP) and in the process created 106 work opportunities

8.2 Internal Environment Analysis

The Mpumalanga Department of Co-operative Governance and Traditional Affairs is operating on the approved organizational structure, which was submitted to DPSA for concurrence by the MPSA in May 2012. The Cabinet approved the structure for implementation in September 2012. The Programmes of the Department are well aligned to properly fulfil the mandate of the Department by monitoring and supporting municipalities and Traditional Councils to manage their own affairs and execute their mandate.

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

- **Administration** : This programme aim at providing effective financial, technical and administrative support to department.
- **Local Governance**: This programme aim at strengthen the administrative and financial capacity of municipalities as well as deepening democracy at local level in order to ensure that Municipalities perform their developmental responsibilities.
- **Development and Planning**: This programme aims at 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 Management:** 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 Leadership:** This program perform an oversight function over government departments and agencies pertaining service delivery projects and programmes in Traditional communities.

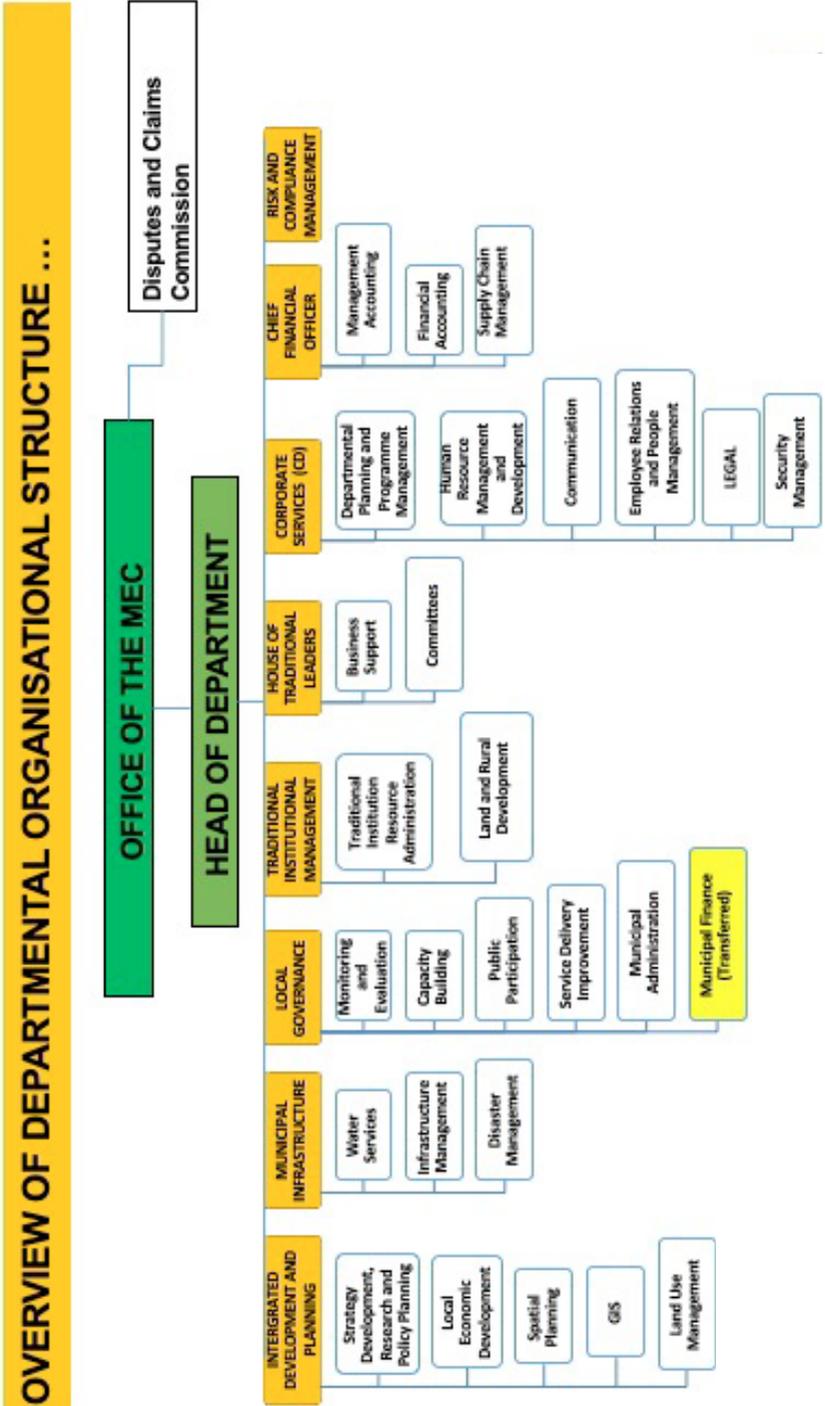
The table below shows the Budget and Programme structure for the Department of Co-operative Governance and Traditional Affairs:

Table.5: Budget and Programme structure

Programme	Sub-Programme
1. Administration	1.1. Office of the MEC 1.2. Corporate Services
2. Local Governance	2.1. Municipal Administration 2.2. Municipal Finance (function transferred to Provincial Treasury) 2.3. Public Participation 2.4. Capacity Development 2.5. Municipal Performance Monitoring and Evaluation
3. Development and Planning	3.1. Integrated Development Planning 3.2 Spatial Planning 3.2. Land use Management 3.3. Local Economic Development 3.4. Municipal Infrastructure 3.5. Disaster Management
4. Traditional Institutional Management	4.1. Traditional Institution Administration 4.2. Traditional Resource Administration 4.3. Rural Development Facilitation 4.4. Traditional Land Administration
5. House of Traditional Leaders	5.1. Business Support 5.2 Committees and Local Houses of Traditional Leaders

The following figure illustrates the Organisational Structure of the Department:

Figure 1.9: Overview of the Mpumalanga Department of Co-operative Governance and Traditional Affairs



In 2014, there were changes on the structure wherein Land Use Administration function and its resources were transferred to the Department from DARDLEA following Executive council resolutions. The Municipal Finance Unit and its resources were transferred to the Provincial Treasury following Executive council resolution but it still reflect on the organizational structure and the Budget Programme structure until it is reviewed and approved.

In 2015, the Mpumalanga Provincial government took a resolution to implement a strategy to reduce the Compensation of Employees costs by implementing a moratorium on filling of vacant positions. That implied that vacant post will not be budgeted for and filled, but would be abolished from the PERSAL system. A Department may retain critical positions on the PERSAL system and request the Provincial Executive Council to grant approval of filling the critical vacant positions. The following table illustrates the staff complement and vacancy rate on the critical positions to be filled:

Table 1.13: staff Compliment and vacancy rate in the Mpumalanga Department of Co-operative Governance and Traditional Affairs as at 30 June 2020

STAFF COMPLEMENT AND VACANCY RATE

Programme	Posts on Organogram	Filled post Staff Establishment		Vacancies on Organogram	Vacancies on Staff Establishment	Vacancy Rate based on posts on organogram %
		On Posts	Additional			
ADMINISTRATION	277	147	1	130	14	46.93
LOCAL GOVERNANCE	608	480	-	128	3	21.1
DEVELOPMENT AND PLANNING	70	54	-	16	3	22.9
TRADITIONAL INSTITUTIONAL MANAGEMENT	96	65	-	31	0	32.3
HOUSE OF TRADITIONAL LEADERS	45	21	-	24	1	53.3
TOTAL	1 096	767	1	329	21 (Acting staff)	29.6%

The Department is currently funded adequately under Compensation of Employees; however, there is a huge vacancy rate especially at SMS level due to the ongoing moratorium on filling of vacancies in the Province. This has resulted in the Department's inability to fill vacant technical expertise and senior management positions. The department is interacting with the Executive Council through the Office of The Premier with the view of obtaining approval for filling of vacant critical positions within the current financial year.

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

- ❑ The Department is currently at 23.5% in terms of appointing senior female managers at strategic positions and is anticipating reaching the 50% target as stated in the Employment Equity Act by 2024/25 Financial Year
- ❑ The employment status of people with disabilities is at 1.2% and the Department is anticipating achieving the target of 2% by 2024/25 Financial Year
- ❑ 12% of the positions filled in the Department are occupied by youth
- ❑ The Department further implements a programme of Youth Waste Management funded by the EPWP conditional grant where 140 work opportunities have been created targeting youth within the Province.
- ❑ The HRD unit trained 03 female SMS members on Executive Leadership Programme
- ❑ 23 MMS female Managers were trained on Emerging Managers Development Programme and Advanced Management Development Programme
- ❑ The Department held the Public Service Women Senior Managers Week (PSWMW) where the HOD empowered the female SMS on Gender Equality in August 2020.
- ❑ The Department has established the Women Senior Managers Forum.
- ❑ The women in the Department are continuously empowered on issues of financial wellness, gender based violence and interpersonal relationships.

The Department has its own capacity with regards to Co-operative Governance of ICT which enable the Department to perform its activities in order to achieve its outcomes.

Despite having a high vacancy rate, The department has managed to maintain clean audit status for the past five years due to effective internal controls that management has implemented. The department continued to provide support to the local government and ensured that the traditional councils are operating effectively. The outcome obtained was a result of commitment to best practices such as submission of information timeously and ensuring there is an action plan to address the root cause of the internal control deficiencies that have been identified in the previous year audit processes.

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. The department for the next five years will focus on the following Key Focus Areas in line with the 2019-2024 MTSF Priorities, the Local Government Back to Basics Approach and Implementation of the District Co-ordination Model (Khawuleza model) in the following areas:

1. Governance

- All Municipal Council structures must be functional - meet regularly;
- Clear delineation of roles and responsibilities between key leadership structures of the municipality (Mayor, Chief Whip, Speaker and MM)
- Oversight Committees must be in place and perform their responsibilities, without any interference, e.g. MPAC's; and
- Transparency, accountability and regular engagements with communities.

2. Administration

- All Municipalities enforce competency standards for managers and appoint persons with the requisite skills, expertise and qualifications;
- All managers sign performance agreements; and
- Implement and manage performance management systems.
- Capacity building strategy implemented

3. Sound Financial Management

- Guide municipalities to implement the MPRA
- Working closely with Provincial Treasury to ensure that all Municipalities have a functional financial management systems;
- Audit Action Plans are addressed; and
- Monitor the extent to which anti-corruption strategies are implemented.

4. Community engagements and participation

- All Councillors report regularly to their wards;
- Municipalities have clear engagement platforms with communities, e.g. ward level service delivery plans, IDPs and budget report backs; and
- Transparent, responsive and accountable processes to communities, etc.

5. Basic Service Delivery

- Implementing the District Development model by Developing the District based development plans
- To ensure that municipalities develop new infrastructure at a faster pace whilst adhering to the relevant standards, and to enable them to improve operations
- Maintenance of existing infrastructure to ensure continuity of service provision.

In implementing the District Development model (Khawuleza model) the Department will:

- Support the implementation and institutionalisation of district coordination model in the province and utilise it to assist the province with its coordination, support and local government oversight responsibilities;
- Support the Premier's Office with cascading provincial priorities and aligning provincial sector strategies and plans towards district developmental impact;
- Support the Premier's Office in terms of convening PCFs, reporting to PCC, and overseeing the effective implementation of the district-based model; and
- Participate in the D/MCSCs and guide the functioning of the Hubs.

6. COVID -19 impact to the Departmental Plan and Budget

- The reduction of **R47.2 Million** from the original baseline which will negatively affect the delivery of the following key outputs:

PROGRAMME	SUB-PROGRAMME	KEY OUTPUT
Local Governance	Municipal Administration	<input type="checkbox"/> Monitor 20 Municipalities on the implementation of systems and procedures for personnel administration in line with s67 of the MSA <input type="checkbox"/> Support 20 Municipalities to review organogram <input type="checkbox"/> Support 20 Municipalities with Councillor benefits and allowances <input type="checkbox"/> Support 20 Municipalities to comply with MSA Regulations on the appointment of Senior Managers
	Capacity Development	<input type="checkbox"/> Coordinate 2 Capacity Building interventions (on Office Administration and on Swift Water rescue) for Municipal Officials <input type="checkbox"/> Coordinate 1 Capacity Building intervention for Councillors
	Public Participation	<input type="checkbox"/> Support 3 District Municipalities on the implementation of public participation programmes <input type="checkbox"/> Support 17 Municipalities on the functionality of Ward Committees and OVS War Rooms
	Service Delivery Improvement Unit	<input type="checkbox"/> Facilitate 8 Mobile Outreach Programmes in the Province
Development and Planning	Disaster Management	<input type="checkbox"/> Coordinate 10 Provincial Events
Traditional Institution Management	Traditional Resource Administration	<input type="checkbox"/> Support 56 Traditional / Kings' Councils on the holding of cultural ceremonies
	Rural Development Facilitation	<input type="checkbox"/> Mobilize 40 Senior Traditional Leaders to participate in Municipal Councils
House of Traditional Leaders	Business Support	<input type="checkbox"/> Conduct 1 Oversight on Provincial Health Programmes on HIV and AIDS
	Provincial Committees and Local Houses	<input type="checkbox"/> Conduct 12 Awareness Campaigns in traditional communities to sensitize vulnerable groups on their rights <input type="checkbox"/> Monitor 3 District Development Model projects in traditional communities

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 Indicative B-BBEE Scorecard Report CoGTA T/A Department of Co-Operative Governance & Traditional Affairs showed the following:

- BEE recognition level is 0%
- BEE status is Non-compliant
- Total BEE score is 40.64 points
- Discounted Broad Based Contribution Level is Non- Compliant

Financial Resource Considerations

Overview of 2020/21 Budget and MTEF Estimates

Table 2: Summary of payments and estimates: Co-Operative Governance and Traditional Affairs

R thousand	Outcome			Main appropriation	Adjusted appropriation	Revised estimate	Medium-term estimates		
	2016/17	2017/18	2018/19	2019/20			2020/21	2021/22	2022/23
1. Administration	122 774	117 541	125 836	148 198	146 603	146 603	139 538	160 153	166 529
2. Local Governance	172 082	173 680	205 377	197 500	204 207	204 207	200 355	201 076	208 798
3. Development and Planning	146 914	57 193	56 729	51 782	78 282	78 282	52 102	53 023	55 571
4. Traditional Institutional Management	155 450	148 161	114 933	106 576	154 964	154 964	108 184	148 606	161 452
5. The House of Traditional Leaders	18 449	18 290	21 235	21 958	21 958	21 958	20 930	23 485	25 286
Total payments and estimates:	615 669	514 865	524 110	526 014	606 014	606 014	521 109	586 343	617 636

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

R thousand	Outcome			Main appropriation	Adjusted appropriation	Revised estimate	Medium-term estimates		
	2016/17	2017/18	2018/19	2019/20			2020/21	2021/22	2022/23
Current payments	466 441	440 163	484 092	516 863	544 863	544 863	499 887	547 392	579 618
Compensation of employees	351 350	372 913	392 763	439 284	430 184	428 308	433 511	462 468	488 375
Goods and services	115 091	67 250	91 329	77 579	114 679	116 555	66 376	84 924	91 243
Interest and rent on land	-	-	-	-	-	-	-	-	-
Transfers and subsidies	21 903	22 309	33 607	5 294	26 294	26 294	13 923	32 990	35 457
Provinces and municipalities	52	35	155	84	84	84	89	94	99
Departmental agencies and accounts	-	-	-	-	-	-	-	-	-
Higher education institutions	-	-	-	-	-	-	-	-	-
Foreign governments and international organisations	-	-	-	-	-	-	-	-	-
Public corporations and private enterprises	-	-	10 532	-	-	-	-	-	-
Non-profit institutions	21 150	21 488	22 188	4 000	21 000	21 000	12 600	31 600	34 000
Households	701	786	732	1 210	5 210	5 210	1 234	1 296	1 358
Payments for capital assets	127 092	52 313	6 353	3 857	34 857	34 857	7 299	5 961	2 561
Buildings and other fixed structures	88 501	19 262	5 396	-	482	527	-	-	-
Machinery and equipment	38 591	33 051	957	3 857	34 375	34 330	7 299	5 961	2 561
Heritage assets	-	-	-	-	-	-	-	-	-
Specialised military assets	-	-	-	-	-	-	-	-	-
Biological assets	-	-	-	-	-	-	-	-	-
Land and sub-soil assets	-	-	-	-	-	-	-	-	-
Software and other intangible assets	-	-	-	-	-	-	-	-	-
Payments for financial assets	233	80	58	-	-	-	-	-	-
Total economic classification	615 669	514 865	524 110	526 014	606 014	606 014	521 109	586 343	617 636

The budget of the department is decreasing by 14 percent or R 84.905 million which is above the 4.8 CPI projections for 2020/21 compared to 2019/20 financial year.

Compensation of Employees

The budget for this classification has increased from R430.184 million to R433.511 million, which translate to an increase of R3.327 million or 0.8 percent. The department had requested approval to fill 46 vacant critical posts from the Executive Council during 2019-20 financial year and has not received feedback as a results we are anticipating savings on COE. The savings will be utilised to defray possible over expenditure on goods and services in the current financial year. This implies that the baseline of the COE classification will be lower than the current R430 184 million.

Goods and Services

The budget for Goods and Services amounts to R66.376 million from R114.679 million declining by R 48.303 million or 42 percent **due to** in response to the COVID-19 pandemic and the special allocation of R26.5 million for Disaster Relieve Materials from Development and Planning in the 2019/20 financial year that is no longer part of the baseline.

Transfer and Subsidies

The classification is decreasing by R12.371 million or 47 percent due to the decrease of the transfer to Traditional Councils Grant.

Payment for Capital Assets

The classification is decreasing by R 27.228 million or 78 percent due to the once off allocation of Vehicles for Traditional Leader for 2019/20 Financial year.

Internal Factors that may hinder the performance of the Department

- ✓ Insufficient human resource due to an EXCO resolution of non- filling of vacant positions (moratorium)
- ✓ Lack of technical expertise (engineers, water technicians, planners etc)
- ✓ Inability to retain personnel
- ✓ Insufficient budget to properly implement the mandate of the Department of supporting municipalities and Traditional Councils (For example: Funding for gazetting of Municipal By-Laws, Assisting municipalities on the procurement of fire-fighting equipment, construction and maintenance of Traditional Council Offices, provision of Administrative grant and funding cultural ceremonies)
- ✓ The Department is relying on Transversal Systems (BAS, PERSAL & LOGIS) and ICT support (Desktop support, LAN, Emails and Internet) provided by the Provincial Treasury

Interventions

- ✓ Request Provincial EXCO to approve a request on filling of critical vacant positions
- ✓ Implement internship programme
- ✓ Optimal utilisation of the existing human capital and financial resources
- ✓ Recognising excellent performance
- ✓ Review the Memorandum of Understanding of Information and Technology support with the Provincial Treasury

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 manifesto, National Development Plan (NDP), New Growth Path, Medium Term Strategic Framework (2019-2024 MTSF Priorities), Provincial Growth and Development Strategy (PGDS) and Provincial priorities.

The Medium Term Strategic Framework (2019-2024 MTSF Priorities) linked to the Strategic plan of the department are as follows:

- **Priority 1: Building a capable, ethical and developmental state**
- **Priority 2: Economic Transformation and Job Creation**
- Priority 3: Education, Skills and Health
- Priority 4: Consolidating the Social Wage through Reliable and Quality Basic Services
- **Priority 5: Spatial Integration, Human Settlements and Local Government**
- Priority 6: Social Cohesion and Safe Communities
- Priority 7: A better Africa and World

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 MTSF and NDP imperatives for the local government sector
- Further engagements were done with the Department of Performance Monitoring and Evaluation on the 2019-2024 MTSF 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 July 2019 Final Strategic Plan to be finalised in March 2020

The Department used the SWOT and PESTEL; Problem and solutionTree analysis for developing the situational analysis & Pathway of change/ Theory of change and Results based chain tools to develop the 2020-2025 Strategic plan, 2020/21 Annual Performance Plan and 2020/21 Annual Operational Plan.

Part C: Measuring our performance

9. Institutional Performance Information

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

9.1. Measuring the Impact

Impact Statement	Spatially transformed communities and sustainable livelihood
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9.2 Measuring Outcomes

9.2.1 Outcome 1

20219-2024 MTSF Priority 1	Building a capable, ethical and developmental state		
Outcome	Outcome Indicator	Baseline	Five-year Target
Efficient and effective administrative support provided to the Department	Audit Outcome	2018/19 Clean audit outcome	Clean Audit outcome from 2019/20 to 2023/24

9.2.1.1 Explanation of Planned Performance over the Five Year Planning Period

In the next five years, the Department as informed by its mandate, MTSF 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 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 MTSF Priority 1 of Building a capable, ethical and developmental state and the Provincial Priority of Sound Financial management.
- ❑ 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.

9.2.2 Outcome 2

2019-2024 MTSF Priority 1	Building a capable, ethical and developmental state		
Outcome	Outcome Indicator	Baseline	Five-year Target
Improved governance and performance in municipalities	Number of capable municipalities with a good governance system through people centered development	New indicator	20 Municipalities with capable institutions with a good governance system through people centered development
	Number of municipalities with improved channels of community involvement in matters of local government	New indicator	17 Municipalities with improved channels of community involvement in matters of local government

9.2.2.1 Explanation of Planned Performance over the Five Year Planning Period

- ❑ The Outcome directly contributes to the National and Provincial Priority 1 of Building a capable, ethical and developmental state. The outcome is also linked to the following National and Provincial priority:
- ❖ 2019-2024 MTSF Priority 5: Spatial integration, human settlements and local government.
- ❑ The rationale for the outcome indicator is that fragmented support to municipalities lead to poor performance on service delivery which result in spatial fragmentation and unsustainable livelihood.
- ❑ In realizing the outcome, the Department as informed by its mandate, MTSF, and Provincial priorities has developed realistic outcomes that will contribute to the achievement of its intended impact, thus achieving its mandate by implementing its plans through enablers such as governance structures, Local Government pre-scripts and capacity development programmes.

Eventually, the achievement of this outcome will result in the realization of the impact statement of Spatially transformed communities and sustainable livelihood, through ensuring increased good governance, improved channel of communication and capacity development; 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 management.

9.2.3 Outcome 3

2019-2024 MTSF Priority 5			
Spatial integration, human settlements and local government			
Outcome	Outcome Indicator	Baseline	Five-year Target
Improved planning, development co-ordination and access to basic services	Number of municipalities with improved planning and development coordination.	New Indicator	20 Municipalities with improved planning and development coordination.
	Number of households with access to basic services (Water, Sanitation, Electricity and Waste Removal)	Water access: 1 114 120 (86.5%)	1 288 000 Households with access to basic water
		Sanitation Access: 877 128 (68.1%)	1 288 000 Households with access to basic sanitation
		Electricity Access: 1 168 216 (90.7%)	1 288 000 Households with access to basic electricity
		Waste Removal Access: 551 264 (42.8%)	966 000 Households with access to waste removal

9.2.3.1 Explanation of Planned Performance over the Five Year Planning Period

- ❑ The Outcome directly contributes to the National and Provincial Priority 5 of Spatial integration, human settlements and local government. The outcome is also linked to the following National and Provincial priorities:
- ❖ 2019-2024 MTSF Priority 1: Building a capable, ethical and developmental state;
- ❖ 2019-2024 MTSF Priority 2: Economic transformation and job creation;
- ❑ 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 Strategy; District Development Model as well as provision of adequate tools of trade.

Eventually, the achievement of this outcome will result 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 management.

9.2.4 Outcome 4

2019-2024 MTSF Priority 1	Building 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	New indicator	60 Traditional Councils capable in performing their functions

9.2.4.1 Explanation of Planned Performance over the Five Year Planning Period

- ❑ The Outcome directly contributes to the National and Provincial Priority 1 of Building a capable, ethical and developmental state. The outcome is also linked to the following National and Provincial priorities:
 - ❖ 2019-2024 MTSF Priority 2: Economic transformation and job creation;
 - ❖ 2019-2024 MTSF Priority 5: Spatial integration, human settlements and local government.
- ❑ 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.

9.2.5 Outcome 5

Outcome	Outcome Indicator	Baseline	Five-year Target
Developed communities in areas of traditional leadership	Number of projects implemented based on a re-modelled Agrarian Revolution Programme	New Indicator	10 Projects implemented based on a re-modelled Agrarian Revolution Programme
	Number of Local Houses of Traditional Leaders' participating in the District Development Model	New Indicator	3 Local Houses of Traditional Leaders' participating in the District Development Model

9.2.5.3 Explanation of Planned Performance over the Five Year Planning Period

- ❑ The Outcome directly contributes to the National and Provincial Priority 1 of **Building a capable, ethical and developmental state**. The outcome is also linked to the following National and Provincial priority:
 - ❖ 2019-2024 MTSF Priority 5: Spatial Integration, Human Settlements and Local Government

- ❖ Sustainable agrarian reform with a thriving small and large farming sector services to support livelihoods
- ❑ 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.

10. Key Risks

Outcome	Key Risks	Risk Mitigation
Efficient and effective administrative support provided to the Department	Lack of human resource and Insufficient financial resources to effectively carry out the mandate of the department	<input type="checkbox"/> Filling of vacant critical posts <input type="checkbox"/> Optimal utilisation of the existing human capital and financial resources <input type="checkbox"/> Recognising excellent performance
	Inability to achieve planned target due to COVID 19	<input type="checkbox"/> Develop Covid 19 performance response plan. <input type="checkbox"/> Monitor the implementation of Covid 19 performance response plan
Improved governance and performance by municipalities	Inadequate participation by communities and stakeholders during report back sessions	<input type="checkbox"/> Monitor and support report back meetings convened by the ward councillors in each ward
	Insufficient human resource capacity in municipalities to carry out their legislative mandate	<input type="checkbox"/> Monitor and support municipalities to fill critical senior managers vacant posts in municipalities with relevant capacity <input type="checkbox"/> Provide support to municipalities during the review of their organisational structures

Outcome	Key Risks	Risk Mitigation
Improved planning, development coordination and access to basic services	Misalignment of Departmental plans with IDPs	<input type="checkbox"/> Conduct integration session between municipalities and sector departments on IDP priorities <input type="checkbox"/> Monitor and support the Development of the District Development Model plans
	Inadequate access to basic services	<input type="checkbox"/> Monitoring of new projects <input type="checkbox"/> Monitoring of multi year projects <input type="checkbox"/> Monitoring of upgrading of ageing infrastructure
	Inadequate job opportunities in municipalities	<input type="checkbox"/> Facilitate the maintenance of work opportunities through the Community Works Programme <input type="checkbox"/> Creation and maintenance of Work opportunities through EPWP Youth Waste Management Project. <input type="checkbox"/> Establish partnerships to implement the Provincial Anti-Poverty Strategy <input type="checkbox"/> Monitor and support District stakeholders engagement for a for joint planning of LED initiatives
	Non corporation on SPLUMA implementation by Traditional Leaders	<input type="checkbox"/> Conduct training workshops with Traditional Leader on Spatial Planning <input type="checkbox"/> Assessment of plans for 2020/21 of Sector Department for alignment to PSDF proposal <input type="checkbox"/> Monitor alignment of plans for 2021/2022 financial year to PSDF proposals
Improved performance of Traditional Councils	Traditional community's needs not prioritized due to poor functionality of traditional councils	<input type="checkbox"/> Provision of administrative grants to Traditional Institutions <input type="checkbox"/> Capacitate Traditional Council on Land use management <input type="checkbox"/> Mobilise Traditional Leadership to participate in Municipal Councils
	Lack of Financial viability of Traditional Institutions	Capacitate and monitor Traditional Councils to manage their finances
Developed Communities in areas of traditional leadership	Poor implementation of government programmes in TCs due lack of oversight	Capacitate members to conduct effective oversight

11. Public Entities

The Department does not have any public entities.

Part D: Technical Indicator Description

Indicator Title	Audit Outcome
Definition	Independent opinion provided by the office of the AGSA on both financial and non-financial performance of the Department of a specific period Providing support to the department through accurate financial and non-financial reporting, compliant to applicable legislation, effective internal controls and good governance
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"> • Target for women: N/A • Target for youth: N/A • Target for people with disabilities: N/A
Spatial Transformation (where applicable)	<ul style="list-style-type: none"> • Contribution to spatial transformation priorities: N/A • Description of spatial impact: N/A
Desired performance	Clean audit outcome
Indicator responsibility	Chief Director: Corporate Services

Indicator Title	Number of capable municipalities with a good governance system through people centered development
Definition	Municipalities with competent senior managers, aligned organograms, improved performance management systems, service standards, regulatory compliant to section 79 and 80 committees, Troika and IGR structures, improved personnel skills, compliant to anti-corruption measures and MPRA.
Source of data	Status quo updates on municipal senior management appointments, approved organograms, PMS assessments reports, questionnaire on institutionalization of Batho Pele, quarterly training reports, quarterly reports on council committees, quarterly reports on implementation of anti-corruption measures and MPRA and quarterly reports on inter-governmental relations.
Method of calculation/ Assessment	Count on the number of capable and sustainable municipalities with good governance system (quantitative)
Assumptions	Poor performance on service delivery by municipalities
Disaggregation of beneficiaries (where applicable)	<ul style="list-style-type: none"> • Target for women: N/A • Target for youth: N/A • Target for people with disabilities: N/A
Spatial Transformation (where applicable)	<ul style="list-style-type: none"> • Contribution to spatial transformation priorities: N/A • Description of spatial impact: N/A
Desired Performance	Improved performance on service delivery by municipalities
Indicator Responsibility	Chief Director: Local Governance

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

Indicator Title	Number of municipalities with improved planning and development coordination
Definition	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).
Source of data	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).
Method of calculation/ Assessment	Count the number of municipalities with improved planning and development coordination
Assumptions	All municipalities have adequate resources and capacity to implement their integrated plans and policies.
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> • Target for women: N/A • Target for youth: N/A • Target for people with disabilities: N/A
Spatial Transformation (where applicable)	<ul style="list-style-type: none"> • 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 • 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.
Desired performance	Improved planning and development coordination
Indicator responsibility	Chief Director: Development and Planning

Indicator Title	Number of households with access to basic services (Water, Sanitation, Electricity and Waste Removal)
Definition	Measurement of municipal performance on provision of basic services (Water, Sanitation, Electricity and Waste removal)
Source of data	Status quo reports from municipalities on households with access to basic services (Water, Sanitation, Electricity and Waste Removal)
Method of calculation/ Assessment	Simple count of the number of households with access to basic services (Water, Sanitation, Electricity and Waste removal)
Assumptions	Projects will be implemented and completed on time to increase access to basic water
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> • Target for women: N/A • Target for youth: N/A • Target for people with disabilities: N/A
Spatial Transformation (where applicable)	<ul style="list-style-type: none"> • Contribution to spatial transformation priorities: MPSDF objective-Liveability and sense of place • Description of spatial impact: Change in spatial patterns of all local municipalities through the implementation of infrastructure projects leading to spatial integration
Desired performance	Enhanced service delivery in terms of Improved access to basic services (water, sanitation, electricity and waste removal) in the Province.
Indicator responsibility	Chief Director: Development and Planning

Indicator Title	Number of Traditional Councils capable in performing their functions
Definition	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
Source of data	Traditional Councils financial, cultural ceremonies and participation in municipal council sittings records collected from Traditional Councils and Municipalities
Method of calculation/ Assessment	Simple count of the number of traditional councils/Kings council that are functional
Assumptions	Functional Traditional/King Councils
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> • Target for women: N/A • Target for youth: N/A • Target for people with disabilities: N/A
Spatial Transformation (where applicable)	<ul style="list-style-type: none"> • Contribution to spatial transformation priorities: N/A • Description of spatial impact: N/A
Desired performance	All traditional councils in the Province performing their functions as required by legislation
Indicator responsibility	Chief Director: Traditional Institution Management

Indicator Title	Number of projects implemented based on a re-modelled Agrarian Revolution Programme
Definition	Implementation of projects that will be based on a re-modelled Agrarian Revolution Programme within Traditional Communities
Source of data	Reports of House of Traditional Leaders, Local Houses of Traditional Leaders and on implementation of the agrarian revolution programme
Method of calculation/ Assessment	Simple count of the number of projects implemented based on a re-modelled Agrarian Revolution Programme
Assumptions	Improved livelihoods
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> • Target for women: N/A • Target for youth: N/A • Target for people with disabilities: N/A
Spatial Transformation (where applicable)	<ul style="list-style-type: none"> • Contribution to spatial transformation priorities: Conservation and resource utilisation • Description of spatial impact: Agrarian transformation which contributes to rural economic node
Desired performance	Traditional communities benefiting socially and economically from the re-modelled Agrarian Revolution Programme
Indicator responsibility	Chief Director: House of Traditional Leaders

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

ACRONYMS

AGSA	Auditor General South Africa
BAS	Basic Accounting System
DCSC	District Coordination Steering Committee
DDM	District Development Model
DORA	Division of Revenue Act
HH	Households
HTL	House of Traditional Leaders
IDP	Integrated Development Plan
IGR	Inter-Governmental Relations
LAN	Local Area Network
LED	Local Economic Development
LUS	Land Use Schemes
MP:COGTA	Mpumalanga Department of Co-operative Governance and Traditional Affairs
MPSDF	Mpumalanga Spatial Development Framework
MPACs	Municipal Public Accounts Committees
MPRA	Municipal Property Rates Act
MUNIMAN	Municipal Managers
MUNIMEC	Municipal Executive Council
PCC	President's Coordinating Council
PCF	Premiers Coordinating Forum
PERSAL	Personnel Salary system
PFMA	Public Finance Management Act
PMU	Programme Management Unit
PSDF	Provincial Spatial Development Framework
SDF	Spatial Development Framework
SPLUMA	Spatial Planning Land Use Management Act
TCs	Traditional Councils
TSC	Thusong Service Centres

13. 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
Water	None	None	None	None	None
Sanitation	None	None	None	None	None
Roads	None	None	None	None	None
Stormwater	None	None	None	None	None
Electricity	None	None	None	None	None
Environmental management	None	None	None	None	None
Capacity Development	Capacity Building programmes provided to Municipal Officials and Councillors	Ehlanzeni; Gert Sibande and Nkangala	All municipalities in the Province	Acting Director: Capacity Building	LG SETA
Job creation	Community Works Programme	Gert Sibande, Nkangala and Ehlanzeni	All 17 local municipalities	COGTA	National Department of Co-operative Governance
	EPWP Youth Waste Management Programme	Gert Sibande and Ehlanzeni	Dipaleseng, Bushbuckridge and Nkomazi local municipalities	COGTA	Old Mutual
Spatial Planning and Land Use management	Nkomazi Regional Spatial Development Framework	Nkangala and Ehlanzeni	Nkomazi, City of Mbombela, Emakhazeni, Steve Tshwete, and Emalahleni local municipalities	COGTA	N/A
	Land tenure upgrading	Nkangala	S: 28°56'49.09" E: 25°17'52.71	COGTA	N/A

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