

MBOMBELA LOCAL MUNICIPALITY



**DRAFT REVIEW 2008-09 INTEGRATED DEVELOPMENT PLAN
PERIOD: 2008-2011**

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1. ACRONYMS

ABET	: Adult Based Education and Training
Asgi-SA	: Accelerated and Shared Growth Initiative of South Africa
DALA	: Department of Agriculture and Land Administration
DEAT	: Department of Environmental Affairs and Tourism
DLGH	: Department of Local Government and Housing
DME	: Department of Minerals and Energy
DoE	: Department of Education
DWAF	: Department of Water Affairs and Forestry
EDM	: Ehlanzeni District Municipality
EPWP	: Expanded Public Works Programme
FBS	: Free Basic Services
FET	: Further Education and Training
GIS	: Geographic Information System
GDS	: Growth and Development Summit
IDP	: Integrated Development Plan
IWMP	: Integrated Waste Management Plan
KMIA	: Kruger Mpumalanga International Airport
LED	: Local Economic Development
MDG	: Millennium Development Goals
MIG	: Municipal Infrastructure Grant
MLM	: Mbombela Local Municipality
MPCC	: Multi Purpose Community Centre
MSA	: Municipal Systems Act no. 32 of 2000
NSDP	: National Spatial Development Perspective
PGDS	: Provincial Growth and Development Strategy
SDF	: Spatial Development Framework

2. EXECUTIVE SUMMARY BY THE ADMINISTRATOR

ADMINISTRATOR

KHAYO E MPUNGOSE

3. IDP OVERVIEW

This IDP is a review for the financial year 2008- 2009 in accordance with Section 34, which states that "*A Municipal Council must review its Integrated Development Plan :(i) Annually in accordance with assessment of its performance measurements and (ii) to the extent that changing circumstances so demand, and may amend its IDP in accordance with a prescribed process.*"

3.1 MUNICIPALITY VISION

An innovative municipality that facilitates a better quality of life for all.

3.2 MUNICIPALITY MISSION

A vision-inspired, high performing and learning municipality that excels in development facilitation and sustainable service delivery through Batho Pele and sound corporate governance principles.

3.3 MUNICIPALITY CORE VALUES: "THE PEACE"

- T: Transparency
- H: Honesty
- E: Empathy
- P: Passion
- E: Efficiency
- A: Accountability
- C: Commitment
- E: Excellence

3.4 MUNICIPALITY SWOT ANALYSIS

Table 1: Strength, Weaknesses, Opportunities and Threats (SWOT) Analysis

MUNICIPAL INTERNAL ENVIRONMENT	
Strengths	Weaknesses
<ul style="list-style-type: none"> ○ Experienced and competent workforce. ○ Efficient financial and information management systems. ○ Training opportunities and Employee Assistant Programme in place ○ Good InterMunicipal and International Relationships & benchmarking e.g. Jo'burg & Thekwini Metros and Norwegian Government. ○ Ownership of programmes by staff. 	<ul style="list-style-type: none"> ○ Shortage of staff and scarce skills e.g. Engineers ○ Under spending of allocated budgets ○ Centralised powers- limited delegations of powers to Section 57 ○ Lack of strategic leadership and decision making ○ Managers reporting to Accounting Officer. ○ Skewed gender balance at senior management ○ Lack of knowledge sharing among the staff ○ Lack of law enforcement of by-laws ○ Lack of credible internal policies , masterplans and asset management plans ○ Political in fights
MUNICIPAL EXTERNAL ENVIRONMENT	
Opportunities	Threats
<ul style="list-style-type: none"> ○ Geographic location- being the capital city of Mpumalanga Province. ○ Host City for 2010 World Cup Soccer. ○ External funding opportunities and twinning agreements with other countries e.g. Cooperation with Oslo (Norway) on Environmental Management Programme. ○ Accessibility to Maputo Development Corridor. ○ Tourism potential. ○ Growing transportation sector, KMIA airport located within the Municipality 	<ul style="list-style-type: none"> ○ Shortage of land to meet increasing demand of both residential and business development. ○ Ageing infrastructure and backlogs on basic services. ○ Increasing crime hot spots and vandalism of social amenities. ○ HIV/AIDS pandemic and high unemployment rate. ○ Illegal connections to Municipal services and uncontrolled informal settlements. ○ Dented Municipal Corporate Image due negative publicity ○ Uncoordinated planning resulting in unfunded mandates from other levels of government.

3.5 MUNICIPAL CORPORATE STRATEGIC GOALS

The following are the 7 unifying Strategic Goals in line with the Municipal Key Performance Areas:

- To be among the top 10 SA municipalities as measured against the national performance benchmarks;
- To create a clean, safe environment for residents and visitors to work, live and play without threat to themselves and properties;
- To eradicate poverty through a conducive climate for investment and job creation in the municipality;
- To ensure a universal provision of basic services to our customers in meeting the millennium development goals;
- To increase citizen participation in the planning and evaluation of municipal programs;
- To strengthen organisational integrity and viability through the implementation of best policies, processes and practices that enhance good governance and
- To create a beneficial legacy through meeting all requirements in the FIFA agreement pertaining to the successful hosting of the 2010 soccer world cup

3.5 KEY PERFORMANCE HIGHLIGHTS OF PAST IDP 2005/6 -2007/8

Table 2: Past IDP achievements on key basic services programmes

Priority	Backlog	IDP Target (2006-2011)	Total achieved in 2005/6	Total achieved in 2006/7	Total achieved in Mid 2007/8	Overall achieved from 2005-2007
1. Basic Water	57 272 Households	31,7% Households with access to basic water	13 384 Households access basic water	5 450 Households access basic water	10 758 Households access basic water	29 592 Households access basic water
2. Basic Sanitation	110 148 Households	71% Households with access to basic sanitation	9 039 Households access basic sanitation	2 155 Households access basic sanitation	2 201 Households access basic sanitation	13 395 Households access basic sanitation
3. Roads and Stormwater	164 Km bus routes 1621 Gravel Roads	All Municipal roads tarred by 2015	13,4 km tarred bus routes	17 km tarred bus routes	1,7 km tarred bus routes	32.1 km tarred bus routes
4. Electricity	19 040 Households 20 000 streetlights	12,2% of Households with electricity connections	550 households electrified and 400 streetlights installed	households electrified and 436 streetlights installed	525 households electrified and 140 streetlights installed	1075 households electrified and 976 streetlights installed
5. Housing through Dept. of Local Govt and Housing	39 482 units	30 000 units completed.	257 units were completed and 48 416 stands were formalised	4 078 units were completed	564 Units completed	4 899 units completed
6. Waste Management	82 116 Households (73%)	73% of Households being serviced on refuse removal	-	-	-	-

The Municipality must put more efforts in reducing the above backlogs to achieve the targets set in line with Millennium Development Goals. A pilot project for has being identified by the Municipality for 2008-9 to provide refuse removal service to Nelspruit B and Nsikazi zones. This will reduce the high backlogs on refuse removal services as currently only 27% of households in urban areas are benefiting.

3.6 GENERAL BACKGROUND

3.6.1 Location

Mbombela is situated in the North Eastern part of South Africa within the Lowveld sub region of the Mpumalanga Province. The Metropolitan areas of Pretoria and Johannesburg are located 320 km inland, with the border post at Komatipoort approximately 120 km to the east and the Mozambican coastline being around 200 km away. Urban areas in Mbombela include Nelspruit, White River, Hazyview, Kabokweni, Tekwane, KaNyamazane and Matsulu as well as other peri-urban areas situated mainly in the eastern parts of Mbombela.

Figure 1: Location Map

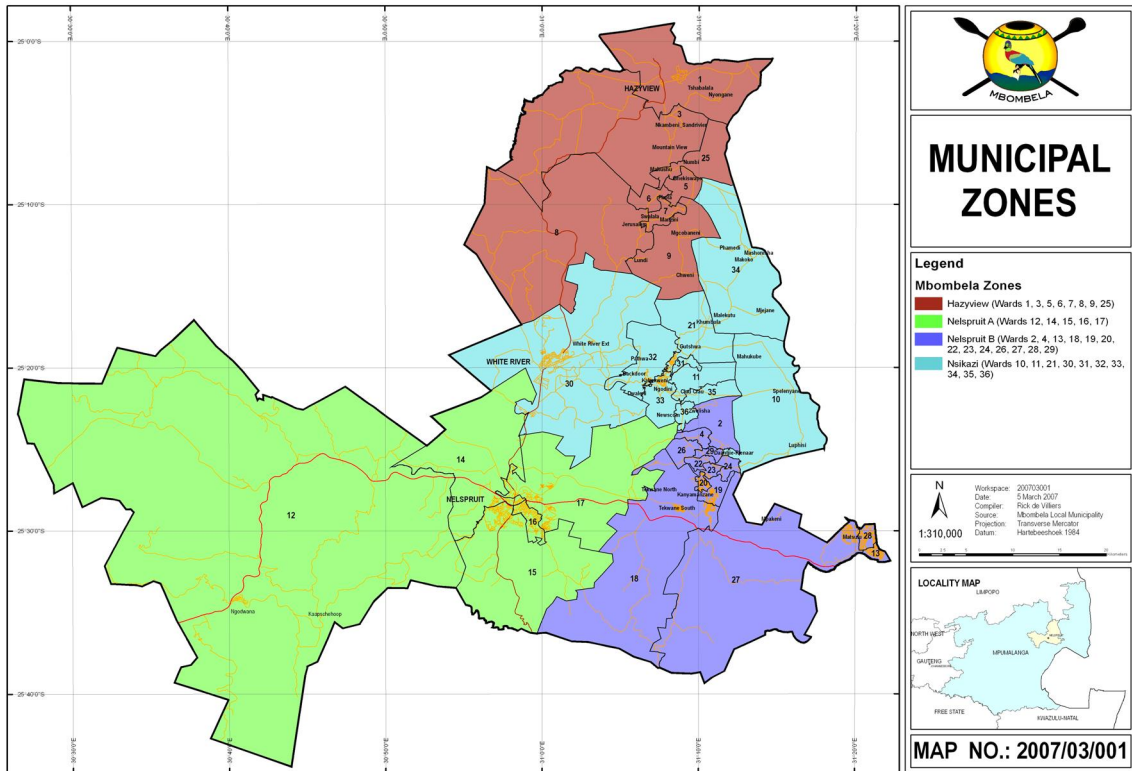


The Municipality is made of 36 Wards and four zones reflected as follow:

Table 3: Municipal Zones, Wards and Areas

Municipal Zone	Wards	Areas
1. Hazyview	1, 3, 5, 6,7,8,9 and 25.	Shabalala, Nyongane, Nkambeni, Mahushu, Kiepersol & surrounding farms, Numbi Park, Kamhatseni/ Lindokuhle, Los, Thulula, Madala, Mhlambanyatsi, Khombindlela, Hlobotane, Bekiswayo, Salubindza, Phola, Mshadza, Swalala, Stadium, Dingindoda, Nkanini, Bhodlindlala, Feb, Sukani, Ivory, Easycome, Emafifty, Manzini, Chochocho, Ethunzini, Jerusalem, part of Mganduzweni, Phelandaba, Ekhaya, Mganduzweni, Hillsvie, Mgcobaneni, Nkanini, Msogwaba, Duma and Maminza.
2. Nelspruit A	12, 14,15,16,17	Elandshoek, Caim, Schoemanskloof, Schagan, Ngodwana, Kaaschehoop, Brondal, Glenthorpe, Emgababa, Mashobodo, Alkmaar (Kambuyisa), KaBhamtjie, Mattafin, Skomplaas, Woodhouse, Nelspruit Ext 13, Halls & Sons, Newscom, Nelspruit CBD & Town, West Acres, Steiltes, Uitkyk, Nelspruit, Bergen Bos, Nelspruit Satellite, Nelsville, Valencia, Kamagugu, Lihawu, Mamelody, Croc Valley (Mayfer), Alko Farm (Kingston valley), Fissagie, Emoyeni, Boschrand, Karino Farm and Friedenheim farms.
3. Nelspruit B	2,4,13,18,19,20, 22, 23, 24,26,27 , 28 and 29.	Zwelisha, Msogwaba, Part of Clau-Clau, Zwelisha part of Msogwaba, Gedlembane, Lihawu East, Ka Alice, Somcuba, Kalubisi, Vukasambe, Matsulu A, Mandela Park, Veza, KaNyamazane South (i&ii), Tekwane North & West, Tekwane South & East, Mara Farms, KaNyamazane (iii&iv), KaNyamazane (v & vi), Shishila, Enyokeni, Daantjie, Gonhoza, Tiga, Part of KaNyamazane (vi), Luphisi, Part of Daantjie, Bongindlala, Sibuyile, Nkomeni, Block C, Sidungeni, Mthethomusha, Ncakini, Duma, Maminza, Matsulu, Mbokodo, Mphakeni, Ekukhanyeni, Mkwakhweni, Emagamusini, Gugulethu, Zola, Muzimusha, Thulani, Masakhane, Nkululeko, Mashomamini, Daantjie, Mkhumula Kheza
4. Nsikazi	10, 11, 21, 30, 31, 32, 33, 34, 35 and 36.	Malekutu, Buyelani, Sphelanyane, Mafampisa, Mvangatini, Mjejane, Nkohlakalo, Thembisa, TV, Ermelo, Gutshwakop, Gutshwa, Khumbula, Mahukube, Sifunindlela, Bhayizane, Zwide, Lusha Park, Silingane, Riverside, Skhomkwane, White River, Kingsview, White River Country Estate, farms and holdings, Rocky Drift, Primkop, Phumulani, Katoen, Yaverland, Half way, Bhunga, Lindela, Backdoor, Dwaleni, Emhlumeni, Mbonisweni, Phola Park, Smokey Valley, Teka Tako, Thembelihle, Phatwa, Plaston, Kabokweni & Industrial, Ngodini, Makoko, Phameni, Chweni, Numbi, Clau-Clau, Ngulubeni, Newscom, Zwelisha, Part of Msogwaba and Part of Clau-Clau.

Figure 2: Map reflecting four Municipal Zones



Source: Municipal Geographical Information System (2007)

3.6.2 Municipal Spatial Development Patterns

3.6.2.1 Background

The existing development pattern of Mbombela Local Municipality is still as a result of the interaction of the variety of factors namely:

- Segregation laws prior to 1994, which separated the communities and divided the area into different areas with different levels of development;
- Policies with regard to zonings;
- Topographical factors providing two major river catchment areas viz the Crocodile River providing drainage for the South and Sabie River providing for the North;
- Steep slopes restricting development;
- Major routes which include the N4/7, Road R40 (Nelspruit-White River), Road P10/1 (Nelspruit-Barberton), P799 (Nelspruit-Kaapschehoop-Ngodwana), P93/1 (Sudwala-Sabie), P2/10 (N4/7-Sudwala), P9/2 (Nelspruit-Sabie), P189/1 (White River-Sabie), P17/6 (White River-Hazyview), Road 205 (Nelspruit-Hazyview), P636 (N4-Airport-White River), Road 2298 (KaNyamazane) and the proposed road P186/2 providing regional and sub regional accessibility with restricted local accessibility. Most District roads are not tarred;
- The Maputo , White River and Phalaborwa railway lines and
- Agriculture & Forestry

The above resulted in an urban and rural form consisting of urban , peri urban, semi urban, rural, commercial agricultural, communal agricultural and forestry areas grouped into different functional areas with different levels of development.

3.6.2.2 Urban Development

The urban development in Mbombela Local Municipality is supported by the following defined development axis:

- A highly developed Western axis supported by R40 road providing the economic nodes of Nelspruit, Rocky Drift and White River;
- The N4 route which forms a southern axis, providing the backbone to the Maputo corridor initiative providing direct accessibility to the economic nodes of Ngodwana, Sappi and Nelspruit. It passes settlements of Tekwane, KaNyamazane and Matsulu South of the Crocodile River;
- A secondary Eastern development axis consisting of low income urban and rural residential areas supported by sub standard road system consisting the following main roads:
 - D636 (Airport Road) West of the low income areas of KaNyamazane/Tekwane, Daantjie/Msogwaba, Dwaleni, Kabokweni and Phathwa; P17/6 (White River-Hazyview) providing direct access to Legogote, Jerusalem, Phola, Mahushu, Nkambeni and Hazyview; D2296 and D1732 providing access to KaNyamazane and Msogwaba/Daantjie respectively; D1411 providing a circular route through Kabokweni, Ngodini, Nkohlakalu, Gutswakop, Gutshwa, Chweni from D636; P258/1 providing internal accessibility through Daantjie, Msogwaba and Zwelisha.
 - District roads serving the other isolated settlements

The above development corridors are linked in the South by N4 route. The R40 and D636 routes are 14Km apart and high agricultural lands supported by Crocodile River and White River Systems take up the developmental gap. The N4 and R40 axis provides excellent accessibility to the Southern and Western development axis respectively and provides catalysts for future development. The Eastern axis provides restricted accessibility to a very low income area, providing limited opportunities in terms of economic development.

The development of Kruger Mpumalanga International Airport (KMIA) on Road D636 is on the threshold of the low –income Eastern development axis but has limited accessibility to the Western development axis.

The Airport is 25Km from Nelspruit, 10km from the N4 road, 12km from White River and 10Km from Rocky Drift. In order to provide optimal accessibility to the airport upgrading of all the roads in the vicinity should be a priority.

The Eastern development axis consisting of mainly the Nsikazi area representing approximately 85% of the population of Mbombela internally reflects generally poor quality development and weak engineering and infrastructure services. The axis possess of the following aspects restricting development:

- Limited internal accessibility associated with limited tarred bus and taxi routes;
- Low levels of engineering services including water, sewerage, roads & stormwater control and social facilities;
- Uncontrolled development associated with influx of people and fragmented (dispersed) development;
- The enhancement of sub regional (Municipal) accessibility and upgrading of infrastructure remain a prerequisite for economic and social economic development and mobility.

The Western development axis attracts variety of development including commercial, industrial, service, business and residential mainly concentrated in Nelspruit, Rocky Drift, White River and Hazyview. Rigid two planning schemes which assured zonings provide for definite land uses within certain zones, control development in these areas. Due to the uniformity provided by these zonings, a set standard of development is achieved in terms of scale and quality. The Western and Southern development axis attracted more than 85% of all industrial/commercial and retail developments.

3.6.2.2 Rural Development

The Rural Development experienced the following patterns:

- The Eastern development axis disposes of a number of rural villages supported by farming consisting of subsistence crop production and livestock on communal land;
- Commercial farming in the Western , Eastern and Southern Areas of Mbombela;
- Forestry on higher lying areas
- Hotels, lodges and guest houses dispersed through the area
- A variety of non-agriculture land uses and conservation areas.

The Spatial Development Framework identified the following strategies/priorities in dealing with the above developmental disparities:

Table 3: SDF priorities

SDF Priority	Strategic Intervention
1. Nodal Development	<p>P The strengthening of existing development nodes within the Eastern Development Axis such as KaNyamazane, Matsulu and Kabokweni;</p> <p>P Supporting Nodal Development through the provision of engineering/basic and social services infrastructure;</p> <p>P Regenerating development within the existing development nodes such as the Nelspruit CBD and industrial/commercial areas, Riverside Park, Rocky Drift, White River and Hazyview.</p>
2. Integrating Development Nodes	<p>P Continuous improvement of mass transportation and upgrading of the road network;</p> <p>P The integration of affordable residential areas into the western development axis and</p> <p>P The integration of economic development and employment opportunities into the eastern development axis.</p>
3. Urban and Rural Regeneration	<p>P Provision of sustainable residential areas supported by all the necessary urban functions;</p> <p>P Regeneration of provision of the development nodes</p> <p>P Formalisation of unplanned areas in line with the planning principles</p> <p>P Provision of a system of roads and engineering services linked with residential and economic development</p> <p>P Linkages of public transport with transportation routes and interchange sites.</p>
4. Linking Urban and Rural Development with engineering and social infrastructure	The social and engineering services need to be integrated with service delivery and maintenance in order to provide for cost efficient service delivery.
5. Environmental sustainability	The existing pressure on the natural environment and agricultural land need to be addressed. The spatial focus needs balance development and provision of strict measures to ensure the delineation of the development areas in order to ensure protection of sensitive areas and productive high potential agricultural land.

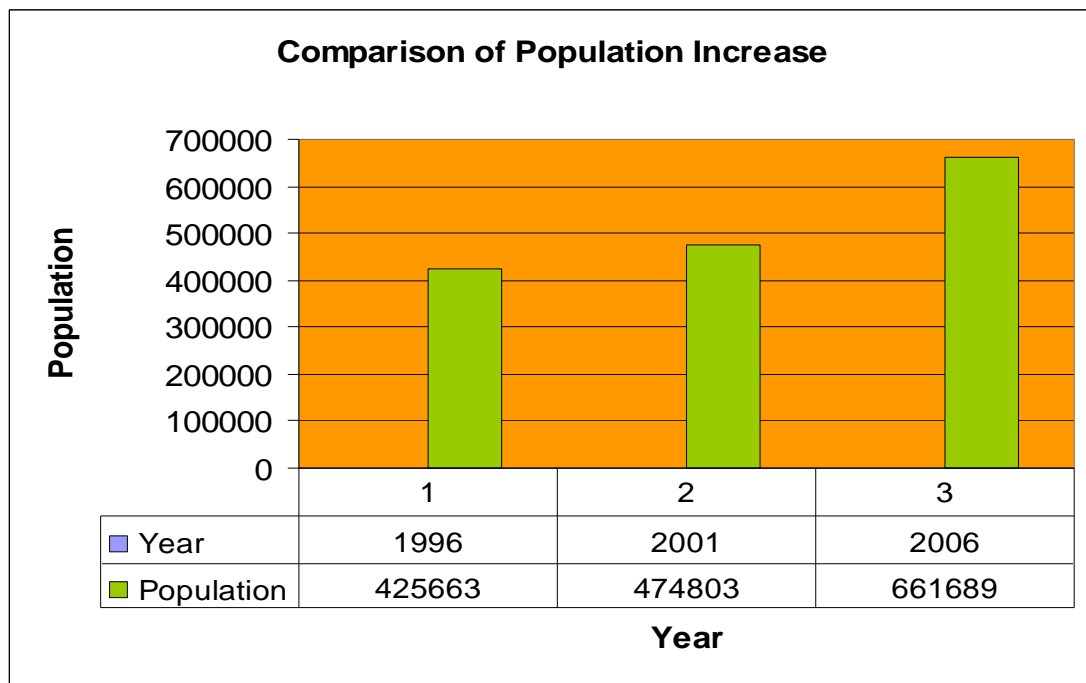
3.6.3 Demographic Profile

(To be reviewed upon completion of baseline study in April 2008)

Population size, age and gender profile

The Water Services Development Plan (2006) estimated the population size of 2006 as 661 689 and number of household as 155 799 equating to average household size of 4, 24 persons. This means that population has increased by 187 197 from 474 803 of 2001 Statistics data (Stats SA, 2001). Contributing factors might be the fertility & mortality rates, migration and influx to increasing residential and business development in the Municipality. A further research on life expectancy, mortality rate and other factors need to be conducted in detail.

Figure 3: Comparison of population estimated for 1996, 2001 and 2006

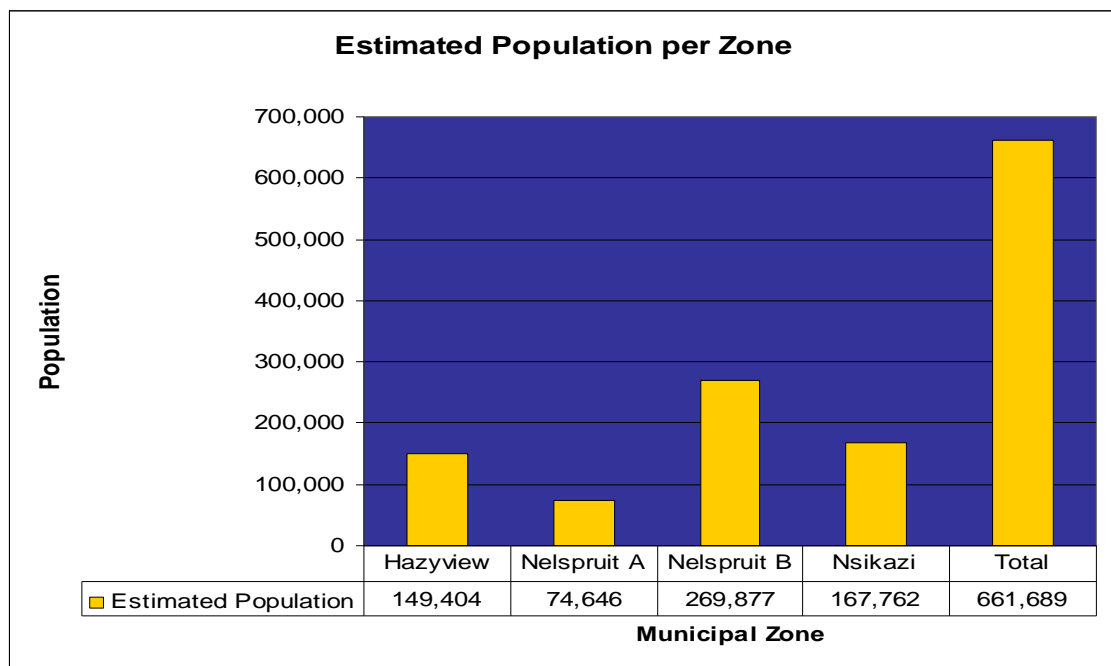


Sources: Census (1996 & 2001) and WSDP (2006).

Table 5: Population size (estimate), Household and age distribution

Planning Areas	Municipal Zones	Estimated Population	Number of Households	Age		Gender	
				Aged Residents >65 Years	Youth Residents < 19 Years	Male Residents	Female Residents
A,B	Hazyview	149,404	33,046	5,947	73,030	70,777	78,630
H,I	Nelspruit A	74,646	18,938	2,963	25,342	38,488	36,158
E,F,G	Nelspruit B	269,877	65,402	10,195	130,344	126,705	143,170
C,D	Nsikazi	167,762	38,431	7,427	79,936	79,783	87,978
	Total	661,689	155,817	26,532	308,652	315,753	345,936

Figure 4: Population per Municipal Zone

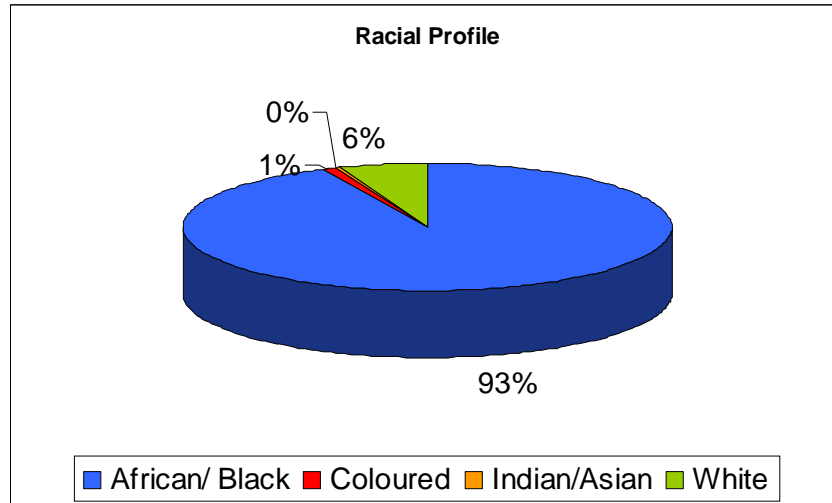


Source: Mbombela LM Water Services Development Plan (2006)

The highest population is experienced in Nelspruit B followed by the Nsikazi and Hazyview zones respectively. Females residents contributes 52% while male 48% of the entire population. Youth below age of 19 years are making 46% of the population. The above requires the Municipality to co-ordinate various programmes to support females and youth in skills development, job creation and provision of basic services.

Racial profile

Figure 5: Racial Profile



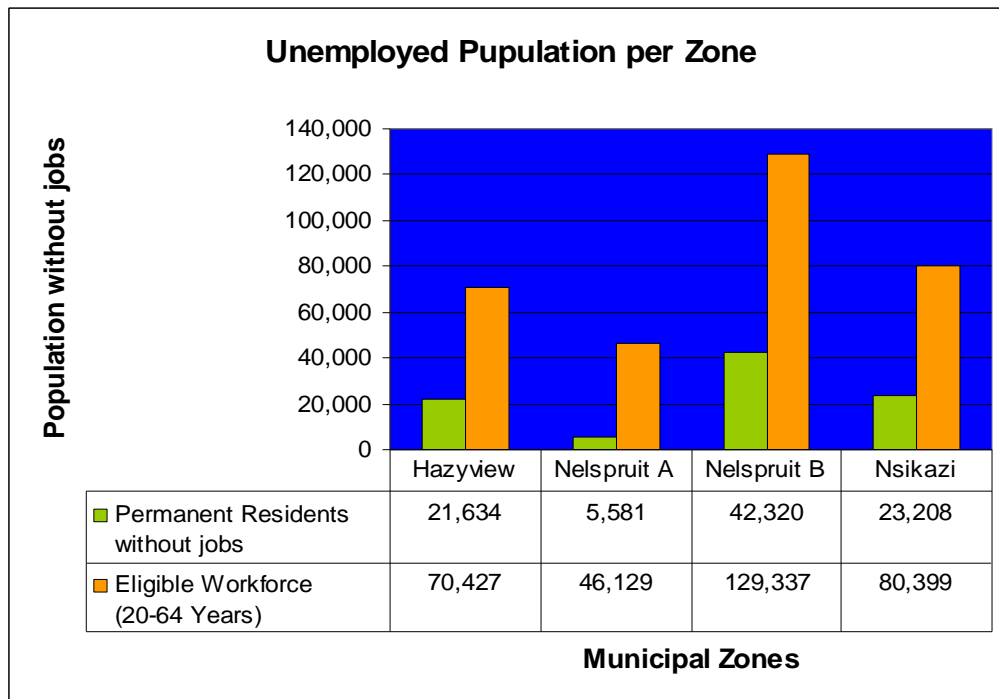
Source: Census 2001

Census 2001 indicated that the Municipality has 93% of Africans/ Blacks, 6% Whites, 1% Coloureds and 0, 3% of Indian/ Asians. The dominating language is SiSwati (89%), followed by Afrikaans (5%), English (3%) and 1% for IsiZulu, Sepedi and Sesotho.

3.6.4 Socio Economic Profile

Employment Profile per four Municipal Zones

Figure 6: Unemployment population per zone



Source: WSDP (2006)

Employment Profile

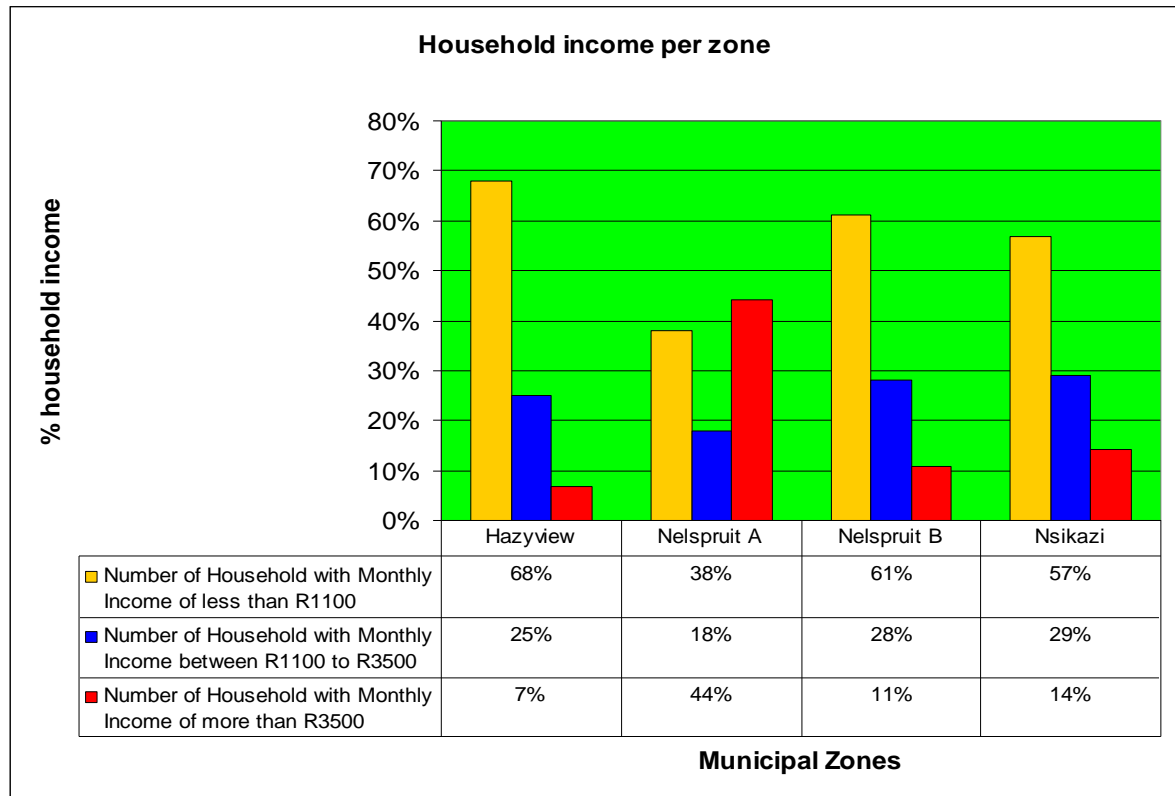
The eligible work force is estimated to be ± 327 000 of which ± 288 000 are economically active. The number of unemployed permanent residents in Mbombela is estimated to be ± 93 000. This equates to an unemployment rate of approximately 28% in 2006. A highest unemployment is experienced in Nelspruit B, Hazyview and Nsikazi Zones.

The LED strategy (2007) as approved by Council in September 2007 reflects unemployment rate of Mbombela Municipality as 37,8% in 2001 and the WSDP reflects an unemployment rate 28%, showing a decline of 9,8%. This might be in relation to the increase of sectoral growth performance according to the LED strategy on utilities, construction, trade, transport & communication, finance and Community services.

Household Income

The number of households with an income less than R1 100 per month constitutes 59% of the total households in Mbombela. Only 15% of all households earn more than R3 500 per month

Figure 7: Household Monthly Income



Source: WSDP (2006)

From the above figure, Nelspruit B, Hazyview and Nsikazi have more household earning less than R 1100.00 per month as compared to Nelspruit A. The increase of more jobs and implementation of Spatial Development Framework strategies will enable households of the above zones to be able to pay for Municipal services as their livelihood and affordability would be improved. There above zones with low income households are also entitled to the Free Basic Services offered by the Municipality however the lack or non availability of basic services infrastructure limits the provision of such services.

Occupational Profile

Table 6: Occupational profile based on gender and race.

Category of Occupation	African/Black		Coloured		Indian/Asian		White	
	Male	Female	Male	Female	Male	Female	Male	Female
Legislators, senior officials and managers	1716	601	59	40	87	32	1813	762
Professionals	1891	1460	35	36	70	35	1261	932
Technicians and associate professionals	2956	3996	74	77	36	23	955	1072
Clerks	3590	3798	76	200	42	72	431	1879
Service workers, shop and market sales workers	6410	3669	69	76	114	31	959	562
Skilled agricultural and fishery workers	2127	1024	10	0	0	0	256	69
Craft and related trades workers	10686	2003	119	16	20	0	813	69
Plant and machine operators and assemblers	7585	429	59	4	5	0	141	10
Elementary occupations	16236	19787	76	114	5	7	194	101
Undetermined	1841	1513	15	12	28	14	441	411
Not applicable	72896	105315	581	720	161	260	2334	3930

Source: Census 2001

The above illustrate majority Black and White males occupying the above categories. The high figure of employment in elementary occupations among Black people is of concern, which plays a contributing factor on income levels and affordability. More effort should focus on ensuring that women occupy categories of Legislators, senior officials, managers and operators of plant and machines. More jobs should be created in the agriculture sector which is identified as a potential for the Municipality in the LED strategy (2007).

HIV/AIDS Prevalence

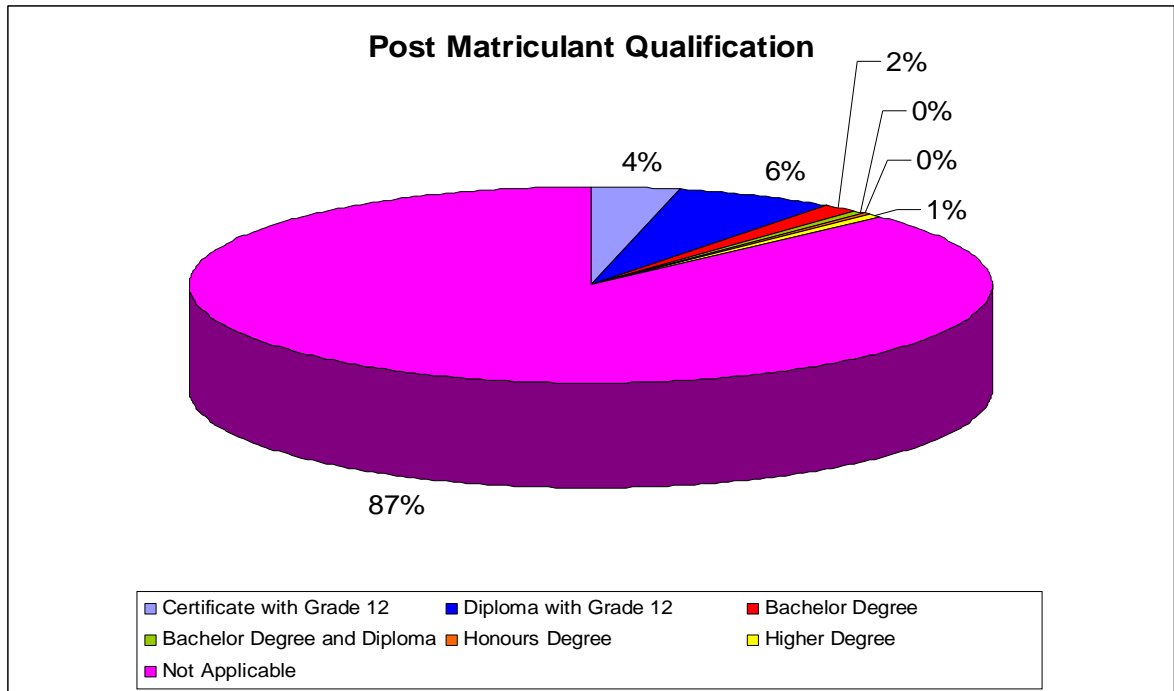
The LED Strategy based on Quantec Research (2007) (based on methodology applied by Actuarial Society of South Africa (ASSA,2006)) estimated 65 369 residents of Mbombela living with HIV/AIDS, meaning 9,87% of the Mbombela Population being infected with HIV/AIDS. The figures also indicate that since 2001 until 2004, the number of residents infected by the disease has grown by 5.1%.

Level of Education

According to Census 2001 the level of education in the Municipality, 3% of the population of sampled population of 476 592 have no schooling, 9% primary, 10% Grade 12/ Standard 12. Poverty and lack of access to educational facilities might be a contributing factor. Most wards raised the need to have primary and secondary schools to increase access of education in the Municipality. Other training programmes like ABET and FET Colleges will be of assistance to adults who never had schooling due to past education systems. A higher percentage of non applicable population is of concern as it affects the entire education picture of the Municipality.

According to the Municipal LED strategy (2007) (Source: Urban Econ Calculations based on Quantec Research 2007 and Census 2001), the percentage of people aged 20+ with no schooling is estimated to 24,8%, some primary at 15,4%, completed primary 5,9%, some secondary at 24,7%, Std 10/ Grade12 at 7,6% and higher 7,6%

Figure 7: Post Matric Qualification



Source: Stats SA (2001)

- The above diagram reflects that only 6% have Grade 12 and Diploma, 2% Bachelor Degree and 1% higher degree from population of 16 496 (age 5-24years). There are few with Bachelor Degree & Diploma and Honours degree. Since the information is based on 2001, there might be a lot of development due to introduced government skills and training interventions. The LED Strategy by Urban Econ reflects a positive trend of 24,8% of adults attending FET colleges in the Municipality.

4. IDP PLANNING PROCESS

4.1 INSTITUTIONAL ARRANGEMENTS AND STRUCTURES

Table 7: Roles & Responsibilities for Institutional Arrangements and Structures. This is according to the Municipal Process Plan/Community Based Planning Programme adopted by **Council in October 2007, Council Resolution No. A12.**

Structure and Composition	Terms of Reference/ Roles and Responsibilities
IDP Representative Forum. (Managers within the Municipality, Ehlanzeni District, National & Provincial Departments, SALGA and State Owned Enterprises)	<ul style="list-style-type: none"> Report on implementation of current IDP. Sharing of information on relevant planning activities and outcomes. Analysis of community needs, prioritise and identify relevant projects. Facilitate the alignment of strategies and policies from various stakeholders.
IDP Technical Committee. (Municipal Manager, Ward Councillors, Strategic Planning & Public Participation Units, Budget and Treasury Office and Ehlanzeni District Municipality)	<ul style="list-style-type: none"> Provide terms of reference for the planning process i.e. Process plan. Conduct consultations with public, assess and develop ward based plans for inclusion in the IDP. Ward Councillors are responsible for chairing and mobilizing ward meetings. Consolidation of community needs and package for each relevant Department or Institutions. Alignment of identified programmes with budgetary resources.
Ward Committees (Members of the Ward Committee and Chaired by a Ward Councilor)	<ul style="list-style-type: none"> Represent the interest of Constituencies. Provide platform for discussion, negotiation and decision-making between stakeholders Monitor performance of the planning & implementation process at Ward level.
Mayoral Committee (Members of the Mayoral Committee and Chaired by Executive Mayor).	<ul style="list-style-type: none"> Oversee and monitor IDP Planning Process and PMS Act as intermediary structure between IDP Steering Committee and IDP Representative Forum Provides terms of reference for ward committees and IDP Representative Forum Approve documentation for submission to ward committees/IDP Representative Forum
Council	<ul style="list-style-type: none"> Oversee and monitor the review and implementation of IDP. Adopt Process Plans and IDP.

4.2 IDP PROCESS OVERVIEW: THE EVENT – CENTRED APPROACH

4.2.1 Analysis Phase

- A workshop was conducted on the 04 October 2007 to inform Councillors on the review process of Ward Plans and the IDP to develop the 2008-09 IDP.
- Another workshop for Facilitators was held on the 12 and 13 October 2007 to assist and guide facilitators on how to facilitate the review of Ward Plans and IDP in their various Wards.
- The meetings commenced from 20 to 28 October 2007. On the 20 and 27, meetings with Ward Committee Structures took place according to Municipal Zones to review the Ward Plans and finalise the approach for Community Consultation meetings with special emphasis on the following:
 - P Identifying priorities according to villages/ sections within the Ward in relation to programmes and Key Performance Areas of the Municipality.
 - P Ward Committee Members facilitating the identification of projects for 2008-09, 2009-10, 2010-11 and reflect which sections/ villages require first priority. The Ward Councilor signing off the report as a true reflection of the developmental status of the Ward.
 - P Communities also completing the Customer Satisfaction Survey questionnaire that guides the Municipality in improving its services.
- The Traditional Leaders and Business Sector were consulted on the 30 October 2007 respectively through the support of Ehlanzeni District Municipality.

4.2.2 Strategy Phase

The Municipality conducted strategic planning sessions with Directorates on the 04 to 07 March 2008 followed by the Municipal wide on the 11 and 12 March 2008. From the sessions the Municipality came up with a reviewed vision, mission, values and unifying long term Corporate Goals that are aligned to the Five Key Performance Areas namely: Basic Services, Local Economic Development, Institutional Development & Transformation, Financial Viability & Management and Good Governance & Public Participation.

4.2.3 Project Phase

The Municipal Directorates through strategic planning process reviewed the strategic objectives, key performance indicators/measures and set three year targets (2008-09, 2009-10 and 2010-11) on service delivery. In terms of projects and programmes, Directorates made bidding process to motivate for the projects to be implemented in the 2008-09 projects so as to be scored and prioritised for funding by Budget and Treasury Office. The projects that were bid for are reflected in details on **Section 7** of this document. Provincial and National programmes were received through the co-ordination efforts of the Provincial Department of Local Government and Housing. It will be of value if both National and Provincial Departments fully participate with Municipalities in the performance reporting processes so as to ensure that Communities are provided with progress on the programmes included in the IDP.

4.2.4 Integration Phase

The Municipality used among others following sector plans and frameworks for development of strategic objectives and programmes:

- P Water Services Development Plan (WSDP);
- P Integrated Transport Plan (ITP);
- P Municipal Masterplans;
- P Integrated Waste Management Plan;
- P Local Economic Development Strategy;
- P Spatial Development Framework & National Spatial Development Framework;
- P Provincial Growth and Development Strategy;
- P District Integrated Development Plan (2006-07) and Framework

The Municipality Institutional / Sector plans are summarized in **Section 10** of this document.

4.2.5 Approval Phase

The Drafts IDP and Budget were tabled in the Special Council meeting of the 31 March 2008. Consultation with Communities and Stakeholders will take place from 08 to 13 April 2008 for inputs and comments. The approval of both documents will be adopted in May 2008 together with the SDBIP and Performance Agreements of Section 57 Managers.

4. 4 COMMUNITY STAKEHOLDER AND PRIORITY ISSUES

The following are the top priority issues raised by the Community during CBP and IDP Consultations that took place between October and November 2007:

Table 8: Community Priorities.

Priority	Problem Statement
1. Water	Lack of water supply, water shortage, poor water quality, illegal connections, interrupted supply and need for household connections.
2. Sanitation	Need for VIP toilets, upgrade of sewerage networks and deal with health hazard sanitation systems.
3. Roads and Stormwater Network	Need for speed humps, tarring, upgrade & maintenance of roads, foot and overhead bridges.
4. Electricity	Power cuts, and ageing infrastructure, need for household connections, high mast lights and streetlights.
5. Housing and land tenure upgrading.	Incomplete houses, need for low cost (RDP) houses and land tenure upgrading (formalization and title deeds)
6. Health Services	Need for 24 hour services, clinics, upgrade of existing infrastructure and emergency services.
7. Waste Management	Land fill/ waste disposal sites, refuse collection and monitoring of illegal dumping sites.
8. Community Facilities	Need for sports facilities, parks, cemeteries, community halls, MPCCs, Libraries and recreational facilities.
9. Education	Need for schools- Primary, Secondary and Tertiary Institutions.
10. Safety and Security	Concerns of increasing crime hot spot need for police patrol/ visibility, satellite/ police stations, streetlights, address unoccupied stands and complete RDP houses.
11. Local Economic Development	Creation of jobs, involvement on projects implemented in Communities including 2010, shopping centres and skills.
12. Access to information	Need for information on Government programmes.

Community needs are summarized as follow per problem statement of each programme.

Table 9: Summary of needs as identified by Communities per programme.

4.4.1 Water Services

Programme	Issue	Wards that raised the issue	Total number of wards that raised the issue	Affected Sections/Areas (The superscript number denotes a Ward)
Water	1.No water supply and no infrastructure	1;2;3;6;7;8;9;12;13;17;24;26;27;28;30;31;32	17	Section C of Nyongane ¹ , RDP Section ¹ , Nkomeni ¹ , Zwelisha B ² , pakane ² ; Siphumelelo ³ ; stadium ⁶ ; Dingidonda ⁶ ; Nkanini ⁶ ; Bhodlindlala ⁶ Emafity ⁶ ; Mthunzini ⁷ ; Makgarula ⁷ ; lungisane ⁷ ; Manzini ⁷ ; Sabie-skomp ⁷ ; Mogale ⁷ Mofokeng ⁷ ; Jerusalem next to Legogote Primary ⁸ ; Lindani ⁸ ; Moyeni ⁸ ; Roma Block ⁸ ;Newscom ⁸ ; Nkanini ⁹ ; Emaffletini ⁹ ; Mbolwaneni ⁹ ; Showetar ⁹ ; Mabhaweni ⁹ ; Kabhamjie ¹² ; Schoemanskloof ¹² ; Nkomeni ²⁴ ; Lumphisi ²⁴ ; Mdlankomo ²⁴ ; Oggo ²⁴ ; Siyakhukhula ²⁴ ; Bonginhlanhla ²⁴ ; Pienaar;Tinkomeni ²⁶ ; Maminza Section ²⁶ ; Mountain side ²⁶ ; Nkanini ²⁶ ; Nkanini Trust ³¹ ; Halfway ³¹ ; Mantangaleni ³¹ ; Lindela Trust ³¹ ; Nkohlakalo ³¹ ; Mbonisweni ³² ; Phathwa ³² ; Dwaleni ³² ; Backdoor ³² ; Teka Takho ³² ; Phola Park ³² ; Smokey Valley ³² ; Thembelihle ³² ; Mhlumeni ³² ; Mandela Park ¹³ ; Lihawu ¹⁷ ; Mamebodi ¹⁷ ; Alko Farm (Kingston valley) ¹⁷ ; Emoyeni ¹⁷ ; Matsulu C ²⁸ ; Mphakeni ²⁷ ; Emkhiweni ²⁷ ; Emagamusini ²⁷ ; Phumlani ³⁰ ; Kamphatseni ³ ; Lindokuhle ³ .
	2. Drawing water from rivers and ponds	9;12; 32	3	Nkanini ⁹ ; Emaffletini ⁹ ; Mbolwaneni ⁹ ;Showetar ⁹ ; Mabhaweni ⁹ ; Alkmaar ¹² ; Elandshoek ¹² ; Mbonisweni ³² ; Phathwa ³² ; Dwaleni ³² ; Backdoor ³² ; Teka Takho ³² ; Phola Park ³² ; Thembelihle ³² ; Mhlumeni ³² ;
	3. Delays of service through water tankers	8; 23;24	3	Jerusalema ⁸ ; Casablanca ⁸ ; Jerusalem North ⁸ ;Phelandaba ⁸ ; Goboza ²³ ; Mzamane ²³ ;Gugulethu ²³ ;Thembisa ²³ ; Shishila ²³ ; Nkomeni ²⁴ ; Lumphisi ²⁴ ; Mdlankomo ²⁴ ; Oggo ²⁴ ;
	4. Infrastructure available/ incomplete but no water	1;3;5;6;7;8;10;11;24;26;27;28;29;31	14	Rock Ville ¹ ,Section A;B;C ¹ , Mountainview ¹ , Kamphatseni ³ ; Bekiswayo ⁵ ; Salubindza ⁵ ; Phola ⁵ ; Feb ⁶ ; Ivory ⁶ ; Easycome ⁶ ; Emafity ⁶ ; Emangozeni ⁶ ; Dibhini ⁷ ; Casablanca ⁸ ; Jerusalem North ⁸ ; Nkomeni ²⁴ ; Tinkomeni; Spaza ²⁶ ; Stadium ²⁶ ;Shishila ²⁹ ; Nkanini Trust ³¹ ; Halfway ³¹ ; Mantangaleni ³¹ ; Bhuga ³¹ ; Lindela Trust ³¹ ; Nkohlakalo ³¹ ; Mafampisa ¹⁰ ; Sphelanyane ¹⁰ ; Malekutu ¹⁰ ; Mvangatini ¹⁰ ; Buyelani ¹⁰ ; Mjejane ¹⁰ ; Nkohlakalo ¹¹ ; Thembisa ¹¹ ; TV ¹¹ ; Ermelo ¹¹ ; Matsulu C ²⁸ ; Matsulu B ²⁷ .

4.4.1 Water Services Continued

Programme	Issue	Wards that raised the issue	Total number of wards that raised the issue	Affected Sections/Areas (The superscript number denotes a Ward)
Water	5. Water supply (insufficient) shortages/ interruptions	3;4;6;12;13;14;17;20;21;22;23;24;26;27;29;31;32;34;35	19	Gedlembane ⁴ ; Somcuba ⁴ ; Elephant ³ ; los ³ ; Thulula ³ ; Madala ³ ; Hobotani ³ ; Ekuphumuleni ⁴ ; Maluti ⁴ ; Vukasambe ⁴ ; Sukani ⁶ ; Khaliphani ²⁰ ; Bheladona ²⁰ ; Ematrokisini ²⁰ ; Ema ²⁵ ²⁰ ; Way inn Section ²⁰ ; KaNyamazane; unit 5 ²⁰ ; Myanga unit ²⁰ ; Msogwaba; E.J.Section ²² ; Shishila ²² ; Masinga ²² ; Enyokeni ²² ; Sawotini ²⁹ ; Nkanini Trust ³¹ ; Halfway ³¹ ; Mantangalen ³¹ ; Bhuga ³¹ ; Lindela Trust ³¹ ; Nkohlakalo ³¹ ; Mbonisweni ³² ; Phathwa ³² ; Dwaleni ³² ; Backdoor ³² ; Teka Takho ³² ; Phola Park ³² ; Smokey Valley ³² ; Thembelihle ³² ; Mhlumeni ³² ; Matsulu A ¹³ ; Mandela Park ¹³ ; Veza ¹³ ; Nazaretha ¹³ ; Mataffin ¹⁴ ; Skomplaas ¹⁴ ; Woodhouse ¹⁴ ; Alkmaar ¹⁴ ; Newskom ¹⁴ ; Croc Valley ¹⁷ ; Fiessagie ¹⁷ ; Makoko ³⁴ ; Phameni ³⁴ ; Chweni ³⁴ ; Numbi ³⁴ ; Clau-clau ³⁵ ; Ngulubeni ³⁵ ; Matsulu B ²⁷ ; Mkhwakhweni ²⁷ ; Bhayizane ²¹ ; Skhonkwane ²¹ ; Lucia Park ²¹ ; Khumbula ²¹ ; Landshoek ¹² ; Mgababa ¹² ; Mashobodo ¹² ; Dantjie; Msogwaba.
	6. Illegal connections	3, 8;26;32;36	5	Los ³ ; Thulula ³ ; Madala ³ ; Hobotani ³ ; Zwelisha-A ² ; Casablanca ⁸ ; Jerusalem North ⁸ ; Msogwaba; stadium ²⁶ ; Nkanini Section 1;2;3 ²⁶ ; Mahwabaratsana ³⁶ ; Moyeni ³⁶ ; Zomba ³⁶ ; Newscom ³⁶ ; Mbonisweni ³² ;
	7. Household connections.	2;6;8;12;20;26;27;29;31;34;35;36	7	Phakane ² ; Zwelisha B ² ; Mshadza ⁶ ; Kamphatseni ³ ; Elephant ³ ; Pienaar; Tinkomeni ²⁶ ; Maminza Section ²⁶ ; Mountain side ²⁶ ; Nkanini ²⁶ ; Siphumelelo ³ ; Elandshoek ¹² ; Sikhulile ²⁰ ; Mkhumulakheza ²⁹ ; Mahwabaratsana ³⁶ ; Moyeni ³⁶ ; Zomba ³⁶ ; Newscom ³⁶ ; Makoko ³⁴ ; Phameni ³⁴ ; Chweni ³⁴ ; Numbi ³⁴ ; Clau-clau ³⁵ ; Ngulubeni ³⁵ ; Ekukhanyeni ²⁷ ; Mphakeni ²⁷ ; Gugulethu ²⁷ ;
	8. Poor quality water- need for clean water	1;6,8;12;14;17;19;20;23;29;32;34	7	Swalala ⁶ ; Newscom ⁸ ; Elandshoek ¹² ; Kamashobane ¹² ; Mjalimane ¹² ; Ema ²⁵ ²⁰ ; Nkomeni ²⁹ ; Sawotini ²⁹ ; Mbonisweni ³² ; Phathwa ³² ; Dwaleni ³² ; Backdoor ³² ; Teka Takho ³² ; Phola Park ³² ; Smokey Valley ³² ; Thembelihle ³² ; Mhlumeni ³² ; Mataffin ¹⁴ ; Skomplaas ¹⁴ ; Woodhouse ¹⁴ ; Alkmaar ¹⁴ ; Newskom ¹⁴ ; Lihawu ¹⁷ ; Mamelodi ¹⁷ ; Alko Farm (Kingston valley) ¹⁷ ; Emoyeni ¹⁷ ;

4.4.1 Water Services Continued

Programme	Issue	Wards that raised the issue	Total number of wards that raised the issue	Affected Sections/Areas (The superscript number denotes a Ward)
Water	9. Upgrade of existing water infrastructure	5;6;9;10;11;17;20;30;34;35	9	Los ³ , Thulula ³ , Madala ³ , Hobotani ³ , Swalala ⁶ , Nkohlakalo ¹¹ ; Thembisa ¹¹ ; TV ¹¹ ; Ermelo ¹¹ ; Lihawu ¹⁷ ; Mamelodi ¹⁷ ; Alko Farm (Kingston valley) ¹⁷ ; Emoyeni ¹⁷ ; Makoko ³⁴ ; Phameni ³⁴ ; Chweni ³⁴ ; Numbi ³⁴ ; Clau-clau ³⁵ ; Ngulubeni ³⁵ ; White River ³⁰
	10. Need to reticulate the area	6;8;17;22	4	Phakane ² , zwelisha-A ² ; Jerusalema ⁸ ; Msogwaba; E.J.Section ²² ; Shishila ²² ; Masinga ²² ; Enyokeni ²² ; Lihawu ¹⁷ ; Mamelodi ¹⁷ ; Alko Farm (Kingston valley) ¹⁷ ; Emoyeni ¹⁷
	11. Installation of stand pipes	3;8;12;17;20;26;35	5	Kamphatseni ³ , Elephant ³ , Siphumelelo ³ ; Newscom ⁸ ; Phelandaba ⁸ ; Kabhamjie ¹² ; Lihawu ¹⁷ ; Mamelodi ¹⁷ ; Alko Farm (Kingston valley) ¹⁷ ; Emoyeni ¹⁷ ; Clau-clau ³⁵ ; Ngulubeni ³⁵
	12. Need water purification system	8;9;14	3	Jerusalem next to Legogote Primary ⁸ ; Nkanini ⁹ ; Emafetini ⁹ ; Mbolwaneni ⁹ ; Showertar ⁹ ; Mabhaweni ⁹ ; Mataffin ¹⁴ ; Skomplaas ¹⁴ ; Nelspruit ext 13 ¹⁴ ; Alkmaar ¹⁴ ; Newskom ¹⁴ .
	13. Need a reservoir	8;9;22;29;31	4	Roma Block ⁸ ; Phelandaba ⁸ ; Nkanini ⁹ ; Emafetini ⁹ ; Msogwaba; E.J.Section ²² ; Shishila ²² ; Masinga ²² ; Enyokeni ²² ; Mbolwaneni ⁹ ; Showetar ⁹ ; Mabhaweni ⁹ ; Nkanini Trust ³¹ ; Halfway ³¹ ; Mantangaleni ³¹ ; Bhuga ³¹ ; Lindela Trust ³¹ ; Nkohlakalo ³¹ ;
	14. Listed as a priority but not mentioning the challenge or problem statement.	2;6;18;25;33	5	KaNyamazane; Tekwane North and South ¹⁹ ; Mara Farms ¹⁹ ; Sandriver ²⁵ ; Mthimba ²⁵ ; Shabalala ²⁵ ; Numbi ²⁵ ; Mahushu ²⁵ ; Kabokweni ³³ ; Kabokweni Industrial ³³ ; Ngodini ³³ ;

4.4.2 Sanitation Services

Programme	Summary of Issues	Wards that raised the issue	Total number of wards that raised the issue	Affected Sections/Areas (The superscript number denotes a Ward)
Sanitation	1.VIP toilets/toilets	1;2;3;4;8;10;12;13;14;17;20;22;23;24;26;27;29;31;32;34;35;36	17	Jerusalem next to Legogote Primary ⁸ ; Jerusalema ⁸ ; Emafifty ⁶ ; Vukasambe ⁴ ; Ekuphilen-Maluti ⁴ ; Los ³ ; Thulula ³ ; Madala ³ ; Hobotani ³ ; Kamphatseni ³ ; Elephant ³ ; Siphumelelo ³ ; Zwelisha –A & B ² ; Phakane ² ; RDP Section ¹ ; Nkomeni ¹ ; Lindani ⁸ ; Moyeni ⁸ ; Casablanca ⁸ ; Jerusalem North ⁸ ; Roma Block ⁸ ; Newscom ⁸ ; Phelandaba ⁸ ; Alkmaar ¹² ; Kabhamjie ¹² ; Schoemanskloof ¹² ; Sikhulile ²⁰ ; Nyongane ¹ ; Rockville Section A;B;C ¹ ;Mountainview ¹ ; Nkomeni ²⁴ ; Luphisi ²⁴ ; Mdlankomo ²⁴ ; Oggo ²⁴ ; Siyakhukhula ²⁴ ; Bonginhlanhla ²⁴ ; Pienaar; Tinkomeni ²⁶ ; Maminza Section ²⁶ ; Mountain side ²⁶ ; Nkanini ²⁶ ; Msogwaba; E.J.Section ²² ; Shishila ²² ; Masinga ²² ; Enyokeni ²² ;Shishila ²⁹ ; ; Nkanini Trust ³¹ ; Halfway ³¹ ; Mantangaleni ³¹ ; Bhuga ³¹ ; Lindela Trust ³¹ ; Nkohlakalo ³¹ ; Phathwa ³² ; Teka Takho ³² ; Phola Park ³² ; Smokey Valley ³² ; Thembelihle ³² ; Mhlumeni ³² ; Mahwaratsana ³⁶ ; Moyeni ³⁶ ; Zomba ³⁶ ; Newscom ³⁶ ; Mafampisa ¹⁰ ; Sphelanyane ¹⁰ ; Malekutu ¹⁰ ; Mvangatini ¹⁰ ; Buyelani ¹⁰ ; Mjejane ¹⁰ ; Matsulu-A ¹³ ; Lihawu ¹⁷ ; Mamelodi ¹⁷ ; Alko Farm (Kingston valley) ¹⁷ ; Emoyeni ¹⁷ ; Makoko ³⁴ ;Phameni ³⁴ ;Chweni ³⁴ ;Numbi ³⁴ ; Clau-clau ³⁵ ;Ngulubeni ³⁵ ; 27; Empakeni ²⁷ ; Emkhiweni ²⁷ ; Mkhwakhweni ²⁷ ;
	2.Upgrade of existing sewer systems	13;20;28;30	4	KaNyamazane Ema ²⁵ ;20; Matsulu ¹³ ; Mandela Park ¹³ ; Veza ¹³ ; Nazaretha ¹³ ; Matsulu C ²⁸ ; Kabokweni; White River ³⁰ ; Phumlani ³⁰ ; Primkop ³⁰ ; Rocky Drift ³⁰ ; Katoen ³⁰ ; White river country estate and Holdings ³⁰ ; yaveland ³⁰ ;
	3. Need for sewerage systems	1;12;14;17;20;31;32;	7	Elandshoek ¹² ; Entokozweni ²⁰ ; Nkomeni; Nkanini Trust ³¹ ; Halfway ³¹ ; Mantangaleni ³¹ ; Bhuga ³¹ ; Lindela Trust ³¹ ; Nkohlakalo ³¹ ; Mbonisweni ³² ; Phathwa ³² ; Dwaleni ³² ; Backdoor ³² ; Teka Takho ³² ; Phola Park ³² ; Smokey Valley ³² ; Thembelihle ³² ; Mhlumeni ³² ; Mataffin ¹⁴ ; Skomplaas ¹⁴ ; Woodhouse ¹⁴ ; Alkmaar ¹⁴ ; Newskom ¹⁴ ; Lihawu ¹⁷ ; Mamelodi ¹⁷ ; Alko Farm (Kingston valley) ¹⁷ ; Emoyeni ¹⁷ ; Hazyview ¹ ;
	4.Toilets/or sewerage systems- health hazard	12;28;29;31	4	Kamashobane ¹² ; Mjalimane ¹² ; Schoemanskloof ¹² ;Mkhumlakheza ²⁹ Sawotini; ; Nkanini Trust ³¹ ; Halfway ³¹ ; Mantangaleni ³¹ ; Bhuga ³¹ ; Lindela Trust ³¹ ; Nkohlakalo ³¹ ; Matsulu C ²⁸ ;

4.4.3 Roads and Stormwater Networks

Programme	Issue	Wards that raised the issue	Total number of wards that raised the issue	Affected Sections/Areas (The superscript number denotes a Ward)
Roads and Stormwater network.	1. Stormwater drainage systems	4;7;8;10;17;18;19;20;21;22;23;26;27;28;29;31;32;34;35	19	Jerusalem next to Legogote Primary ⁸ ; Gedlembane ⁴ ; Vukasambe ⁴ ; Los ³ ; Thulula ³ ; Madala ³ ; Hobotani ³ ; Kamphatseni ³ ; Elephant ³ ; Siphumelelo ³ ; RDP Section ¹ ; Nkomeni ¹ ; Lindani ⁸ ; Moyeni ⁸ ; Casablanca ⁸ ; Jerusalem North ⁸ ; Roma Block ⁸ ; Newscom ⁸ ; Nkanini ⁹ ; Emaffletini ⁹ ; Mbolwaneni ⁹ ; Showetar ⁹ ; Mabhaweni ⁹ ; Elandshoek ¹² ; Sikhulile; Khisane ²³ ; Mjenga ²³ ; Thembisa ²³ ; Zwane market ²³ ; Dam saction ²³ ; Nkomeni ²³ ; Ema ²⁵ ; Way inn Section ²⁰ ; KaNyamazane; unit 5 ²⁰ ; Nkomeni ²⁴ ; Luphisi ²⁴ ; Mdlankomo ²⁴ ; Oggo ²⁴ ; Siyakhukhula ²⁴ ; Bonginhlanhla ²⁴ ; Pienaar; Tinkomeni ²⁶ ; Maminza Section ²⁶ ; Mountain side ²⁶ ; Nkanini ²⁶ ; Msogwaba; E.J.Section ²² ; Shishila ²² ; Masinga ²² ; Nkomeni ²⁹ ; Sawotini ²⁹ ; ; Nkanini Trust ³¹ ; Halfway ³¹ ; Mantangaleni ³¹ ; Bhuga ³¹ ; Lindela Trust ³¹ ; Nkohlakalo ³¹ ; Mbonisweni ³² ; Phathwa ³² ; Dwaleni ³² ; Backdoor ³² ; Teka Takho ³² ; Phola Park ³² ; Smokey Valley ³² ; Thembelihle ³² ; Mhlumeni ³² ; Mafampisa ¹⁰ ; Sphelanyane ¹⁰ ; Malekutu ¹⁰ ; Mvangatini ¹⁰ ; Buyelani ¹⁰ ; Mjejane ¹⁰ ; Valencia ¹⁷ ; Lihawu ¹⁷ ; Mamelodi ¹⁷ ; Alko Farm (Kingston valley) ¹⁷ ; Emoyeni ¹⁷ ; Kamagugu ¹⁷ ; KaNyamazane; Tekwane North and South ¹⁹ ; Mara Farms ¹⁹ ; Matsulu C ²⁸ ; Makoko ³⁴ ; Phameni ³⁴ ; Chweni ³⁴ ; Numbi ³⁴ ; Clau-clau ³⁵ ; Ngulubeni ³⁵ ; Matsulu-B ²⁷ ; Mphakeni ²⁷ ; Emkhiweni ²⁷ ; Mbokodo ²⁷
	2. Tarring of roads	4;8;10;11;12;13;14;18;19;20;25;28;32;33;34	15	Jerusalem ⁸ ; Gedlembane ⁴ ; Zwelisha –A & B ² ; Phakane ² ; Elandshoek ¹² ; Entokozweni ²⁰ ; Khaliphani ²⁰ ; Bheladona ²⁰ ; Ematrokisini ²⁰ ; Ema ²⁵ ; Mbonisweni ³² ; Phathwa ³² ; Dwaleni ³² ; Backdoor ³² ; Teka Takho ³² ; Phola Park ³² ; Smokey Valley ³² ; Thembelihle ³² ; Mhlumeni ³² ; Mafampisa ¹⁰ ; Sphelanyane ¹⁰ ; Malekutu ¹⁰ ; Mvangatini ¹⁰ ; Buyelani ¹⁰ ; Mjejane ¹⁰ ; Nkohlakalo ¹¹ ; Thembisa ¹¹ ; TV ¹¹ ; Ermelo ¹¹ ; Veza ¹³ ; Mataffin ¹⁴ ; Skomplaas ¹⁴ ; Woodhouse ¹⁴ ; Alkmaar ¹⁴ ; Newscom ¹⁴ ; KaNyamazane; Tekwane North and South ¹⁹ ; Mara Farms ¹⁹ ; Sandriver ²⁵ ; Mthimba ²⁵ ; Shabalala ²⁵ ; Numbi ²⁵ ; Mahushu ²⁵ ; Matsulu C ²⁸ ; Kabokweni ³³ ; Kabokweni Industrial ³³ ; Ngodini ³³ ; Makoko ³⁴ ; Phameni ³⁴ ; Chweni ³⁴ ; Numbi ³⁴

4.4.3 Roads and Stormwater Networks Continued

Programme	Issue	Wards that raised the issue	Total number of wards that raised the issue	Affected Sections/Areas (The superscript number denotes a Ward)
Roads and Stormwater network.	3. Access roads	4;10;12;20;24;25;26;27;28;31;36	11	Somcuba ⁴ ; Alkmaar ¹² ; Kabhamjije ¹² ; Elandshoek ¹² ; Kamashobane ¹² ; Mjalimane ¹² ; Entokozweni ²⁰ ; Sikhulile ²⁰ ; Mahwabaratsana ³⁶ ; Moyeni ³⁶ ; Zomba ³⁶ ; Newscom ³⁶ ; Mafampisa ¹⁰ ; Sphelanyane ¹⁰ ; Malekutu ¹⁰ ; Mvangatini ¹⁰ ; Buyelani ¹⁰ ; Mjejane ¹⁰ ; Sandriver ²⁵ ; Mthimba ²⁵ ; Shabalala ²⁵ ; Numbi ²⁵ ; Mahushu ²⁵ ; Matsulu C ²⁸ ; Luphisi ²⁴ ; Msogwaba ²⁶ ; Matsulu-B ²⁷ ; Lindela ³¹ .
	4. Roads that cannot be accessed during rainy season.	3;4;8;12;17;20;24;26;27;35	10	Kamphatseni ³ ; Elephant ³ ; Siphumelelo ³ ; Schoemanskloof ¹² ; Myanga unit ²⁰ ; Nkomeni ²⁴ ; Luphisi ²⁴ ; Mdlankomo ²⁴ ; Oggo ²⁴ ; Siyakhukhula ²⁴ ; Bonginhlanhla ²⁴ ; Clau-clau ³⁵ ; Ngulubeni ³⁵ ; Matsulu-B ²⁷ ; Mphakeni ²⁷ ; Emkhiweni ²⁷ ; Mbokodo ²⁷ ; Gedlembane ⁴ ; Mgaduzweni ⁸ ; Lihawu ¹⁷ ; Mamelody ¹⁷ ; Duma ²⁶ ; Msogwaba 123 ²⁶ .
	5. Gravelling of roads	8;9;31	3	Casablanca ⁸ ; Jerusalem North ⁸ ; Roma Block ⁸ ; Nkanini ⁹ ; Emaffletini ⁹ ; Mbolwaneni ⁹ ; Showetar ⁹ ; Mgcobaneni ⁹ ; Nkanini Trust ³¹ ; Halfway ³¹ ; Mantangaleni ³¹ ; Bhuga ³¹ ; Lindela Trust ³¹ ; Nkohlakalo ³¹ ;
	6. Speed humps	2;7;17;18;19;21;22;23;26;29;31;32;35	13	Gugulethu ²³ ; Msogwaba; E.J.Section ²² ; Shishila ²² ; Masinga ²² ; Enyokeni ²² ; Nkanini Trust ³¹ ; Halfway ³¹ ; Mantangaleni ³¹ ; Bhuga ³¹ ; Lindela Trust ³¹ ; Nkohlakalo ³¹ ; KaNyamazane; Tekwane North and South ¹⁹ ; Clau-clau ³⁵ ; Ngulubeni ³⁵ ; Zwelisha ² ; Manzini ⁷ ; Chochocho ⁷ ; Mthunzini ⁷ ; Lihawu ¹⁷ ; Gutshwa ²¹ ; Msogwaba ²⁶ ; Dantjie ²⁹ ; Backdoor ³² .
	7. Foot bridges	2;3;4;5;6;8;9;10;11;17;19;23;32;34;35	14	Casablanca ⁸ ; Jerusalem North ⁸ ; Nkanini ⁹ ; Emaffletini ⁹ ; Mbolwaneni ⁹ ; Showetar ⁹ ; Mabhaweni ⁹ ; Goboza ²³ ; Mafampisa ¹⁰ ; Sphelanyane ¹⁰ ; Malekutu ¹⁰ ; Mvangatini ¹⁰ ; Buyelani ¹⁰ ; Mjejane ¹⁰ ; Nkohlakalo ¹¹ ; Thembisa ¹¹ ; TV ¹¹ ; Ermelo ¹¹ ; Lihawu ¹⁷ ; Mamelodi ¹⁷ ; Alko Farm (Kingston valley) ¹⁷ ; Emoyeni ¹⁷ ; KaNyamazane; Tekwane North and South ¹⁹ ; Makoko ³⁴ ; Phameni ³⁴ ; Chweni ³⁴ ; Numbi ³⁴ ; Clau-clau ³⁵ ; Ngulubeni ³⁵ ; Emhlumeni ³² ; Zwelisha ² ; Kamphatseni ³ ; Lindokuhle ³ ; Msogwaba ⁴ ; Bekiswayo ⁵ ; Salubindza ⁵ ; Phola ⁵ ; Masoyi ⁶ ;
	8. Overhead bridges on main roads	1;6;8;25;	4	Casablanca ⁸ ; Jerusalem North ⁸ ; Phelandaba ⁸ ; Newscom ⁸ ; Nyongane ¹ ; Rockville Section A,B,C ¹ ; Sandriver ²⁵ ; Mthimba ²⁵ ; Shabalala ²⁵ ; Numbi ²⁵ ; Mahushu ²⁵ ; Masoyi ⁶ ;

4.4.3 Roads and Stormwater Networks Continued

Programme	Issue	Wards that raised the issue	Total number of wards that raised the issue	Affected Sections/Areas (The superscript number denotes a Ward)
Roads and Stormwater network	9. Road signs	6;7;8;9;32;34;35	7	Casablanca ⁸ ; Jerusalem North ⁸ ; Makoko ³⁴ ;Phameni ³⁴ ;Chweni ³⁴ ;Numbi ³⁴ ; Clau-clau ³⁵ ;Ngulubeni ³⁵
	10. Traffic lights	13;17;32	3	Mbonisweni ³² ; Phathwa ³² ; Dwaleni ³² ; Backdoor ³² ; Teka Takho ³² ; Phola Park ³² ; Smokey Valley ³² ; Thembelihle ³² ; Mhlumeni ³² ; Matsulu ¹³ ; Mandela Drive ¹³ ; Veza ¹³ ; Nazaretha ¹³ ; Kamagugu ¹⁷ ;
	11. Maintenance/ upgrade of roads	2;3;4;8;9;11;12;13;17;20;22;23;24; 26;28;29;30;34;35;36	20	Vukasambe ⁴ ; Kamphatseni ³ ; Elephant ³ ; Siphumelelo ³ ; Zwelisha –A & B ² ; Phakane ² ; Lindani ⁸ ; Moyeni ⁸ ; Casablanca ⁸ ; Jerusalem North ⁸ ; Newscom ⁸ ; Alkmaar ¹² ; Mzamane ²³ ;Mountainview ¹ ; Way inn Section ²⁰ ; KaNyamazane; unit 5 ²⁰ ; Myanga unit ²⁰ ;Bonginhlanhla ²⁴ ; Msogwaba; E.J.Section ²² ; Shishila ²² ; Masinga ²² ; Enyokeni ²² ;Shishila ²⁹ Mkhumlakheza ²⁹ ; Mahwabaratsana ³⁶ ; Moyeni ³⁶ ; Zomba ³⁶ ; Newscom ³⁶ ; Nkohlakalo ¹¹ ; Thembisa ¹¹ ; TV ¹¹ ; Ermelo ¹¹ ; Matsulu ¹³ ; Mandela Park ¹³ ; Veza ¹³ ; Nazaretha ¹³ ; Lihawu ¹⁷ ; Mamelodi ¹⁷ ; Alko Farm (Kingston valley) ¹⁷ ; Emoyeni ¹⁷ ; Matsulu C ²⁸ ; Makoko ³⁴ ;Phameni ³⁴ ;Chweni ³⁴ ;Numbi ³⁴ ; Clau-clau ³⁵ ;Ngulubeni ³⁵
	12. Bus routes	2;7;8;15&16; 17 and 32	7	Zwelisha –A & B ² ; Phakane ² ; Lindani ⁸ ; Moyeni ⁸ ; Phelandaba ⁸ ; Mbonisweni ³² ; Phathwa ³² ; Dwaleni ³² ; Backdoor ³² ; Teka Takho ³² ; Phola Park ³² ; Smokey Valley ³² ; Thembelihle ³² ; Mhlumeni ³² ; Nelspruit ; West Acres ; Steiltes ; Uitkyk ; The Rest; Lihawu ¹⁷ ; Mamelodi ¹⁷ ; Alko Farm (Kingston valley) ¹⁷ ; Emoyeni ¹⁷ ;
	13. Railway system	12;13;15&16;20;30	6	Nelspruit ; White River ³⁰ ; Mattaffin ¹⁴ ; KaNyamazane; Matsulu; Elandshoek ¹² ; Ngodwana ¹² ;
	14. Traffic congestion	15&16;20;30	4	Nelspruit; KaNyamazane; White River ³⁰ ; Phumlani ³⁰ ; Rocky Drift ³⁰ ; Katoen ³⁰ .
	15. Bus stops and shelters	17;26;27;32;35	5	Nkomeni ²⁴ ;Luphis ²⁴ ; Mdlankomo ²⁴ ; Oggo ²⁴ ; Siyakhukhula ²⁴ ; Bonginhlanhla ²⁴ ; Mbonisweni ³² ; Phathwa ³² ; Dwaleni ³² ; Backdoor ³² ; Teka Takho ³² ; Phola Park ³² ; Smokey Valley ³² ; Thembelihle ³² ; Mhlumeni ³² ; Nelsville ¹⁷ ; Kamagugu ¹⁷ ; Valencia ¹⁷ ; Clau-clau ³⁵ ;Ngulubeni ³⁵ ; Matsulu-B ²⁷ ; Mphakeni ²⁷ ; Emkhiweni ²⁷ ; Mbokodo ²⁷ ;

4.4.4 Electricity Services

Programme	Issue	Wards that raised the issue	Total number of wards that raised the issue	Affected Sections/Areas (The superscript number denotes a Ward)
Electricity	1. No electrical infrastructure	1;2; 4; 6; 8;9, 12; 14; 21; 20;23;24; 26; 27; 32; 34; 36	17	Nyongane ¹ ; Gedlembane ⁴ ; Kamphatseni ³ ; Elephant ³ ; Siphumelelo ³ ; Zwelisha –A ² ;RDP Section ¹ , Nkomeni ¹ , Mpunzane ¹ ; Lindani ⁸ ; Moyeni ⁸ ; Kabhamjie ¹² ; Elandshoek ¹² ; Kamashobane ¹² ; Mjalimane ¹² ; Schoemanskloof ¹² ; Ematrokisini ²⁰ ;Goboza ²³ ;Mzamane ²³ ; Rockville Section A;B;C ¹ ; Mountainview ¹ ;Duma Section ²⁶ ; Lihawu ²⁶ ; Mountain side ²⁶ ; Mbonisweni ³² ; Phathwa ³² ; Dwaleni ³² ; Backdoor ³² ; Teka Takho ³² ; Phola Park ³² ; Smokey Valley ³² ; Thembelihle ³² ; Mhlumeni ³² ; Mahwabaratsana ³⁶ ; Moyeni ³⁶ ; Zomba ³⁶ ; Newscom ³⁶ ; Mataffin ¹⁴ ; Skomplaas ¹⁴ ; Woodhouse ¹⁴ ; Alkmaar ¹⁴ ; Newskom ¹⁴ ; Makoko ³⁴ ;Phameni ³⁴ ;Chweni ³⁴ ;Numbi ³⁴ ;
	2. Power cuts; need to upgrade power	2;4; 6; 8;13; 14; 15&16;17; 19;20; 21; 24;26; 28; 29;31; 32; 34; 35; 36	21	Jerusalem next to Legogote Primary ⁸ ; Bhodlindlala ⁶ Emafifty ⁶ ; Mthunzini ⁷ ; Makgarula ⁷ ; lungisane ⁷ ; Manzini ⁷ ; Sabie-skom ⁷ ; Somcuba ⁴ ; Vukasambe ⁴ ; Ekuphilen-Maluti ⁴ ; Zwelisha –A ² ; Roma Block ⁸ ; Phelandaba ⁸ ; Nkanini ⁹ ; Emaffletini ⁹ ; Mbolwaneni ⁹ ;Showerar ⁹ ; Bheladona ²⁰ ; Way inn Section ²⁰ ; Mabhaweni ⁹ ;Gugulethu ²³ ;Thembisa ²³ ; Shishila ²³ ; Myanga unit ²⁰ ; Nkomeni ²⁴ ;Luphisi ²⁴ ; Mdlankomo ²⁴ ; Oggo ²⁴ ; Siyakhukhula ²⁴ ; Bonginlanhla ²⁴ ; Pienaar ;Tinkomeni ²⁶ ; Maminza Section ²⁶ ; Mountain side ²⁶ ; Nkanini ²⁶ ; Shishila ²⁹ ; Nkomeni ²⁹ ; Sawotini ²⁹ ;Mkhumulakheza ²⁹ ; ; Nkanini Trust ³¹ ; Halfway ³¹ ; Mantangaleni ³¹ ; Bhuga ³¹ ; Lindela Trust ³¹ ; Nkohlakalo ³¹ ; Mbonisweni ³² ; Phathwa ³² ; Dwaleni ³² ; Backdoor ³² ; Teka Takho ³² ; Phola Park ³² ; Smokey Valley ³² ; Thembelihle ³² ; Mhlumeni ³² ; Mahwabaratsana ³⁶ ; Moyeni ³⁶ ; Matsulu C ²⁸ ;Zomba ³⁶ ; Newscom ³⁶ ; Matsulu ¹³ ; Mandela Park ¹³ ; Veza ¹³ ; Nazaretha ¹³ ;KaNyamazane; Mataffin ¹⁴ ; Skomplaas ¹⁴ ; Woodhouse ¹⁴ ; Alkmaar ¹⁴ ; Newskom ¹⁴ ; Nelspruit ; West Acres ; Steiltes ; Uitkyk ; The Rest ; Lihawu ¹⁷ ; Mamelodi ¹⁷ ; Alko Farm (Kingston valley) ¹⁷ ; Emoyeni ¹⁷ ; Tekwane North and South ¹⁹ ; Makoko ³⁴ ;Phameni ³⁴ ;Chweni ³⁴ ;Numbi ³⁴ ; Clau-clau ³⁵ ;Ngulubeni ³⁵
	3. Illegal connections	20;29	2	KaNyamazane - Ema ²⁵ ; Sawotini ²⁹ ;

4.4.4 Electricity Services Continued

Programme	Issue	Wards that raised the issue	Total number of wards that raised the issue	Affected Sections/Areas (The superscript number denotes a Ward)
Electricity	4. Need for household connections.	1; 2; 3; 5; 7; 8; 10;11;15; 16; 17; 21; 20;22; 23; 24; 25;27; 31; 32; 36	21	Jerusalema ⁸ ; Bhodlindlala ⁶ Emafifty ⁶ ; Mthunzini ⁷ ; Makgarula ⁷ ; lungisane ⁷ ; Manzini ⁷ ; Sabie-skom ⁷ ; Phakane ² ; Sikhulile; Ema ²⁵ ²⁰ ; Msogwaba; E.J.Section ²² ; Shishila ²² ; Masinga ²² ; Enyokeni ²² ; ; Nkanini Trust ³¹ ; Halfway ³¹ ; Mantangaleni ³¹ ; Bhuga ³¹ ; Lindela Trust ³¹ ; Nkohlakalo ³¹ ; Mbonisweni ³² ; Phathwa ³² ; Dwaleni ³² ; Backdoor ³² ; Teka Takho ³² ; Phola Park ³² ; Smokey Valley ³² ; Thembelihle ³² ; Mhlumeni ³² ; Mahwabaratsana ³⁶ ; Moyeni ³⁶ ; Zomba ³⁶ ; Newscom ³⁶ ; Mafampisa ¹⁰ ; Sphepanyane ¹⁰ ; Malekutu ¹⁰ ; Mvangatini ¹⁰ ; Buyelani ¹⁰ ; Mjejane ¹⁰ ; Nkohlakalo ¹¹ ; Thembisa ¹¹ ; TV ¹¹ ; Ermelo ¹¹ ; Nelspruit ; West Acres ; Steiltes ; Uitkyk ; The Rest ; Lihawu ¹⁷ ; Mamelodi ¹⁷ ; Alko Farm (Kingston valley) ¹⁷ ; Emoyeni ¹⁷ ; Sandriver ²⁵ ;Mthimba ²⁵ ;Shabalala ²⁵ ;Numbi ²⁵ ; Mahushu ²⁵ ; Matsulu-B ²⁷ ; Mphakeni ²⁷ ; Emkhiweni ²⁷ ; Mbokodo ²⁷ ;
	5. Need for household connections- new settlements.	6; 11;12; 15; 16; 21; 24; 26;25	9	Alkmaar ¹² ; Nkanini ⁹ ; Emafletini ⁹ ; Mbolwaneni ⁹ ; Showetar ⁹ ; Mabhaweni ⁹ ; Pienaar ;Tinkomeni ²⁶ ; Maminza Section ²⁶ ; Mountain side ²⁶ ; Nkanini ²⁶ ; Nkohlakalo ¹¹ ; Thembisa ¹¹ ; TV ¹¹ ; Ermelo ¹¹ ; Nelspruit; West Acres; Steiltes; Uitkyk; The Rest; Sandriver ²⁵ ; Mthimba ²⁵ ; Shabalala ²⁵ ; Numbi ²⁵ ; Mahushu ²⁵

4.4.4 Electricity Services Continued

Programme	Issue	Wards that raised the issue	Total number of wards that raised the issue	Affected Sections/Areas (The superscript number denotes a Ward)
Electricity	5. Need for household connections- new settlements.	6; 11;12; 15; 16; 21; 24; 26;25	9	Alkmaar ¹² ; Nkanini ⁹ ; Emaffletini ⁹ ; Mbolwaneni ⁹ ; Showetar ⁹ ; Mabhaweni ⁹ ; Pienaar ;Tinkomeni ²⁶ ; Maminza Section ²⁶ ; Mountain side ²⁶ ; Nkanini ²⁶ ; Nkohlakalo ¹¹ ; Thembisa ¹¹ ; TV ¹¹ ; Ermelo ¹¹ ; Nelspruit; West Acres; Steiltes; Uitkyk; The Rest; Sandriver ²⁵ ; Mthimba ²⁵ ; Shabalala ²⁵ ; Numbi ²⁵ ; Mahushu ²⁵
	6. Need for streetlights	1; 2; 3;4; 5; 6;7;8; 9; 10;11; 13; 15&16;17; 18; 19; 20;21; 22; 23;25; 26; 27;28; 29; 31; 32; 34; 35; 36	31	Gedlembane ⁴ ;Ekuphilen-Malutii ⁴ ; Los ³ , Thulula ³ , Madala ³ , Hobotani ³ , Nkanini ⁹ ; Emaffletini ⁹ ; Mbolwaneni ⁹ ;Showetar ⁹ ; Mabhaweni ⁹ ;Zwelisha –A & B ² ; Phakane ² ; Lindani ⁸ ; Moyeni ⁸ ; Casablanca ⁸ ; Jerusalem North ⁸ ; Mafutheni ⁹ ; Khaliphani ²⁰ ; Bheladona ²⁰ ; KaNyamazane; unit 5 ²⁰ ; Myanga unit ²⁰ ; Pienaar ;Tinkomeni ²⁶ ; Maminza Section ²⁶ ; Mountain side ²⁶ ; Nkanini ²⁶ ; Msogwaba; E.J.Section ²² ; Shishila ²² ; Masinga ²² ; Enyokeni ²² ; ; Nkanini Trust ³¹ ; Halfway ³¹ ; Mantangaleni ³¹ ; Bhuga ³¹ ; Lindela Trust ³¹ ; Nkohlakalo ³¹ ; Mbonisweni ³² ; Phathwa ³² ; Dwaleni ³² ; Backdoor ³² ; Teka Takho ³² ; Phola Park ³² ; Smokey Valley ³² ; Thembelihle ³² ; Mhlumeni ³² ; Mahwabaratsana ³⁶ ; Moyeni ³⁶ ; Zomba ³⁶ ; Newscom ³⁶ ; Mafampisa ¹⁰ ; Sphelanyane ¹⁰ ; Makoko ³⁴ ; Phameni ³⁴ ; Chweni ³⁴ ; Numbi ³⁴ ;Malekutu ¹⁰ ; Mvangatini ¹⁰ ; Buyelani ¹⁰ ; Mjejane ¹⁰ ; Nkohlakalo ¹¹ ; Thembisa ¹¹ ; TV ¹¹ ; Ermelo ¹¹ ; Matsulu ¹³ ; Mandela Park ¹³ ; Veza ¹³ ; Nazaretha ¹³ ; Nelspruit; West Acres; Steiltes; Uitkyk; The Rest; Lihawu ¹⁷ ; Mamelodi ¹⁷ ; Alko Farm (Kingston valley) ¹⁷ ; Emoyeni ¹⁷ ; KaNyamazane; Tekwane North and South ¹⁹ ; Mara Farms ¹⁹ ; Matsulu C ²⁸ ; Sandriver ²⁵ ; Mthimba ²⁵ ; Shabalala ²⁵ ;Numbi ²⁵ ; Mahushu ²⁵ Clau-clau ³⁵ ; Ngulubeni ³⁵ ; Matsulu-B ²⁷ ; Mphakeni ²⁷ ; Emkhiweni ²⁷ ; Mbokodo ²⁷ ;
	7. Need for high mast lights	6; 8;27;32;35	5	Los ³ , Thulula ³ , Madala ³ , Hobotani ³ , Zwelisha –B ² ; Nkanini ⁹ ; Emaffletini ⁹ ; Mbolwaneni ⁹ ;Showetar ⁹ ; Mabhaweni ⁹ ; Mbonisweni ³² ; Phathwa ³² ; Dwaleni ³² ; Backdoor ³² ; Teka Takho ³² ; Phola Park ³² ; Smokey Valley ³² ; Thembelihle ³² ; Mhlumeni ³² ; Matsulu-B ²⁷ ; Mphakeni ²⁷ ; Emkhiweni ²⁷ ; Mbokodo ²⁷ ;
	9. Mentioned as a priority but no problem statement.	33	1	Kabokweni ³³ ;Kabokweni Industrial ³³ ;Ngodini ³³

4.4.5 Housing and Land Tenure Upgrade

Programme	Issue	Wards that raised the issue	Total number of wards that raised the issue	Affected Sections/Areas (The superscript number denotes a Ward)
Housing	1. Need for low cost housing/ RDP	1; 2; 3; 4; 5; 6; 7; 8; 9; 10; 11; 12; 14; 17; 18; 20; 21; 22; 25; 26; 27; 28; 31; 32; 34; 35; 36	27	Jerusalem next to Legogote Primary ⁸ ; Jerusalema ⁸ ; Bhodlindlala ⁶ Emafifty ⁶ ; Mthunzini ⁷ ; Makgarula ⁷ ; lungisane ⁷ ; Manzini ⁷ ; Sabie-skom ⁷ ; Gedlembane ⁴ ; Vukasambe ⁴ ; Los ³ , Thulula ³ , Madala ³ , Hobotani ³ , Kamphatseni ³ ; Elephant ³ ; Siphumelelo ³ ; Zwelisha-A & B ² ; Phakane ² ; Lindani ⁸ ; Moyeni ⁸ ; Casablanca ⁸ ; Jerusalem North ⁸ ; Phelandaba ⁸ ; Kamashobane ¹² ; Mjalimane ¹² ; Newscom ⁸ ; Kabhamjje ¹² ; Elandshoek ¹² ; Schoemanskloof ¹² ; Khaliphani ²⁰ ; Bheladona ²⁰ ; Ematrokisani ²⁰ ; Sikhulile; Goboza ²³ ; Nyongane ¹ ; Rockville Section A; B; C ¹ ; Mountainview ¹ ; KaNyamazane; unit 5 ²⁰ ; Myanga unit ²⁰ ; Nkomeni ²⁴ ; Lumphisi ²⁴ ; Mdlankomo ²⁴ ; Oggo ²⁴ ; Siyakhukhula ²⁴ ; Bonginlanhla ²⁴ ; Matsulu C ²⁸ ; Msogwaba; E.J.Section ²² ; Shishila ²² ; Masinga ²² ; Enyokeni ²² ; Shishila ²⁹ ; Sandriver ²⁵ ; Mthimba ²⁵ ; Shabalala ²⁵ ; Numbi ²⁵ ; Mahushu ²⁵ ; Nkomeni ²⁹ ; Sawotini ²⁹ ; Mkhumulakheza ²⁹ ; ; Nkanini Trust ³¹ ; Halfway ³¹ ; Mantangaleni ³¹ ; Bhuga ³¹ ; Lindela Trust ³¹ ; Nkohlakalo ³¹ ; Thembelihle ³² ; Mhlumeni ³² ; Magwabaratsana ³⁶ ; Moyeni ³⁶ ; Zomba ³⁶ ; Newscom ³⁶ ; Mashonamini ³⁶ ; Zwelisha ³⁶ ; Magagane ³⁶ ; Mafampisa ¹⁰ ; Sphelanyane ¹⁰ ; Malekutu ¹⁰ ; Mvangatini ¹⁰ ; Buyelani ¹⁰ ; Mjijane ¹⁰ ; Nkohlakalo ¹¹ ; Thembisa ¹¹ ; TV ¹¹ ; Ermelo ¹¹ ; Mataffin ¹⁴ ; Skomplaas ¹⁴ ; Woodhouse ¹⁴ ; Alkmaar ¹⁴ ; Newskom ¹⁴ ; Lihawu ¹⁷ ; Mamelodi ¹⁷ ; Alko Farm (Kingston valley) ¹⁷ ; Emoyeni ¹⁷ ; KaNyamazane; Tekwane North and South ¹⁹ ; Mara Farms ¹⁹ ; Makoko ³⁴ ; Phamenj ³⁴ ; Chweni ³⁴ ; Numbi ³⁴ ; Clau-clau ³⁵ ; Ngulubeni ³⁵ ; Matsulu-B ²⁷ ; Mphakeni ²⁷ ; Emkhiweni ²⁷ ; Mbokodo ²⁷ ;

4.4.5 Housing and Land Tenure Upgrade Continued

Programme	Issue	Wards that raised the issue	Total number of wards that raised the issue	Affected Sections/Areas (The superscript number denotes a Ward)
Housing	2. Incomplete houses	4;8; 18;24;26; 27; 31; 36	8	Somcuba ⁴ ; Ekuphilen-Malutii ⁴ ; Roma Block ⁸ ; Phelandaba ⁸ ; Entokozweni ²⁰ ; Nkomeni ²⁴ ;Bonginhlanhla ²⁴ ; ; Nkanini Trust ³¹ ; Halfway ³¹ ; Mantangaleni ³¹ ; Bhuga ³¹ ; Lindela Trust ³¹ ; Nkohlakalo ³¹ ; Magwabaratsana ³⁶ ; Moyeni ³⁶ ; Zomba ³⁶ ; Newscom ³⁶ ; Mashonamini ³⁶ ; Zwelisha ³⁶ ; Magagane ³⁶ ; KaNyamazane; Tekwane North and South ¹⁹ ; Matsulu-B ²⁷ ; Mphakeni ²⁷ ; Emkhiweni ²⁷ ; Mbokodo ²⁷ ;
	3. Formalisation/ Tenure upgrade/ title deeds	1;8;12; 14; 22;20; 24;27;29;32; 34	11	RDP Section ¹ ; Nkomeni ¹ ;Mpunzane ¹ ; Lindani ⁸ ; Moyeni ⁸ ; Casablanca ⁸ ; Jerusalem North ⁸ ; Roma Block ⁸ ; Phelandaba ⁸ ; Newscom ⁸ ; Nkanini ⁹ ; Emafetini ⁹ ; Mbolwaneni ⁹ ;Showertar ⁹ ; Mabhaweni ⁹ ; Sikhulle ²⁰ ; Nyongane ¹ ; Rockville Section A;B;C ¹ ;Mountainview ¹ ; Ema25 ²⁰ ; Nkomeni ²⁴ ;Luphis ²⁴ ; Mdlankomo ²⁴ ; Oggo ²⁴ ; Siyakhukhula ²⁴ ; Bonginhlanhla ²⁴ ; Msogwaba; E.J.Section ²² ; Shishila ²² ; Masinga ²² ; Enyokeni ²² ; Shishila ²⁹ ; Nkomeni ²⁹ ; Sawotini ²⁹ ;Mkhumulakheza ²⁹ ; Mbonisweni ³² ; Phathwa ³² ; Dwaleni ³² ; Backdoor ³² ; Teka Takho ³² ; Phola Park ³² ; Smokey Valley ³² ; Thembelihle ³² ; Mhlumeni ³² ; Mataffin ¹⁴ ; Skomplaas ¹⁴ ; Woodhouse ¹⁴ ; Alkmaar ¹⁴ ; Newskom ¹⁴ ; Makoko ³⁴ ;Phameni ³⁴ ;Chweni ³⁴ ;Numbi ³⁴ ; Matsulu-B ²⁷ ; Mphakeni ²⁷ ; Emkhiweni ²⁷ ; Mbokodo ²⁷ ; Makoko ³⁴ ;Phameni ³⁴ ;Chweni ³⁴ ;Numbi ³⁴ ;
	4. Private land acquisition for community	12; 17;35	3	Alkmaar ¹² ; Kabhamjje ¹² ; Kamashobane ¹² ; ; Mjalimane ¹² ; Schoemanskloof ¹² ; Pienaar ;Tinkomeni ²⁶ ; Maminza Section ²⁶ ; Mountain side ²⁶ ; Nkanini ²⁶ ; Lihawu ¹⁷ ; Alko Farm (Kingston valley) ¹⁷ ; Emoyeni ¹⁷ ;Croc Valley ¹⁷ ; Fissagie ¹⁷ ; Clau-clau ³⁵ ;Ngulubeni ³⁵
	5. Municipal land / new sites	17;20;26;32	4	Way inn Section ²⁰ ; KaNyamazane; unit 5 ²⁰ ; Mbonisweni ³² ; Phathwa ³² ; Dwaleni ³² ; Backdoor ³² ; Teka Takho ³² ; Phola Park ³² ; Smokey Valley ³² ; Thembelihle ³² ; Mhlumeni ³² ; Nelsville ¹⁷ ; Vallencia ¹⁷ ; Kamagugu ¹⁷ ;

4.4.6 Refuse Removal and Waste Management

Programme	Issue	Wards that raised the issue	Total number of wards that raised the issue	Affected Sections/Areas (The superscript number denotes a Ward)
Waste Management	1. Landfill / Waste Disposal Sites	9;15 & 16 ;26;30	5	Nkanini ⁹ ; Emafetini ⁹ ; Mbolwaneni ⁹ ;Showetar ⁹ ; Mabhaweni ⁹ ; Nelspruit ; West Acres ; Steiltes ; Uityk ; The Rest; White River ³⁰ ; Phumlani ³⁰ ; Primkop ³⁰ ; Rocky Drift ³⁰ ; Katoen ³⁰ ; White river country estate and Holdings ³⁰ ; yaveland ³⁰ ;
	2. Dumping site Management	12;17;26;29;32;35	6	Nkanini ⁹ ; Emafetini ⁹ ; Mbolwaneni ⁹ ;Showetar ⁹ ; Mabhaweni ⁹ ; Mbonisweni ³² ; Phathwa ³² ; Dwaleni ³² ; Backdoor ³² ; Teka Takho ³² ; Phola Park ³² ; Smokey Valley ³² ; Thembelihle ³² ; Mhlumeni ³² ; Lihawu ¹⁷ ; Mamelodi ¹⁷ ; Alko Farm (Kingston valley) ¹⁷ ; Emoyeni ¹⁷ ; Clau-clau ³⁵ ;Ngulubeni ³⁵
	3. Refuse Removal Service	1;3;8;12;14;15&16;20;22;24;26;28;29	13	Jerusalem next to Legogote Primary ⁸ ; Jerusalema ⁸ ; Gedlembane ⁴ ; Kamphatseni ³ ; Elephant ³ ; Siphumelelo ³ ; RDP Section ¹ , Nkomeni ¹ , Lindani ⁸ ; Moyeni ⁸ ; Lindani ⁸ ; Moyeni ⁸ ; Roma Block ⁸ ; Newscom ⁸ ; Alkmaar ¹² ; Kabhamjie ¹² ; Elandshoek ¹² ; Schoemanskloof ¹² ; Khaliphani ²⁰ ;Bheladona ²⁰ ; Ematrokisini ²⁰ ; Sikhulile; Goboza ²³ ; Mzamane ²³ ; Gugulethu ²³ ; Thembisa ²³ ; Shishila ²³ ; Nyongane ¹ ; Rockville Section A;B;C ¹ ;Mountainview ¹ ; Ema25 ²⁰ ; Way inn Section ²⁰ ; Nkomeni ²⁴ ;Luphis ²⁴ ; Mdlankomo ²⁴ ; Oggo ²⁴ ; Siyakhukhula ²⁴ ; Bonginlanhla ²⁴ ; Msogwaba; E.J.Section ²² ; Shishila ²² ; Masinga ²² ; Enyokeni ²² ; Shishila ²⁹ ; Mkhumlakheza ²⁹ ; Nkomeni;Sawotini ²⁹ ; Mbonisweni ³² ; Phathwa ³² ; Dwaleni ³² ; Backdoor ³² ; Teka Takho ³² ; Phola Park ³² ; Smokey Valley ³² ; Thembelihle ³² ; Mhlumeni ³² ; Mataffin ¹⁴ ; Skomplaas ¹⁴ ; Woodhouse ¹⁴ ; Alkmaar ¹⁴ ; Newscom ¹⁴ ; Uityk ¹⁵ ; The Rest ¹⁶ ; Matsulu C ²⁸ ;
	4. Monitoring of illegal waste disposal sites.	18;19;20; 32	4	Ema25 ²⁰ ; Mbonisweni ³² ; Phathwa ³² ; Dwaleni ³² ; Backdoor ³² ; Teka Takho ³² ; Phola Park ³² ; Smokey Valley ³² ; Thembelihle ³² ; Mhlumeni ³² ; KaNyamazane; Tekwane North and South ¹⁹ ; Mara Farms ¹⁹ ;

4.4.7 Community Facilities

Programme	Issue	Wards that raised the issue	Total number of wards that raised the issue	Affected Sections/Areas (The superscript number denotes a Ward)
Community Facilities	1. Libraries	3;20;24;26;27;35	6	Jerusalema ⁸ ; a central place for ward 3; Bheladona ²⁰ ; Ema ²⁵ ; Nkomeni Block F ²⁴ ; Etinkomeni ²⁶ ; Clau-clau ³⁵ ; Ngulubeni ³⁵ ; Matsulu-B ²⁷ ; Mphakeni ²⁷ ; Emkhiweni ²⁷ ; Mbokodo ²⁷ ;
	2. Parks and Recreational Facilities	1;2;5;4;9;17;19;20;21;23;24;26;29;30;31;32;33;34;35	19	Bhodlindlala ⁶ Emafifty ⁶ ; Mthunzini ⁷ ; Makgarula ⁷ ; lungisane ⁷ ; Manzini ⁷ ; Sabie-skom ⁷ ; Vukasambe ⁴ ; RDP Section ¹ , Nkomeni ¹ , Mpunzane ¹ ; Lindani ⁸ ; Moyeni ⁸ ; Casablanca ⁸ ; Jerusalem North ⁸ ; Phelandaba ⁸ ; Alkmaar ¹² ; Elandshoek ¹² ; Khaliphani ²⁰ ; Bheladona ²⁰ ; Ematrokisini ²⁰ ; Sikhulile ²⁰ ; Ema ²⁵ ; KaNyamazane; unit 5 ²⁰ ; Nkomeni ²⁴ ; Luphis ²⁴ ; Mdlankomo ²⁴ ; Oggo ²⁴ ; Siyakhukhula ²⁴ ; Bonginhlahlhla ²⁴ ; Shishila ²⁹ ; Nkomeni ²⁹ ; Sawotini ²⁹ ; Mkhumulakheza ²⁹ ; ; Nkanini Trust ³¹ ; Halfway ³¹ ; Mantangaleni ³¹ ; Bhuga ³¹ ; Lindela Trust ³¹ ; Nkohlakalo ³¹ ; Mbonisweni ³² ; Phathwa ³² ; Dwaleni ³² ; Backdoor ³² ; Teka Takho ³² ; Phola Park ³² ; Smokey Valley ³² ; Thembelihle ³² ; Mhlumeni ³² ; Lihawu ¹⁷ ; Mamelodi ¹⁷ ; Alko Farm (Kingston valley) ¹⁷ ; Emoyeni ¹⁷ ; Kamagugu ¹⁷ ; KaNyamazane; Tekwane North and South ¹⁹ ; Mara Farms ¹⁹ ; Kabokweni ³³ ; Kabokweni Industrial ³³ ; Ngodini ³³ Makoko ³⁴ ; Phameni ³⁴ ; Chweni ³⁴ ; Numbi ³⁴ ; Clau-clau ³⁵ ; Ngulubeni ³⁵ ; White River ³⁰ ; Phumlani ³⁰ ; Primkop ³⁰ ; Rocky Drift ³⁰ ; Katoen ³⁰ ; White river country estate and Holdings ³⁰ ; yaveland ³⁰ ;

4.4.7 Community Facilities continued

Programme	Issue	Wards that raised the issue	Total number of wards that raised the issue	Affected Sections/Areas (The superscript number denotes a Ward)
Community Facilities	3. Sports Facilities	1;3;5;7;8;9;10;11;12;17;19;20;21;22;26;27;29;30;31;32;34;35;36	23	Jerusalem next to Legogote Primary ⁸ ; Kamphatseni ³ ; Elephant ³ ; Siphumelelo ³ ; RDP Section ¹ , Nkomeni ¹ ,Mpunzane ¹ ; Lindani ⁸ ; Moyeni ⁸ ; Casablanca ⁸ ; Jerusalem North ⁸ ; Nkanini ⁹ ; Emafetini ⁹ ; Mbolwaneni ⁹ ;Showetar ⁹ ;Mabhaweni ⁹ ; Kabhamjie ¹² ; Elandshoek ¹² ; Khaliphani ²⁰ ; Bheladona ²⁰ ; Ema ²⁵ ²⁰ ; KaNyamazane; unit 5 ²⁰ ; Nkomeni ²⁴ ;Luphisi ²⁴ ; Mdlankomo ²⁴ ; Oggo ²⁴ ; Siyakhukhula ²⁴ ; Bonginhlanhla ²⁴ ; Tinkomeni ²⁶ ; Maminza Section ²⁶ ; Mountain side ²⁶ ; Nkanini ²⁶ ;Duma ²⁶ ; Lihawu ²⁶ ; Msogwaba; E.J.Section ²² ; Shishila ²² ; Masinga ²² ; Enyokeni ²² ; Shishila ²⁹ ; Nkomeni ²⁹ ; Sawotini ²⁹ ; Mkhumulakheza ²⁹ ; ; Nkanini Trust ³¹ ; Halfway ³¹ ; Mantangaleni ³¹ ; Bhuga ³¹ ; Lindela Trust ³¹ ; Nkohlakalo ³¹ ; Mbonisweni ³² ; Phathwa ³² ; Dwaleni ³² ; Backdoor ³² ; Teka Takho ³² ; Phola Park ³² ; Smokey Valley ³² ; Thembelihle ³² ; Mhlumeni ³² ; Magwabaratsana ³⁶ ; Moyeni ³⁶ ; Zomba ³⁶ ; Newscom ³⁶ ; Mashonamini ³⁶ ; Zwelisha ³⁶ ; Magagane ³⁶ ; Mafampisa ¹⁰ ; Sphelanyane ¹⁰ ; Malekutu ¹⁰ ; Mvangatini ¹⁰ ; Buyelani ¹⁰ ; Mjejane ¹⁰ ; Nkohlakalo ¹¹ ; Thembisa ¹¹ ; TV ¹¹ ; Ermelo ¹¹ ; Lihawu ¹⁷ ; Mamelodi ¹⁷ ; Alko Farm (Kingston valley) ¹⁷ ; Emoyeni ¹⁷ ; Kamagugu ¹⁷ ; KaNyamazane; Tekwane North and South ¹⁹ ; Mara Farms ¹⁹ ; Makoko ³⁴ ;Phameni ³⁴ ;Chweni ³⁴ ;Numbi ³⁴ ; Matsulu-B ²⁷ ; Mphakeni ²⁷ ; Emkhiweni ²⁷ ; Mbokodo ²⁷ ; White River ³⁰ ; Phumlani ³⁰ ; Primkop ³⁰ ; Rocky Drift ³⁰ ; Katoen ³⁰ ; White river country estate and Holdings ³⁰ ; yaveland ³⁰ ;
	4. Upgrade of Sports Fields	2;4;8;10;13;17;20;35	8	Gedlembane ⁴ ; Somcuba ⁴ ; Zwelisha-A & B ² ; Phakane ² ; Newscom ⁸ ; Phelandaba ⁸ ; Sikhulile ²⁰ ; Mafampisa ¹⁰ ; Sphelanyane ¹⁰ ; Malekutu ¹⁰ ; Mvangatini ¹⁰ ; Buyelani ¹⁰ ; Mjejane ¹⁰ ; Matsulu ¹³ ; Mandela Park ¹³ ; Veza ¹³ ; Nazareth ¹³ ; Lihawu ¹⁷ ; Mamelodi ¹⁷ ; Alko Farm (Kingston valley) ¹⁷ ; Emoyeni ¹⁷ ; Kamagugu ¹⁷ Clau-clau ³⁵ ;Ngulubeni ³⁵
	5. Introduction of various Sport Codes.	8;14;18;19;35	5	Phelandaba ⁸ ; Mataffin ¹⁴ ; Skomplaas ¹⁴ ; Woodhouse ¹⁴ ; Alkmaar ¹⁴ ; Newskom ¹⁴ ; Nelspruit Ext 3 ¹⁴ ; KaNyamazane; Tekwane North and South ¹⁹ ; Clau-clau ³⁵ ;Ngulubeni ³⁵

4.4.7 Community Facilities continued

Programme	Issue	Wards that raised the issue	Total number of wards that raised the issue	Affected Sections/Areas (The superscript number denotes a Ward)
Community Facilities	6. Cemeteries , maintenance and establishment	1;3;5;6;8;9;12;14;23;25;26;31;32;34	14	Kamphatseni ³ ; Elephant ³ ; Siphumelelo ³ ; Zwelisha-A & B ² ; Phakane ² ; RDP Section ¹ , Nkomeni ¹ ,Mpunzane ¹ ; Phelandaba ⁸ ; Newscom ⁸ ; Nkanini ⁹ ; Emaffetini ⁹ ; Mbolwaneni ⁹ ;Showertar ⁹ ; Mabhaweni ⁹ ; Elandshoek ¹² ; Schoemanskloof ¹² ; Nyongane ¹ ; Rockville Section A;B;C ¹ ;Mountainview ¹ ; ; Nkanini Trust ³¹ ; Halfway ³¹ ; Mantangaleni ³¹ ; Bhuga ³¹ ; Lindela Trust ³¹ ; Nkohlakalo ³¹ ; Mbonisweni ³² ; Phathwa ³² ; Dwaleni ³² ; Backdoor ³² ; Teka Takho ³² ; Phola Park ³² ; Smokey Valley ³² ; Thembelihle ³² ; Mhlumeni ³² ; Makoko ³⁴ ;Phameni ³⁴ ;Chweni ³⁴ ;Numbi ³⁴ ; Sandriver ²⁵ ;Mthimba ²⁵ ;Shabalala ²⁵ ;Numbi ²⁵ ; Mahushu ²⁵ ; Msogwaba.
	7. Fencing of Cemeteries	2;3;8;11;20;23;25;26;32	9	Zwelisha-A & B ² ; Phakane ² ; Khaliphani ²⁰ ; Bheladona ²⁰ ; Ematrokisini ²⁰ ; Goboza ²³ ; Mzamane ²³ ;Gugulethu ²³ ;Thembisa ²³ ; Shishila ²³ ; Mbonisweni ³² ; Phathwa ³² ; Dwaleni ³² ; Backdoor ³² ; Teka Takho ³² ; Phola Park ³² ; Smokey Valley ³² ; Thembelihle ³² ; Mhlumeni ³² ; Nkohlakalo ¹¹ ; Thembisa ¹¹ ; TV ¹¹ ; Ermelo ¹¹ ; Sandriver ²⁵ ;Mthimba ²⁵ ;Shabalala ²⁵ ;Numbi ²⁵ ; Mahushu ²⁵
	8. Water and ablution facilities at Cemeteries.	3;6;24;35	4	Nkomeni ²⁴ ;Luphisi ²⁴ ; Mdlankomo ²⁴ ; Oggo ²⁴ ; Siyakhukhula ²⁴ ; Bonginhlanhla ²⁴ Clau-clau ³⁵ ;Ngulubeni ³⁵ ; Kamphatseni ³ ; Lindokuhle ³ ; Masoyi ⁶
	9. Access roads to Cemeteries	8;20;23;24;26;35	6	Phelandaba ⁸ ; Goboza ²³ ; Mzamane ²³ ;Gugulethu ²³ ;Thembisa ²³ ; Shishila ²³ ; KaNyamazane; Nkomeni ²⁴ ;Luphisi ²⁴ ; Mdlankomo ²⁴ ; Oggo ²⁴ ; Siyakhukhula ²⁴ ; Bonginhlanhla ²⁴ Clau-clau ³⁵ ;Ngulubeni ³⁵
	10. Community halls	1;2;3;5;6;7;8;9;10;11;14;17;18 ;19;20;23;25;31;32;34;36	21	Ekuphilen-Malutii ⁴ ; Zwelisha-A & B ² ; Phakane ² ; Ema ²⁵ 20; ; Nkanini Trust ³¹ ; Halfway ³¹ ; Mantangaleni ³¹ ; Bhuga ³¹ ; Lindela Trust ³¹ ; Nkohlakalo ³¹ ; Mbonisweni ³² ; Phathwa ³² ; Dwaleni ³² ; Backdoor ³² ; Teka Takho ³² ; Phola Park ³² ; Smokey Valley ³² ; Thembelihle ³² ; Mhlumeni ³² ; Magwabaratsana ³⁶ ; Moyeni ³⁶ ; Zomba ³⁶ ; Newscom ³⁶ ; Mashonamini ³⁶ ; Zwelisha ³⁶ ; Magagane ³⁶ ; Mafampisa ¹⁰ ; Sphelanyane ¹⁰ ; Malekutu ¹⁰ ; Mvangatini ¹⁰ ; Buyelani ¹⁰ ; Mjejane ¹⁰ ; Nkohlakalo ¹¹ ; Thembisa ¹¹ ; TV ¹¹ ; Ermelo ¹¹ ; Mataffin ¹⁴ ; Skomplaas ¹⁴ ; Woodhouse ¹⁴ ; Alkmaar ¹⁴ ; Newskom ¹⁴ ; Lihawu ¹⁷ ; Mamelodi ¹⁷ ; Alko Farm (Kingston valley) ¹⁷ ; Emoyeni ¹⁷ ; Kamagugu ¹⁷ ; Tekwane North and South ¹⁹ ; Mara Farms ¹⁹ ; Sandriver ²⁵ ; Mthimba ²⁵ ; Shabalala ²⁵ ; Numbi ²⁵ ; Mahushu ²⁵ Makoko ³⁴ ;Phameni ³⁴ ;Chweni ³⁴ ;Numbi ³⁴

4.4.7 Community Facilities continued

Programme	Issue	Wards that raised the issue	Total number of wards that raised the issue	Affected Sections/Areas (The superscript number denotes a Ward)
Community Facilities	11. Multi Purpose Community Centre	2;23	2	Zwelisha-A & B ² ; Kabokweni;
	12. Maintenance and renovations of Community halls	2;10;12;27;35	5	Zwelisha-A & B ² ; Phakane ² ; Elandshoek ¹² ; Malekutu ¹⁰ ; Clau-clau ³⁵ ;Ngulubeni ³⁵ ; Matsulu-B ²⁷ ; Mbokodo ²⁷ ;
	13. Shopping Complex	2;15&16;26	4	Zwelisha-B ² ; Newscom ⁸ ; Pienaar Section 1;2;3; Stonehenge ¹⁵ ; Nespruit ; Tinkomeni ²⁶ ; Lihawu ²⁶ ; Msogwaba
	14. Post and telecommunications	3;9;4;8;12;20;24;26;32	9	Kamphatseni ³ ; Elephant ³ ; Siphumelelo ³ ; Lindani ⁸ ; Moyeni ⁸ ; Roma Elandshoek ¹² ;Block ⁸ ; Phelandaba ⁸ ; Newscom ⁸ ; Nkanini ⁹ ; Emaffletini ⁹ ; Kabhamjie ¹² ;; Mbolwaneni ⁹ ;Showertar ⁹ ; Mabhaweni ⁹ ; Khaliphani ²⁰ ; Bheladona ²⁰ ; Ematrokisini ²⁰ ; Sikhulile ²⁰ ; Nyongane ¹ ; Rockville Section A;B;C;Mountainview ¹ ; Ema ²⁵ ²⁰ ; KaNyamazane; unit 5 ²⁰ ;Luphis ²⁴ ; Oggo ²⁴ ; Siyakhukhula ²⁴ ; Bonginhlanhla ²⁴ ; Tinkomeni ²⁶ ; Maminza Section ²⁶ ; Mountain side ²⁶ ; Nkanini ²⁶ ;Duma ²⁶ ; Lihawu ²⁶ ; Shishila ²⁹ ; Nkomeni ²⁹ ; Sawotini ²⁹ ;Mkhumulakheza ²⁹ ; Mbonisweni ³² ; Phathwa ³² ; Dwalen ³² ; Backdoor ³² ; Teka Takho ³² ; Phola Park ³² ; Smokey Valley ³² ; Thembelihle ³² ; Mhlumeni ³² ;
15. Public Transport Network	15&16 and 17	3	Ekuphileni-Maluti ⁴ ; Nelspruit ; West Acres ; Steiltes ; Uitkyk ; The Rest; Lihawu ¹⁷ ; Mamelodi ¹⁷ ; Alko Farm (Kingston valley) ¹⁷ ; Emoyeni ¹⁷ ; Kamagugu ¹⁷ ; Valencia ¹⁷ ; Nelsville ¹⁷ ;	
Emergency Services	1. Fire Station	13;20;22;26;31	5	Gedlembane ⁴ ; Vukasambe ⁴ ; Kamphatseni ³ ; Elephant ³ ; Siphumelelo ³ ; RDP Section ¹ ; Nkomeni ¹ ;Mpunzane ¹ ; Casablanca ⁸ ; Jerusalem North ⁸ ; Newscom ⁸ ; Phelandaba ⁸ ; Sikhulile ²⁰ ; KaNyamazane; unit 5 ²⁰ ; Tinkomeni ²⁶ ; Maminza Section ²⁶ ; Mountain side ²⁶ ; Nkanini ²⁶ ;Duma ²⁶ ; Lihawu ²⁶ ; Msogwaba; E.J.Section ²² ; Shishila ²² ; Masinga ²² ; Enyokeni ²² ; ; Nkanini Trust ³¹ ; Halfway ³¹ ; Mantangaleni ³¹ ; Bhuga ³¹ ; Lindela Trust ³¹ ; Nkohlakalo ³¹ ; Matsulu ¹³ ; Mandela Park ¹³ ; Veza ¹³ ; Nazaretha ¹³ ;
	2. Ambulance to be allocated in the existing Clinic	2;13;22;24;35	5	Bhodlindlala ⁶ Emaffity ⁶ ; Mthunzini ⁷ ; Makgarula ⁷ ; lungisane ⁷ ; Manzini ⁷ ; Sabie-skom ⁷ ; Somcuba ⁴ ; Zwelisha-A & B ² ; Phakane ² ; Nkomeni ²⁴ ;Luphis ²⁴ ; Mdlankomo ²⁴ ; Oggo ²⁴ ; Siyakhukhula ²⁴ ; Bonginhlanhla ²⁴ ; Msogwaba; E.J.Section ²² ; Shishila ²² ; Masinga ²² ; Shishila ²⁹ ; Nkomeni ²⁹ ; Sawotini ²⁹ ; Mkhumulakheza ²⁹ ; Matsulu ¹³ ; Mandela Park ¹³ ; Veza ¹³ ; Nazaretha ¹³ ; Clau-clau ³⁵ ;Ngulubeni ³⁵

4.4.7 Community Facilities- continued...

Programme	Issue	Wards that raised the issue	Total number of wards that raised the issue	Affected Sections/Areas (The superscript number denotes a Ward)
Health and Social Services	1. Clinics/ Health Care Facilities	1;3;7;8;10;11; 17;18;20;21;25;28; 29;32;34;36	16	Jerusalem next to Legogote Primary ⁸ ; Jerusalema ⁸ ; Vukasambe ⁴ Zwelisha ² ; RDP Section ¹ , Nkomeni ¹ , Mpunzane ¹ ; Lindani ⁸ ; Moyeni ⁸ ; Khaliphani ²⁰ ; Bheladona ²⁰ ; Ematrokisini ²⁰ ; Kabhamjje ¹² ; Elandshoek ¹² ; Kamashobane ¹² ; Mjalimane ¹² ; Sikhulile ²⁰ ; Nyongane ¹ ; Rockville Section A;B;C ¹ ; Way inn Section ²⁰ ; Magwabaratsana ³⁶ ; Moyeni ³⁶ ; Zomba ³⁶ ; Newscom ³⁶ ; Mashonamini ³⁶ ; Zwelisha ³⁶ ; Mafampisa ¹⁰ ; Malekutu ¹⁰ ; Mvangatini ¹⁰ ; Buyelani ¹⁰ ; Mjejana ¹⁰ ; Nkohlakalo ¹¹ ; Thembisa ¹¹ ; TV ¹¹ ; Ermelo ¹¹ ; Lihawu ¹⁷ ; Mamelodi ¹⁷ ; Alko Farm (Kingston valley) ¹⁷ ; Emoyeni ¹⁷ ; Kamagugu ¹⁷ ; Valencia ¹⁷ ; Nelsville ¹⁷ ; Tekwane North and South ¹⁹ ; Mara Farms ¹⁹ ; Sandriver ²⁵ ; Mthimba ²⁵ ; Shabalala ²⁵ ; Numbi ²⁵ ; Mahushu ²⁵ Matsulu C ²⁸ ;
	2. Upgrade existing Health Care facilities	2;8;4;15&16;23;26;30; 34;35	10	Gedlembane ⁴ ; Zwelisha ² ; Casablanca ⁸ ; Jerusalem North ⁸ ; Newscom ⁸ ; Phelandaba ⁸ ; Nkanini ⁹ ; Emafletini ⁹ ; Mbolwaneni ⁹ ; Showertar ⁹ ; Mabhaweni ⁹ ; Elandshoek ¹² ; Goboza ²³ ; Tinkomeni ²⁶ ; Maminza Section ²⁶ ; Mountain side ²⁶ ; Nkanini ²⁶ ; Duma ²⁶ ; Lihawu ²⁶ ; Mzamane ²³ ; Gugulethu ²³ ; Thembisa ²³ ; Shishila ²³ ; Mbonisweni ³² ; Phathwa ³² ; Dwaleni ³² ; Backdoor ³² ; Teka Takho ³² ; Phola Park ³² ; Smokey Valley ³² ; Thembelihle ³² ; Mhlumeni ³² ; Nelspruit; West Acres; Steiltes; Uitkyk ;The Rest; Makoko ³⁴ ; Phameni ³⁴ ; Chweni ³⁴ ; Numbi ³⁴ ; Clau-clau ³⁵ ; Ngulubeni ³⁵ ; White River ³⁰ ; Phumlani ³⁰ ; Primkop ³⁰ ; Rocky Drift ³⁰ ; Katoen ³⁰ ; White river country estate and Holdings ³⁰ ; yaveland ³⁰ ;

4.7 Community Facilities- continued...

Programme	Issue	Wards that raised the issue	Total number of wards that raised the issue	Affected Sections/Areas (The superscript number denotes a Ward)
Health and Social Services	3. 24 hour service/ improved service standards	1;2;4;19;22;23;24;26;27;35	10	Zwelisha ² ; Nkanini ⁹ ; Emafetini ⁹ ; Mbolwaneni ⁹ ;Showertar ⁹ ; Mabhaweni ⁹ ; Goboza ²³ ; Mzamane ²³ ;Gugulethu ²³ ;Thembisa ²³ ; Shishila ²³ ; Nkomeni ²⁴ ;Luphis ²⁴ ; Mdlankomo ²⁴ ; Oggo ²⁴ ; Siyakhukhula ²⁴ ; Bonginhlanhla ²⁴ Tinkomeni ²⁶ ; Maminza Section ²⁶ ; Mountain side ²⁶ ; Nkanini ²⁶ ;Duma ²⁶ ; Lihawu ²⁶ ; Msogwaba; E.J.Section ²² ; Shishila ²² ; Masinga ²² ; Clau-clau ³⁵ ;Ngulubeni ³⁵ ; KaNyamazane; Matsulu-B ²⁷ ; Mphakeni ²⁷ ; Emkhiweni ²⁷ ; Mbokodo ²⁷ ;
	4.Mobile Clinics	1;4;10;12;14;17;20;31;34;	9	;Ekuphilen-Maluti ⁴ ; Los ³ , Thulula ³ , Madala ³ , Hobotani ³ , Kamphatseni ³ ; Elephant ³ ;Siphumelelo ³ ; Alkmaar ¹² ; Schoemanskloof ¹² ; Entokozweni ²⁰ ; Mobile clinic ¹ ; Ema ²⁵ ²⁰ ; KaNyamazane; unit 5 ²⁰ ; ; Nkanini Trust ³¹ ; Halfway ³¹ ;Mantangaleni ³¹ ;Lindela Trust ³¹ ; Nkohlakalo ³¹ ; Magagane ³⁶ ; Sphelanyana ¹⁰ ; Mataffin ¹⁴ ; Skomplaas ¹⁴ ; Woodhouse ¹⁴ ; Alkmaar ¹⁴ ;Newskom ¹⁴ ; Makoko ³⁴ ; Phameni ³⁴ ; Chweni ³⁴ ; Numbi ³⁴ ;
	5. Crèches/ Child Care Centres	2; 8;12;15&16;17;20;30	8	Elandshoek ¹² ; Khaliphani ²⁰ ; Bheladona ²⁰ ; Ematrokisini ²⁰ ; Nelspruit ; West Acres ; Steiltes ; Uitkyk ; The Rest; Lihawu ¹⁷ ; Mamelodi ¹⁷ ; Alko Farm (Kingston valley) ¹⁷ ; Emoyeni ¹⁷ ; Kamagugu ¹⁷ ; Valencia ¹⁷ ; Nelsville ¹⁷ ; White River ³⁰ ; Phumlani ³⁰ ; Primkop ³⁰ ; Rocky Drift ³⁰ ; Katoen ³⁰ ; White river country estate and Holdings ³⁰ ; yaveland ³⁰ ;
	7. Home Based Care Centres	17;21	2	Los ³ , Thulula ³ , Madala ³ , Hobotani ³ , Lihawu ¹⁷ ; Mamelodi ¹⁷ ; Alko Farm (Kingston valley) ¹⁷ ; Emoyeni ¹⁷ ; Kamagugu ¹⁷ ; Valencia ¹⁷ ; Nelsville ¹⁷ ;
	8. Orphanages, Old aged homes and Hospices.	4;17;25;30;35	5	Ekuphumuleni ⁴ ; Maluti ⁴ ;Vukasambe ⁴ ; Somcuba ⁴ ; Gedlembane ⁴ ; Lihawu ¹⁷ ; Mamelodi ¹⁷ ; Alko Farm (Kingston valley) ¹⁷ ; Emoyeni ¹⁷ ; Kamagugu ¹⁷ ; Valencia ¹⁷ ; Nelsville ¹⁷ ; Clau-clau ³⁵ ;Ngulubeni ³⁵ ; White River ³⁰ ; Phumlani ³⁰ ; Primkop ³⁰ ; Rocky Drift ³⁰ ; Katoen ³⁰ ; White river country estate and Holdings ³⁰ ; yaveland ³⁰ ;

4.7 Community Facilities- continued...

Programme	Issue	Wards that raised the issue	Total number of wards that raised the issue	Affected Sections/Areas (The superscript number denotes a Ward)
Education	1. Primary schools	2;3;7;10;15&16;18;19;20;21;26;31;32	13	Los ³ , Thulula ³ , Madala ³ , Hobotani ³ , Zwelisha-B ² ; Lindani ⁸ ; Moyeni ⁸ ; Nkanini ⁹ ; Emafetini ⁹ ; Mbolwaneni ⁹ ; Showetar ⁹ ; Mabhaweni ⁹ ; Alkmaar ¹² ; Kabhamjie ¹² ; Entokozweni ²⁰ ; Sikhulile ²⁰ ; Nyongane ¹ ; Rockville Section A;B;C ¹ ; Mountainview ¹ ; NkaniniTrust ³¹ ; Mantangaleni ³¹ ; Mbonisweni ³² ; Phathwa ³² ; Dwaleni ³² ; Backdoor ³² ; Teka Takho ³² ; Phola Park ³² ; Smokey Valley ³² ; Thembelihle ³² ; Mhlumeni ³² ; Malekutu ¹⁰ ; Nelspruit; West Acres; Steiltes; Uitkyk; The Rest; Stonehenge; KaNyamazane; Tekwane North and South ¹⁹ ; Mara Farms ¹⁹ ; Tinkomeni ²⁶ ; Maminza Section ²⁶ ; Mountain side ²⁶ ; Nkanini ²⁶ ; Duma ²⁶ ; Lihawu ²⁶ ; Msogwaba
	2. Secondary schools	2;7;8;9;10;12;15&16;18;19;20	11	Zwelisha-A & B ² ; Lindani ⁸ ; Moyeni ⁸ ; Nkanini ⁹ ; Emafetini ⁹ ; Mbolwaneni ⁹ ; Showetar ⁹ ; Mabhaweni ⁹ ; Alkmaar ¹² ; Kabhamjie ¹² ; Elandshoek ¹² ; Mjalimane ¹² ; Sikhulile ²⁰ ; Nyongane ¹ ; Rockville Section A;B;C ¹ ; Mountainview ¹ ; Lumphisi ²⁴ ; Mvangatini ¹⁰ ; Buyelani ¹⁰ ; Mjejane ¹⁰ ; Nelspruit; West Acres; Steiltes; Uitkyk; The Rest; Stonehenge; KaNyamazane; Tekwane North and South ¹⁹ ; Mara Farms ¹⁹ ;
	3. Educational facilities/schools- not specified type	10;12;17;20;22;24;26;29;35	9	Jerusalem next to Legogote Primary ⁸ ; Nkomeni ²⁴ ; Lumphisi ²⁴ ; Mdlankomo ²⁴ ; Oggo ²⁴ ; Siyakhukhula ²⁴ ; Bonginlanhla ²⁴ ; Pienaar; Tinkomeni ²⁶ ; Maminza Section ²⁶ ; Mountain side ²⁶ ; Nkanini ²⁶ ; Msogwaba; E.J.Section ²² ; Shishila ²² ; Masinga ²² ; Shishila ²⁹ ; Nkanini Trust ³¹ ; Halfway ³¹ ; Mantangaleni ³¹ ; Bhuga ³¹ ; Lindela Trust ³¹ ; Nkohlakalo ³¹ ; Mafampisa ¹⁰ ; Sphelanyane ¹⁰ ; Malekutu ¹⁰ ; Mvangatini ¹⁰ ; Buyelani ¹⁰ ; Mjejane ¹⁰ ; Clau-clau ³⁵ ; Ngulubeni ³⁵
	4. Tertiary Institutions & FET	8;9;20	3	Jerusalem ⁸ ; Lindani ⁸ ; Moyeni ⁸ ; KaNyamazane; Sawotini ²⁹ ; Dantjie
	5. ABET	2;12;20;22	4	Zwelisha-A ² ; Zwelisha-B ² ; Casablanca ⁸ ; Jerusalem North ⁸ ; Elandshoek ¹² ; KaNyamazane; Msogwaba; E.J.Section ²² ; Shishila ²² ; Masinga ²² ;
	6. Increase of classrooms	8;10;26;23;35	5	Goboza ²³ ; Mzamane ²³ ; Gugulethu ²³ ; Thembisa ²³ ; Shishila ²³ ; Mafampisa ¹⁰ ; Sphelanyane ¹⁰ ; Malekutu ¹⁰ ; Mvangatini ¹⁰ ; Buyelani ¹⁰ ; Mjejane ¹⁰ ; Clau-clau ³⁵ ; Ngulubeni ³⁵

4.7 Community Facilities- continued...

Programme	Issue	Wards that raised the issue	Total number of wards that raised the issue	Affected Sections/Areas (The superscript number denotes a Ward)
Education	7. Leaner Transport	12;26;29	3	Tinkomeni ²⁶ ; Maminza Section ²⁶ ; Mountain side ²⁶ ; Nkanini ²⁶ ; Duma ²⁶ ; Lihawu ²⁶ ; Shishila ²⁹ ; Nkomeni ²⁹ ; Sawotini ²⁹ ; Mkhumulakheza ²⁹ ; Elandshoek ¹² .
	8. Bursaries for students	17;26;28;35	4	Pienaar ;Tinkomeni ²⁶ ; Maminza Section ²⁶ ; Mountain side ²⁶ ; Nkanini ²⁶ ;Duma ²⁶ ; Lihawu ²⁶ ; Lihawu ¹⁷ ; Mamelodi ¹⁷ ; Alko Farm (Kingston valley) ¹⁷ ; Emoyeni ¹⁷ ; Kamagugu ¹⁷ ; Valencia ¹⁷ ; Nelsville ¹⁷ ; Matsulu C ²⁸ ; Clau-clau ³⁵ ;Ngulubeni ³⁵ .
	9. Renovations and equipments at schools	4;26	2	Ekuphumuleni ⁴ ; Maluti ⁴ Vukasambe ⁴ ; Somcuba ⁴ ; Gedlembane ⁴ ;Pienaar ;Tinkomeni ²⁶ ; Maminza Section ²⁶ ; Mountain side ²⁶ ; Nkanini ²⁶ ;Duma ²⁶ ; Lihawu ²⁶ ;
Safety and Security	1. Police Station	8;10;4;17;18	5	Vukasambe ⁴ ; Lindani ⁸ ; Moyeni ⁸ ; Kabhamjje ¹² ; Sikhulile ²⁰ ; Mafampisa ¹⁰ ; Sphelanyane ¹⁰ ; Malekutu ¹⁰ ; Mvangatini ¹⁰ ; Buyelani ¹⁰ ; Mjejane ¹⁰ ; Lihawu ¹⁷ ; Mamelodi ¹⁷ ; Alko Farm (Kingston valley) ¹⁷ ; Emoyeni ¹⁷ ; Kamagugu ¹⁷ ; Valencia ¹⁷ ; Nelsville ¹⁷ ;
	2. Satellite Police Station	2;8;12;20;26;27;31;35	8	Jerusalem ⁸ ; Zwelisha-B ² ; RDP Section ¹ ; Nkomeni ¹ ;Mpunzane ¹ ; Casablanca ⁸ ; Jerusalem North ⁸ ; Newscom ⁸ ; Alkmaar ¹² ; Tinkomeni ²⁶ ; Maminza Section ²⁶ ; Mountain side ²⁶ ; Nkanini ²⁶ ; Duma ²⁶ ; Lihawu ²⁶ ;Kamashobane ¹² ;Mjalimane ¹² ; Entokozweni ²⁰ ; KaNyamazane; unit 5 ²⁰ ; Nkanini Trust ³¹ ; Halfway ³¹ ; Mantangaleni ³¹ ; Bhuga ³¹ ; Lindela Trust ³¹ ; Nkohlakalo ³¹ ; Clau-clau ³⁵ ;Ngulubeni ³⁵ ; Matsulu-B ²⁷ ; Mphakeni ²⁷ ; Emkhiweni ²⁷ ; Mbokodo ²⁷ ;
	3. Police Patrol	5;8;11;12;19;20;22;26;35	9	Jerusalem next to Legogote Primary ⁸ ;Ekuphileni-Maluti ⁴ ; Elandshoek ¹² ; Khaliphani ²⁰ ; Bheladona ²⁰ ; Ematrokisini ²⁰ ; Ema ²⁵ ²⁰ ; Msogwaba; E.J.Section ²² ; Shishila ²² ; Masinga ²² ; Enyokeni ²² ; Nkohlakalo ¹¹ ; Thembisa ¹¹ ; TV ¹¹ ; Ermelo ¹¹ ; Clau-clau ³⁵ ;Ngulubeni ³⁵ ; KaNyamazane Tinkomeni ²⁶ ; Maminza Section ²⁶ ; Mountain side ²⁶ ; Nkanini ²⁶ ;Duma ²⁶ ; Lihawu ²⁶ ; Msogwaba.

4.7 Community Facilities- continued...

Programme	Issue	Wards that raised the issue	Total number of wards that raised the issue	Affected Sections/Areas (The superscript number denotes a Ward)
Safety and Security	4. To be serviced by a nearer police station	1;23	2	Goboza ²³ ; Mzamane ²³ ;Gugulethu ²³ ;Thembisa ²³ ; Shishila ²³ ;
	5. Crime hot spot areas	4;8;11;15&16;17;20;24;26;31;36	11	Myanga unit ²⁰ ; Nkomeni ²⁴ ;Luphisi ²⁴ ; Mdlankomo ²⁴ ; Oggo ²⁴ ; Siyakhukhula ²⁴ ; Bonginlanhla ²⁴ ; Nkanini Trust ³¹ ; Halfway ³¹ ; Mantangaleni ³¹ ; Bhuga ³¹ ; Lindela Trust ³¹ ; Nkohlakalo ³¹ ; Magwabaratsana ³⁶ ; Moyeni ³⁶ ; Zomba ³⁶ ; Newscom ³⁶ ; Mashonamini ³⁶ ; Zwelisha ³⁶ ; Magagane ³⁶ ; Nkohlakalo ¹¹ ; Thembisa ¹¹ ; TV ¹¹ ; Ermelo ¹¹ ; Lihawu ¹⁷ ; Mamelodi ¹⁷ ; Alko Farm (Kingston valley) ¹⁷ ; Emoyeni ¹⁷ ; Kamagugu ¹⁷ ; Valencia ¹⁷ ; Nelsville ¹⁷ ;
	7. Establishment of CPF	3;12;23;26	4	Los ³ , Thulula ³ , Madala ³ , Hobotani ³ , Kamphatseni ³ ; Elephant ³ ; Siphumelelo ³ ; Schoemanskloof ¹² ; Khaliphani ²⁰ ; Bheladona ²⁰ ; Ematrokisini ²⁰ ; Goboza ²³ ; Mzamane ²³ ;Gugulethu ²³ ;Thembisa ²³ ; Shishila ²³ ; Tinkomeni ²⁶ ; Maminza Section ²⁶ ; Mountain side ²⁶ ; Nkanini ²⁶ ;Duma ²⁶ ; Lihawu ²⁶ ;
	8. Safety and Security mentioned as a priority but no problem statement	3;7;9;14;17;25	6	Nkanini ⁹ ; Emafetini ⁹ ; Mbolwaneni ⁹ ;Showetar ⁹ ; Mabhaweni ⁹ ; Nyongane ¹ ; Rockville Section A;B;C ¹ ;Mountainview ¹ ; Mataffin ¹⁴ ; Skomplaas ¹⁴ ; Woodhouse ¹⁴ ; Alkmaar ¹⁴ ; Newskom ¹⁴ ; Nelspruit Ext3 ¹⁴ ; Lihawu ¹⁷ ; Mamelodi ¹⁷ ; Alko Farm (Kingston valley) ¹⁷ ; Emoyeni ¹⁷ ; Kamagugu ¹⁷ ; Valencia ¹⁷ ; Nelsville ¹⁷ ; Sandriver ²⁵ ; Mthimba ²⁵ ; Shabalala ²⁵ ; Numbi ²⁵ ; Mahushu ²⁵

4.4.8 Local Economic Development

Programme	Issue	Wards that raised the issue	Total number of wards that raised the issue	Affected Sections/Areas (The superscript number denotes a Ward)
LED	Empowerment and job creation through projects implemented in the Wards.	3;8;12;20;23;26;27;31	8	Jerusalem next to Legogote Primary ⁸ ; Los ³ , Thulula ³ , Madala ³ , Hobotani ³ , Casablanca ⁸ ; Jerusalem North ⁸ ; Elandshoek ¹² ; Sikhulile ²⁰ ; Goboza ²³ ; Mzamane ²³ ; Gugulethu ²³ ; Thembisa ²³ ; Shishila ²³ ; Nkomeni ²⁴ ; Luphisi ²⁴ ; Mdlankomo ²⁴ ; Oggo ²⁴ ; Siyakhukhula ²⁴ ; Bonginhlanhla ²⁴ ; Shishila ²⁹ ; Nkomeni ²⁹ ; Sawotini ²⁹ ; Mkhumulakheza ²⁹ ; ; Nkanini Trust ³¹ ; Halfway ³¹ ; Mantangaleni ³¹ ; Bhuga ³¹ ; Lindela Trust ³¹ ; Nkohlakalo ³¹ ; Matsulu-B ²⁷ ; Mphakeni ²⁷ ; Emkhiweni ²⁷ ; Mbokodo ²⁷ ; Tinkomeni ²⁶ ; Maminza Section ²⁶ ; Mountain side ²⁶ ; Nkanini ²⁶ ; Duma ²⁶ ; Lihawu ²⁶ ; Msogwaba
	Business development	2;15;16;35	4	Bhodlindlala ⁶ Emafity ⁶ ; Mthunzini ⁷ ; Makgarula ⁷ ; lungisane ⁷ ; Manzini ⁷ ; Sabie-skom ⁷ ; Zwelisha-A & B ² ; Phakane ² ; Clau-clau ³⁵ ; Ngulubeni ³⁵
	Skills for community-entrepreneurship, tourism and etc.	1;6;4;8;32	5	Ekuphilen-Malutii ⁴ ; Kamphatseni ³ ; Elephant ³ ; Siphumelelo ³ ; RDP Section ¹ , Nkomeni ¹ ; Mpunzane ¹ ; Lindani ⁸ ; Moyeni ⁸ ; Mbonisweni ³² ; Phathwa ³² ; Dwaleni ³² ; Backdoor ³² ; Teka Takho ³² ; Phola Park ³² ; Smokey Valley ³² ; Thembelihle ³² ; Mhlumeni ³² ;

4.4.9 Priorities raised by Target Groups (Youth, Women and Persons with Disabilities)

4.4.9.1 Priorities from Youth summit held in November 2007

1. Skills Development

- There is a need for MLM to put in place a system that will audit scarce skills within the Municipality.
- A need to establish skills forums and lobbying for Youth Advisory Centres to assist Youth on bursaries, career development, Entrepreneurships and other skills related enquiries.
- There is a challenge of private sector not accommodating learnership programme and most Learnerships are administrative orientated- technical/science/technology learnerships must be promoted.
- The MLM and EDM should facilitate the establishment of a higher learning institution.

2. Health and Social Development

- There is a need to revitalize local HIV/AIDS forum/council within the Municipality for the implementation of related programmes.
- Need to update the database HIV/AIDS stakeholders in the Municipality.
- Promote volunteerism for provision of HIV/AIDS support services.
- There is need to increase sites for HIV/AIDS treatment on ARV access.
- More training on HIV/AIDS to deal with stigma, policies on confidentiality and other related programmes.

3. Youth Economic Participation

- There is a need to identify private sector opportunities so as to ensure Youth economic participation is strengthened;
- Enhancement of equity ownership within macro sectors e.g. mining, agriculture, finance and forestry;
- Business skills development programme should be in line with current market demands
- The Municipality should engage financial institutions to assist in accessing capital for Youth in business.
- An Economic Empowerment Agency in the Region must be established.
- The Municipality and Traditional Authorities must assist with provision of land for agricultural usage and other activities of sustainable nature

- There is a need to formulate strategies of ensuring maximum participation in well established business structures of the Region e.g. LCBT.
- The MLM should develop a database of Youth companies for the purpose of fostering their direct involvement on economic empowerment opportunities which are presented by 2010 soccer world cup. The Municipality should also design and implement 3-4 years programmes geared towards supporting Youth Development and economic empowerment.

4. Governance, enhancing Youth Participation and Advocacy

- Local Youth summits should be convened to craft local Youth Policy.
- Local Youth Units should be located in the office of the Mayor.
- Youth managers must report administratively to the Municipal Manager.
- Mayors or designated councilors must be the political head of local Youth Units
- There should be Youth Izimbizo in the Municipality.
- Member organizations should induct members on IDPs and Public Participation.
- Young people must participate in IDP forums through SAYC
- SAYC must be vested with youth needs at local level.
- SAYC must extend participation in IDP forums.
- SAYC must engage and lobby in CDW'S to deal with matters of young people.
- At least one CDW must sit in each SAYC local structures.
- We should have yearly review summits to assess impact

4.4.9.2 Priorities from Persons with disabilities

1. Local Economic Development and BEE

- Mbombela Local Municipality (MLM) should provide workshops on business skills and provide financial assistance. Skills e.g. Marketing, Financial Management
- Municipality should set a percentage target for businesses for people with disabilities and comply to the set target
- Businesses of people with disabilities must be registered at the Municipal database and be brought upfront during procurement

- MLM should provide monthly report on their appointment of businesses that belong to disabled people
- Transversal Issues Unit should monitor the tender processes in order to ensure that businesses that belongs to disable people are considered
- Government itself should provide training opportunities to disabled people through Learner ships and Internships
- Each government department should have a disability desk to monitor issues and programmers
- Get information on BEE programmers, by attending business meetings
- MLM should invite disabled people representatives to their business meetings
- MLM Should present regular reports on their BEE achievements especially reaching out to disabled people
- MLM should disclose the budget allocated to disabled people

2. Education, Training and Skills Development

- All teachers must be trained to deal with learners with disabilities (e.g. teachers trained in sign language)
- Awareness to community, learners, educators and parents, all awareness must start from early childhood
- When buying school furniture ensure that it is accessible to all disabilities
- Open space to be used by all
- Doors and window must be accessible to all, e.g. sliding doors
- Information should be made available to all
- Disable people must be free to choose their own careers
- Devices for accessing skills should be made available to everyone

3. Human Rights

Having noted all these forms of discriminations, MLM should then engage in programmers that will change or influence positively the attitudes and behavioral patterns of society towards disabled people through:

- Awareness campaign on Fundamental Human Rights

- Interactions of community with government departments, advocacy groups and public representatives, e.g. ward councilors, etc
- Educate society about sign language
- Support all advocacy and interested groups in the MLM
- Educational programmers should be included in the whole school curriculum
- Ensure that all infrastructure both social and capital are inclusive
- Ensure that policies and legislations are implemented
- Ensure representation of disabled people both in government and MLM
- Equal employment opportunities must be created up to strategic positions

4. Health and Social Development

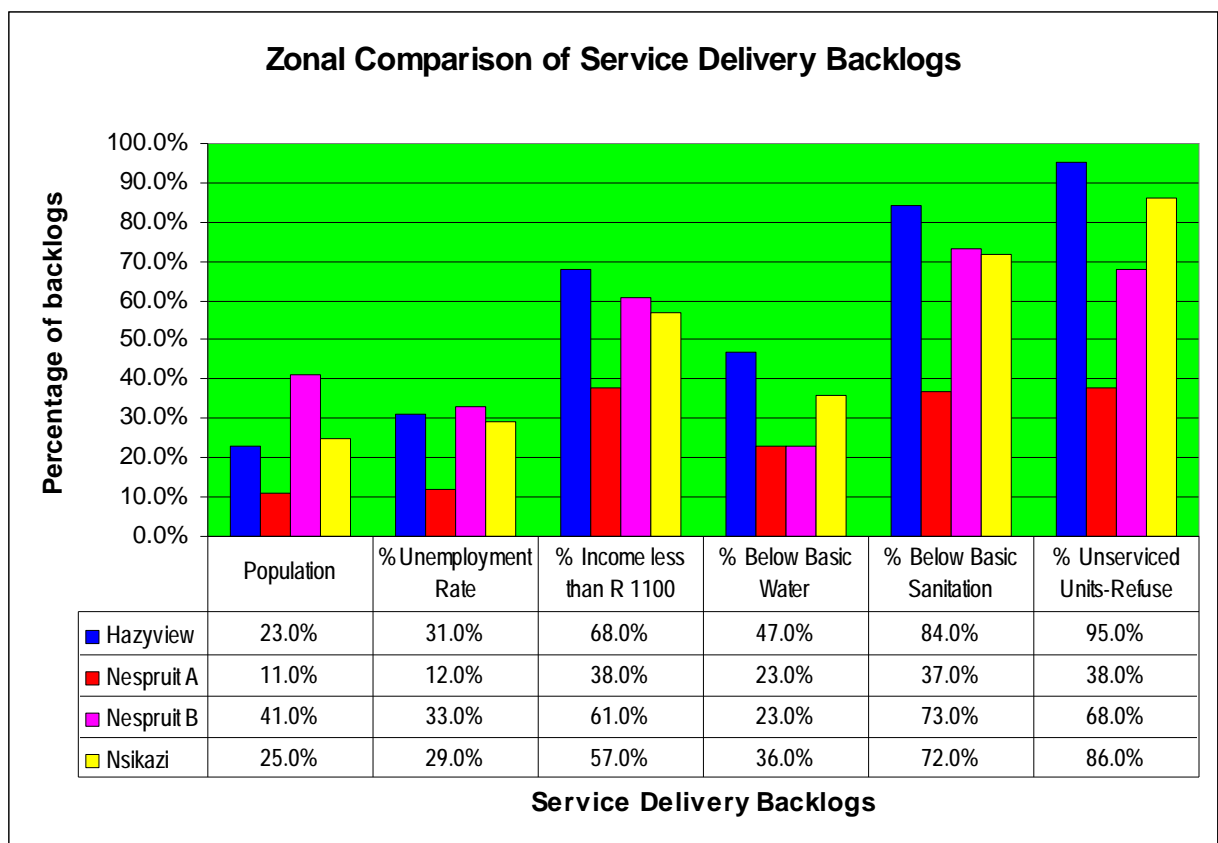
- Hospital and clinics staff members must be trained and skilled to understand the sign language
- The MLM should embark on workshop programmers to educate disabled people on HIV/AIDS pandemic
- Teach on understanding VCT programmers
- The local clinic sister and volunteers must regularly visit disable centers to assist and offer training on HIV/AIDS and other related diseases
- Disable people must take part, get involved or become HIV/ AIDS councilors
- MLM must continuously offer awareness campaign and put emphasis on:
 - Abstinence
 - Faithfulness
 - And using condoms to curb the spread of the HIV/AIDS pandemic
- Promote food gardening and stand feeding scheme for a healthy living
- Temporary disabled people must be encouraged to train and exercise to avoid permanent disability (e.g. physiotherapy)
- Government must review its policy and procedure based on grant application

5. MUNICIPAL CONTEXT OF PRIORITY ISSUES

5.1 SERVICE DELIVERY PRIORITY ISSUES

5.1.1 Basic Service Delivery

Figure 8: Service delivery backlogs per Municipal Zones



Source: MLM Water Services Development Plan (2006) and Integrated Waste Management Plan (2005) for refuse removal services.

Water: According to the Water Services Development Plan (2006), the number of households with below access to water services constitutes 31% of the total Municipal households compared to 16% with access to full service.

The above illustrates that more focus should concentrate on Hazyview with the highest number of households receiving water below basic of 47% followed by Nsikazi with 36% and Nelspruit A & B at 23%.

Institutionally the Municipality is faced with tasks completing the Section 78 assessments and masterplans. According to the Civil Engineering Unit Strategy, the Municipality had to provide water to backlogs 57 272 stands (including Concession areas) at a cost of R 220 million. Lack of ground water and its pollution, limited bulk storage from Crocodile Catchment, cost of raw water, ageing infrastructure, lack of bulk water supply in White River and uncontrolled informal settlements are some of the constraints to be dealt with in order for the Municipality to address all the backlogs.

Sanitation: The WSDP further reflects sanitation backlogs of below service of 110 148 households. It is evident from the above figure that higher percentage of households in Hazyview (83%), Nelspruit B (73%) and Nsikazi (72%) respectively are accessing below basic sanitation facilities as compared to 37% in Nelspruit A, this require urgent interventions to improve the health standards of communities and achieve 2010 Millennium target. According to the Civil Engineering Unit, an amount of R 609 million is required to provide basic sanitation services to 97 417 stands. A further R 32 million is required for the relocation of Kabokweni Oxidation Ponds which is old and dilapidated.

Electrification of Households: According to Electrical Services Unit survey, the backlog is estimated to be 19 040 households to be connected and 20 000 streetlights totaling to approximately R 86 million. In order to meet the National targets of electrifying households by 2012, the Municipality will have to electrify 3200 households at an estimated amount of R14.4 million and provide 2000 streetlights per annum. The Municipality has commenced with the upgrade of existing infrastructure to address the power cuts experienced in the past. More effort will be to compile business plans to source funding in achieving the above backlogs.

Roads and Storm water Collection: This programme is one of the main drivers of economic development and spatial integration. The Municipality has to upgrade and tar bus routes of 164 km of gravel roads to the estimate of R 442,8 million (unit cost of R 3,2million per km) ,1621 km gravel roads at a cost estimate of R 3 242 million and taking into account the stormwater drainage systems. There is a need to compile a maintenance plan that will deal with upgrades, resealing and regular maintenance of roads. In ensuring community safety, the Municipality also needs to prioritise the need of providing speed humps, overhead and foot bridges for the reduction of accidents and access to other neighboring areas this priority need was identified by most Wards during the IDP consultation process.

Waste Management:

The Mbombela Local Municipality Integrated Waste Management Plan (2005) reflects that only 27% of households receive refuse removal service. There is a dire need to extend waste collection service to Hazyview with unserviced households of 93%, followed by Nsikazi (86%), Nelspruit B (68%) and Nelspruit A (38%), this constitute to about 73% household units being unserviced in the Municipality. One of the contributing factors to the above is the use of old fleet (trucks) and shortage of staff (general workers) to service the entire Municipality and leading to an unclean environment. Road infrastructure in the above areas requires improvement to ensure ease of access during collection of waste.

The Municipality has commenced with the development of the Central disposal site which will among others address illegal dumping raised by the Communities during IDP Consultation process. The proposed Central disposal is a requirement of Environmental legislations and estimated to have a lifespan of 40 years. A Section 20 permit has been issued by the Department of Environmental Affairs and Tourism.

Environmental Management:

The Municipality is encountering the following challenges that have negative impact on the environment:

- Destruction and pollution of wetlands;
- Illegal dumping/rubble dumping due to construction increasing as result of increasing developments;
- Cleanliness of towns and unmanaged disposal sites;
- Pollution of natural resources due to dilapidated / ageing sewage treatment networks;
- Air pollution as results of emissions from some industries and high vehicle congestions on the Municipal roads.

The Municipality launched the Environmental Management Forum which comprises of both internal and external stakeholders to address the environmental management programmes in a co-ordinated and integrated manner. Various consultations were made with Communities to educate them on the importance of wetlands of which from the consultations the working groups were formulated to represent the various zones.

Transportation:

The Municipal Integrated Transport Plan was approved by Council on the 16 October 2007, Council Resolution A (8) (b). According to the Municipal Integrated Transport Plan, public transport services in the Mbombela Local Municipality are provided by means of buses, minibuses (taxis) of which three quarter of the people are using buses. Buscor is by far the major bus operator and minibus taxis operating within the Municipality are ranges from 750 to 1000.

The followings are the peak period screenline occupancy counts which were undertaken in April 2005, in the morning peak some 80% of all person trips are in public transport. This high percentage of public transport users might be as a result that 59% of the population as indicated under household income earn less that basic of R 1 100 per month resulting in non affordability to acquire private transport. The distance between areas of work at Nelspruit / White River/ Rocky's

Drift Corridor is also a contributing factor to the increased demand for public transport compared to usage of private vehicles.

The Municipal SDF indicates that most people from the Eastern Development Corridor travel almost two hours daily from home to work. The SDF strategy suggest that jobs must be created closer to people's homes or low cost housing be developed closer to place of work to reduce long traveling hours.

Figure 10: (Approximately 52 000 inbound persons trips)

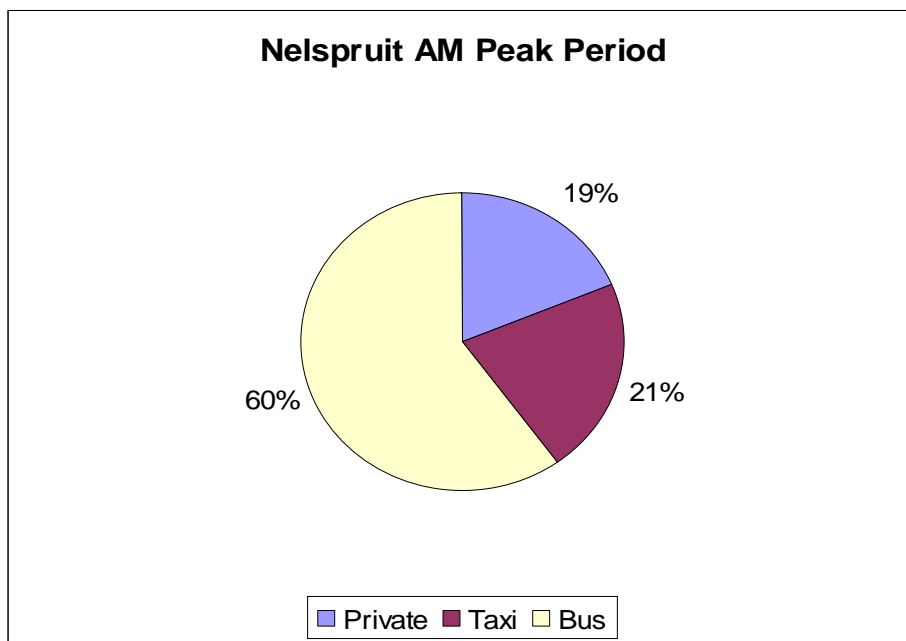
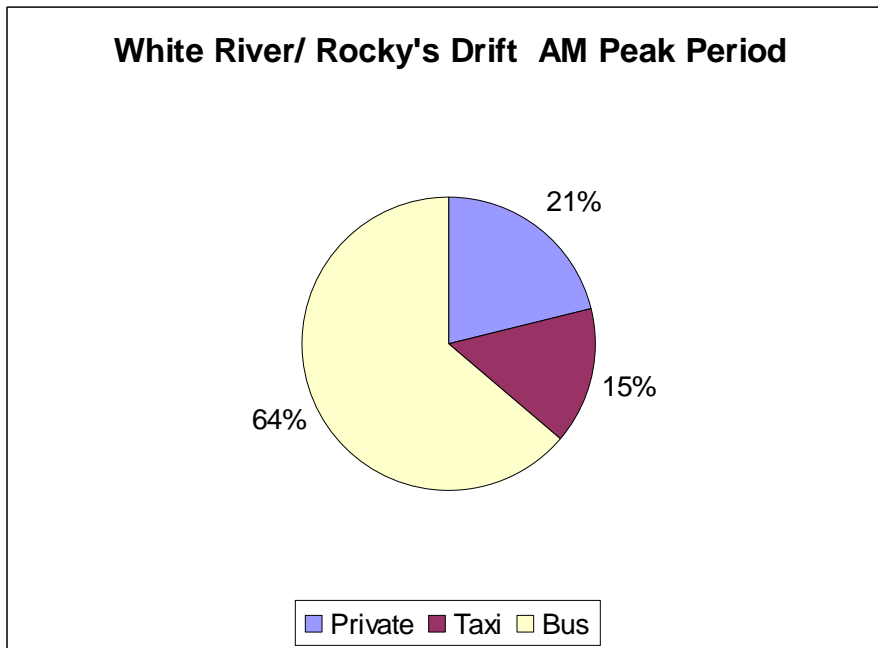


Figure 11: (Approximately 23 000 inbound persons trips)



The bus and taxi ranks in Nelspruit are well located in the Nelspruit CBD in the close proximity to each other at the north east of the CBD. Both ranks require additional capacity and land acquisition may be an issue for the expansion. In terms of White River, both ranks are about 1km apart making it inconvenient for commuters to travel between the two ranks.

The Hazyview taxi ranks are currently being consolidated so that all taxis can operate in one rank. Buscor is also intending to move the current rank; the issue of land availability is a concern. Not all public transport routes are tarred or paved and accessibility to service is restricted in some areas. There is also a need of bus shelters at major loading points.

Housing and land tenure processes:

The Urban and Rural Development Unit reflected that an estimated 80% of the Municipal area is informal settlements especially in the Eastern Development Corridor. Due to that, service delivery is (including the formalisation of land tenure) hampered, environmental degradation and pollution is experienced. The Housing unit indicated the Municipality is experiencing an estimated housing backlog of 39482 units. These backlogs can be addressed by obtaining suitable land for residential growth, accreditation of the housing unit to effectively facilitate, manage housing delivery in the Municipality and accurate baseline data on backlogs. The Municipality through Department of Land Affairs and Department of Local Government and Housing are currently acquiring land for integrated sustainable human settlements. There is also a need to upgrade the Housing unit to a Directorate to fastrack the National Accreditation Process.

5.1.2 Social Development

Table 10: Existing Public Amenities per zone

Amenities	Total Amenities within the Municipality	Average Status quo/Conditions of the existing Amenities	Municipal Zones			
			Hazyview	Nelspruit A	Nelspruit B	Nsikazi
1. Community Halls	21	12 fair, 5 good and 4 poor	1	5	8	7
2. Cultural Centres	1	Fair			1	
3. Theaters/ Amphi theater	2	1 good, 1 fair		2		
4. Libraries	9	7 good, 2 fair	2 (1 mobile)	3	1	3 (1 container)
5. Sports Fields	9	7 fair, 2 poor	1	4	2	2
6. Swimming Pools	5	3 good, 1 poor and 1 fair	1	3		1
7. Multi Purpose Sports Courts	9	2 good, 1 fair and 6 poor.	2	2	3	2
Total			7	19	15	15

There is a need to provide cultural centres and theaters in promoting arts, culture and heritage within the Municipality. An option of using existing Community halls for such activities must be investigated. Nelspruit B has the highest population compared to other 3 zones but only have one library in Matsulu Service Centre. Most of the Wards during consultations indicate the need for more Community halls, sports facilities, parks and recreational facilities.

Cemeteries and Open Spaces

The driving forces affecting cemeteries in Mbombela are linked to socio-economic situations in the area, interlinked with a high mortality rate. The high mortality rate in Mbombela in recent years resulted in most of the cemeteries managed by MLM reaching capacity sooner than anticipated. Cemeteries are located near riverbanks, springs or boreholes used by the communities as potable water. The cemeteries could impact on the water quality, causing health problems such as diarrhea. Cemeteries located in areas with unstable riverbanks, erodable soils, unstable slopes or floodplains could be damaged through floods or high rainfall storms. Major cemeteries are provided in Nelspruit, Tekwane, Matsulu, Msogwaba, White River, Nsikazi, Makoko, and Phameni areas.

Hazyview and Nsikazi Zones have a multitude of rural cemeteries, which are mostly full or nearly full and due to the environmental impacts associated with these cemeteries, tribal authorities should not be encouraged to establish new cemeteries.

Both Nsikazi and Nelspruit B Zones do not have any formal or informal cemeteries and communities are mostly relying on burial plots on farms (which are decreasing as a result of land claims) or they have to go to huge expenses for burials in formal MLM managed cemeteries, long distances away. The Municipality initiated the process of zoning cemeteries (regional cemeteries) to enable communities within close number of wards to use common central cemetery. The Municipality is also maintaining closed cemeteries at Sonheuwel, Nelsville, Matsulu, Kabokweni and KaNyamazane. High mortality rate and increased residential development also force the Municipality to identify more cemeteries which require land especially from Tribal Authorities.

The Municipality use open spaces for creation of parks and conservation of natural resources. Some areas require debushing to reduce alien plants and crime hot spots in the Municipality.

Health

Mbombela has two district hospitals (Rob Ferreira and Themba), one TB Hospital (Bongani), and three private hospitals. Overall, there are a large number of government health care facilities, and for most areas there is at least one facility within 5 to 10km. Despite the large number of health care facilities, the level of services provided in the rural areas is limited and based on that communities requested 24 hour services and existing clinics to be equipped. The emergency services are under-resourced, and there are insufficient health education programmes. Registration of vital events (births, deaths, marriages, etc.) is inadequate in rural areas, and this results in a lack of data on which to plan basic services provision.

The standard of health services within in the Mbombela area can be considered as below basic with very few facilities. This eventually force people to travel long distances to major urban centres where higher standards of services can be achieved. The Municipality and Mpumalanga Provincial Government are currently finalizing the transfer of the existing Municipal Health Services.

Education

According to Census 2001 the level of education in the Municipality, 3% of the population of sampled population of 476 592 have no schooling, 9% primary, 10% Grade 12/ Standard 12. Poverty and lack of access to educational facilities might be a contributing factor. Most wards raised the need to have primary and secondary schools to increase access of education in the Municipality. The Municipality has the following educational facilities:

- 151 Public Primary Schools
- 59 Public Secondary Schools
- 25 Independent (Private) Schools
- 5 Tertiary Institutions

Other training programmes like ABET and FET Colleges will be of assistance to adults who never had schooling due to past education systems. A higher percentage of non applicable population is of concern as it affects the entire education picture of the Municipality.

Public Safety (Road Safety, Fire & Rescue and Disaster Management)

Road Safety: There is currently an average of 2220 accidents occurring in the Municipality per annum and most of these accidents happen after hours. This is confirmed by numerous wards' identified needs for speed humps, pedestrian and overhead bridges to reduce accidents. There is also a need to deal with current road infrastructure, include street names, visible road signs and ensure law enforcement in the Municipality.

With the current staff, traffic services are rendered from 06H00 to 22H00 during the week and from 08H00 to 22H00 during weekends. More traffic officers need to be employed and be provided with equipments such as bullet vests, guns and traffic vehicles to ensure maximum visibility in all Municipal areas. According to the CSIR standards, the Municipality needs to employ about 392 traffic officers based on the Municipal size and population; the Municipality is currently employed 22 officers and thus a shortfall of 370.



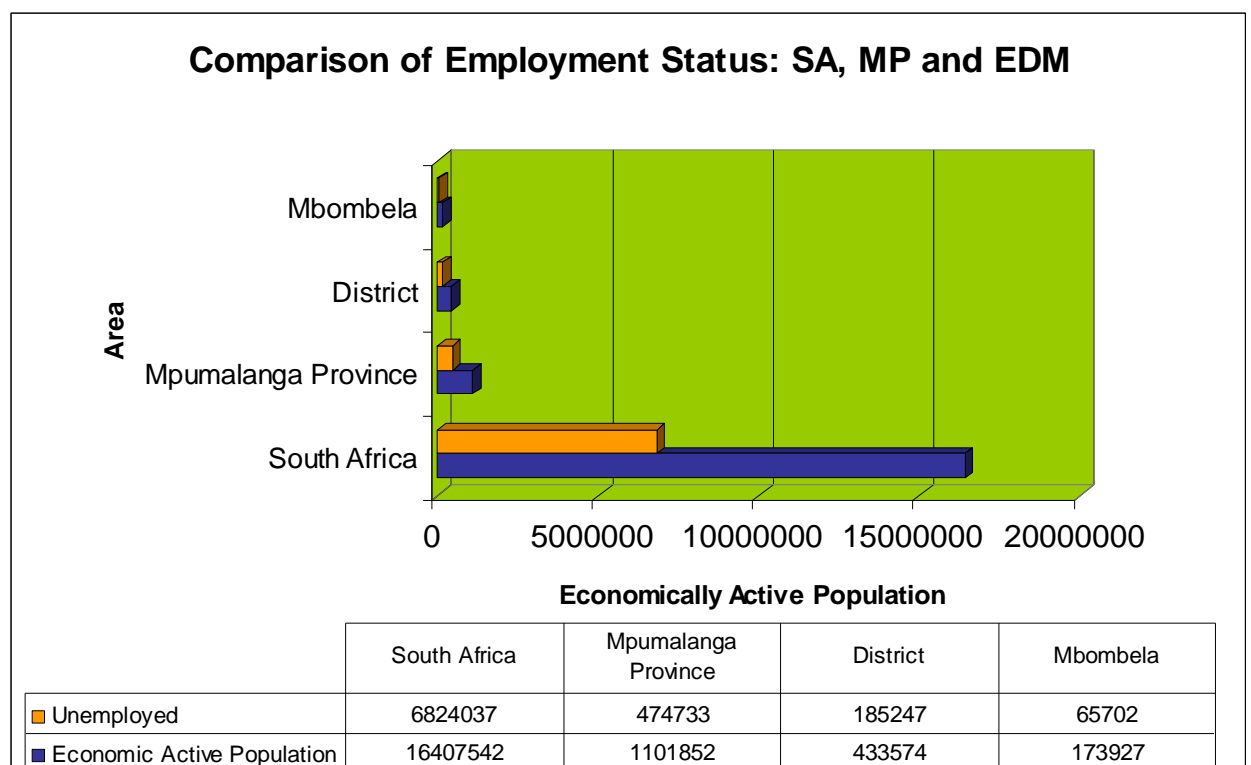
Fire and Rescue: the Unit requires building of fire houses in Matsulu, Ngodwana and Hazyview to enhance ease of access and create a shorter response time to the scenes of accident. There are currently four fire stations in Nelspruit, KaNyamazane, White River and Kabokweni, though Kabokweni require additional staff to fully operate. There is also a need for communication systems for rural areas so as to alert the Unit during emergency. Road and water infrastructure are of concern, firefighting vehicles require lots of water to operate (extinguish fire) and a challenge is when the affected area does not have enough water supply. There is a need to replace outdated fleet and buy off terrain vehicles.

Disaster Management: According to the status quo report of the Disaster Management Unit, about 47 000 households in rural areas are without radio communication system coverage to alert the unit during disasters. 39% of the Municipality builds on wet lines and flood lines which poses a risk. The unit does not have a fully fleshed disaster management centre, enough personnel, equipments, software such as GIS and relief packs like blankets and food. The Municipality will require co-ordination with both District and Province to share resources and avoid duplication especially with regard to the preparation of 2010 World Cup Soccer event.

5.1.3 Local Economic Development

The Municipality adopted the LED strategy in 2002, and currently under review for updates and alignment with PGDS, AsgiSA and new National LED Framework. The LED strategy is planned to be adopted in May 2007 was adopted by Council in September 2007, Council Resolution A (29)(a). According to the approved LED Strategy (2007:22), only 16,3% households earn no income, 83,7% of households earn less than R 38 400.00 per annum (R 3 200.00 per month) and it is further estimated that 70.2% earn less than poverty line (about R 1 800.00 per household per month) and can be considered poor. The study further reflects the unemployment rate of 37,8% in the Municipality based on the economically active population of 173 927 and 42,7% unemployment in the whole Ehlanzeni District.

Figure 14: Comparison of Mbombela LM Economic Status with the Country, Province and the District.

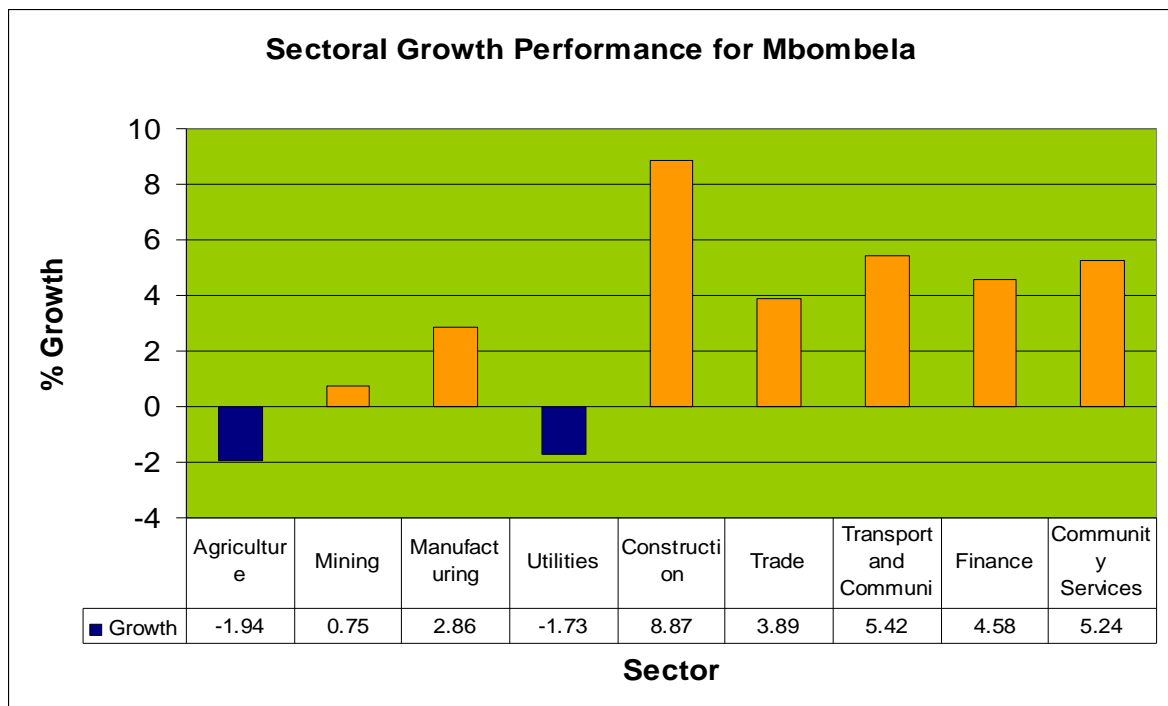


Source: Urban Econ calculations, based on Quantec Data, 2006.

More sustainable jobs needs to be created to reduce unemployment rate and ensure that the current youth who will be entering the labour jobs in the future are provided with employment opportunities.

The sectoral Growth Performance of the Municipality is presented as follow:

Figure 15: Sectoral Growth for Mbombela- from 2000 until 2005



Source: Urban-Econ calculations, based on Quantec Data, 2006

The above reflect a decline in agriculture and utilities (electricity, gas, water) sectors and a significant growth on construction due to the increased business and residential development in the Municipality and 2010 preparations.

The LED Strategy identified the following programmes for economic growth, job creation, Local Economic Development and Diversification, income and wealth generation in the Municipality:

- **Industrial and Beneficiation Development** which includes establishment of Manufacturing Advice Centre, review of the industrial Policy and establishment of the local Industrial Forum.
- **Agro processing- Industrial Development Potential** which includes nut oil extraction plant, venison processing, assorted nut- butter processing (macadamia and cashew nuts), fruit & vegetables drying projects, honey processing, organic fertilizer production and manufacturing of recycled paper products.
- **Industrial beneficiation and establishment of processing facilities** which includes sand processing – glass manufacturing plant, brick and concrete production projects, fertilizer – manganese chemicals and recycling plant.
- **Agriculture and Mining- Industrial Development Potential**, which includes flower farms, wooden floor panel production & roof timber, agriculture diversification, mining extractions (small scale mining operations) and manufacturing of general agricultural equipment.

On Tourism, the LED strategy focus on the following projects

- Repackaging of tourism products
- Development of events calendar with special focus on sports tourism (2010)
- Creation of unique tourism destination identity and revision of the Municipal branding strategy
- Identification, linkages and expansion of new Tourism Routes
- Develop the Tourism Information Desk
- Safety and security programmes for the Community and Tourists.

5.2 INSTITUTIONAL PRIORITY ISSUES

5.2.1 Institutional Development and Transformation

- The Municipality approved the implementation plan of the approved Organogram in November 2007, Council Resolution B (3). The Municipality through support from GTZ will be developing the Human Resource Strategy in the current 2007-08 financial year which will among others cater for operational policies like succession plans, recruitment and selection, training and development, lay offs, absenteeism, job profiles and individual performance management.
- By mid term (July to December 2007) the Municipality finalised 67 appointments, 35 posts were advertised and interviews were conducted for 54 posts. The Municipality appointed 5 Section 57 Managers (Municipal Manager, Chief Operations Manager, Executive Manager - Corporate Services, Executive Manager – Technical Services and Executive Manager Community Services). The outstanding are Chief Financial Officer, who resigned in December 2007, 2 Executive Managers - for Development Management and Office of the Speaker.

5.2.2 Good Governance and Public Participation

5.2.2.1 Internal Audit

The Municipality has established the Internal Audit Unit and External Audit Committee. The Internal audit conduct Municipal audit, verify internal control systems, accounting procedures & practice, risk management and performance management, loss control and ensure compliance to all legislation prescripts. A comprehensive risk analysis was conducted and 13 risks were identified ranging from service delivery to internal processes risks. Risk co-ordinators nominated from various directorates received training to ensure that risk management is owned by all. The Municipality also adopted code of conduct for employees, anti corruption (whistle blower) and anti fraud strategies which are operational and effective. Training on risk management was conducted in September 2007, to accommodate also new Section 57 Managers.

5.2.2.2 Financial Statements and Performance Report for 2006-07 financial year

- The Municipality received a disclaimer for the financial statements of financial year ended 30 June 2006. The Auditor General raised the following with the submitted reports:

P Financial Statements: Supporting documents were not provided on time with regard to financial statements submitted viz relating to opening balance, disposals, detailed breakdown of depreciation, asset register on property, plant and equipment, suspense accounts, receivables, creditors listings, revenue from property rates and operating leases.

P With regard to Annual Performance Report: the Municipality did not develop and implement mechanisms, systems and processes to audit the results of performance measurement as part of internal audit processes. The information provided was not also adequate for purpose of evaluation by Auditor General and the measurable objectives were not consistent to the objectives of the approved 2006-07 IDP and Budget.

5.2.2.3 Performance Management

The Municipality adopted the Performance Management System in 2006, a draft PMS Framework to align with new Performance Regulations has been developed and will be finalised by the Service Provider appointed by GTZ for cascading to levels below Section 57 Management. Performance reporting is done through Management meetings, Portfolio Committee, Mayoral Committee, Izimbizo and Council. All 6 Section 57 Managers signed performance agreements and were tabled at Council meetings of August, October and November 2007. The Municipality is using a Balanced Score Card Model which is included in the Performance Agreements of Section 57 Managers. Performance reporting is done on quarterly basis using targets, Key performance indicators and annual targets included in the SDBIP approved in August 2007.

The first assessment of Section 57 Managers performance was conducted in December 2007 for first quarter performance. **1**

The following are the challenges experienced by Directorates with regard to the implementation of the quarterly planned activities in the SDBIP.

- P Lack of financial accountability in relation to progress made on planned activities.
- P Delays with procurement of service providers by Supply Chain Management.
- P Poor performance by appointed contractors.
- P Provision of land/ property for implementation of projects.
- P Non sitting of labour forum meetings
- P Delays by implementing agents- other Sectors/ Institutions
- P Delays in approval of implementation plan of the Organisational structure
- P Shortage/ delays of materials
- P Poor planning by Directorates and inter Directorates planning

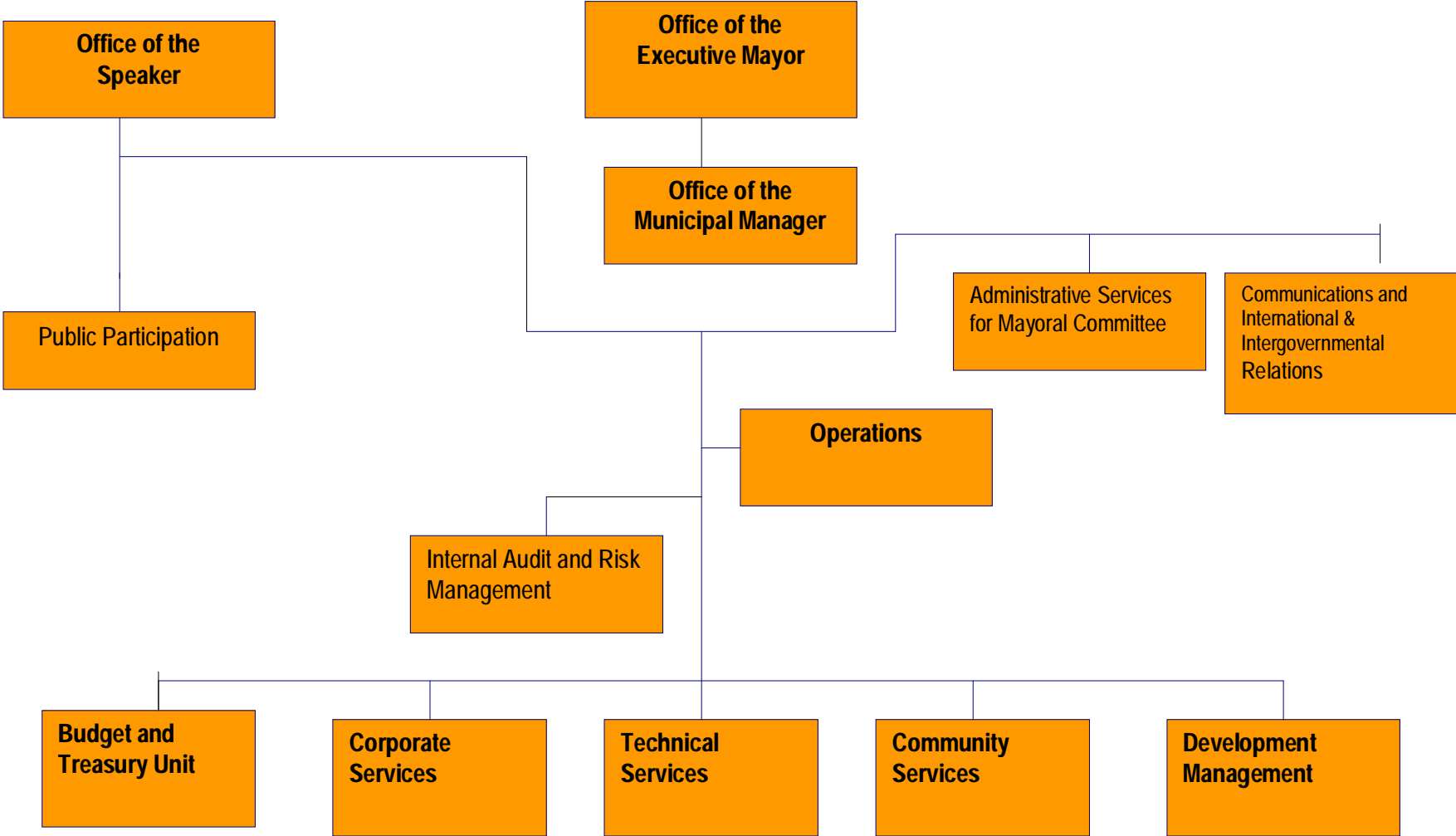
5.2.2.4 Public Participation and Communications

In terms of Public Participation, the Municipality launched and established Ward Committees for all 36 Wards. The Municipality has to put more resources for training and ensure their functionality. A Community Based Planning process was facilitated from May to November 2007 to review Ward Plans for inclusion in the reviewed IDP.

The Municipality established Intergovernmental relations (IGR) and Municipal International Relations (MIR) Unit within Communications Sub Directorate to co-ordinate Municipal intergovernmental engagements for knowledge & information sharing between local / international cities and facilitate the implementation of twinning agreements. More support staff and financial resources are required for its full operation.

5.3 MUNICIPAL MANAGEMENT STRUCTURE

Figure 16: Abridged Structure approved in principle by Council on the 29 March 2007.



6. MUNICIPALITY STRATEGIC OBJECTIVES, MEASURES AND TARGETS

6.1 TECHNICAL SERVICES

Strategic Objective	Indicator/Measure	Baseline		Target		
		Current	Backlog	2008-09	2009-10	2010-11
To provide and maintain sustainable basic services to all of our communities (Water and Sanitation Services)	Roads master plans.		4 master plans outstanding	Nelspruit A	Nelspruit B	Nsikazi & Hazyview
	Nsikazi water and sanitation master plans.		2 master plans outstanding	Nsikazi	Matsulu	-
	Road infrastructure asset and maintenance plans.		4 outstanding	Nelspruit A	Nelspruit B	Nsikazi & Hazyview
	Water and sanitation asset and maintenance plans.		4 outstanding	Nelspruit A	Nelspruit B	Nsikazi & Hazyview
	Water demand management (Reduce unaccounted water)		Repair leaks, remove illegal connections and install new meters	30%	25%	20%
	Improve service delivery response time		Resolve 90% of reported problems	48 hours water, 24 hours sewer 24 hours electricity	48 hours water, 24 hours sewer 24 hours electricity	48 hours water, 24 hours sewer 24 hours electricity
	Tariff policy which address affordability and asset maintenance		Tariff restructuring in collaboration with BTO.	Review annually	Review annually	Review annually
	Infrastructure modernisation VIP programme		New sanitation system where VIPs is not possible	Monitor emerging practices, research and new technology.	Implement subject to outcome.	Implement subject to outcome.
	Upgrade and maintenance of road network to the value of 5% of the network per annum		Value of current asset base: ???	Upgrade infrastructure at a rate of 5% per annum	Upgrade infrastructure at a rate of 5% per annum	Upgrade infrastructure at a rate of 5% per annum
	Project Management Information system		To cover all directorates	Investigate a system to suite the municipality and implement the system to Technical Services and PMU	Roll out to other directorates.	Roll out to other directorates.

6.1 TECHNICAL SERVICES

Strategic Objective	Indicator/Measure	Baseline		Target		
		Current	Backlog	2008-09	2009-10	2010-11
To provide and maintain sustainable basic services to all of our communities (Civil Engineering)	Technical GIS		Technical services and PMU	Investigate a system to suite the municipality	Implement the system to Technical Services and PMU.	Roll out to other directorates
	Water Service Development Plan		1	Update annually	Update annually	Update annually
	Bulk infrastructure capacity and roll out water and sanitation services (in collaboration with the PMU)		Infrastructure and internal reticulation	Upgrade treatment plant capacity to 80%, bulk pipe line, upgrade reservoir capacity storage up to 48 hours and reticulation	Upgrade treatment plant capacity to 80%, bulk pipe line, upgrade reservoir capacity storage up to 48 hours and reticulation	Upgrade treatment plant capacity to 80%, bulk pipe line, upgrade reservoir capacity storage up to 48 hours and reticulation
To provide and maintain sustainable basic services to all of our community (Electricity)	Electrification of all house holds over a period of 5 years		19040 house holds not currently electrified; (including an increase of 2% per annum)	5000 house holds	5000 house holds	5000 house holds
	Master plan, maintenance plan and refurbishment plan		3	Develop Master plan, maintenance plan and refurbishment plan	Approval of Master plan, maintenance plan and refurbishment plan	-
	Bulk infrastructure capacity: Increase capacity to create a 15 % additional capacity for emergency & growth and there after increase capacity at economic growth rate		Current 125MVA	Increase to 145 MVA (15% additional for emergency and growth)	Increase capacity at the rate of economic growth - 6%: 154MVA	Increase capacity at the rate of economic growth - 6%: 154MVA

6.1 TECHNICAL SERVICES

Strategic Objective	Indicator/Measure	Baseline		Target		
		Current	Backlog	2008-09	2009-10	2010-11
To provide and maintain sustainable basic services to all of our community (Electricity)	Provide streetlights in all areas over a period of 6 years.		20 000 streetlights that need to be installed (including an increase of 2% per annum)	3400 street lights per annum	3400 street lights per annum	3400 street lights per annum
	Upgrade and maintenance of the electrical network to the value of 5% of the network per annum		Value of current asset base: R 200 m	Upgrade infrastructure at a rate of 5% per annum	Upgrade infrastructure at a rate of 5% per annum	Upgrade infrastructure at a rate of 5% per annum
	Reduce electricity losses		New systems to reduce the losses.	Reduce losses to within 5%	Reduce losses to within 3%	Reduce losses to within 2%
	Demand Site Management		Roll out energy saving mechanisms	<ol style="list-style-type: none"> 1. Reduce power consumption by 10% 2. Geyser control to 15039/2 households in Nelspruit 3. Piloting AMR to 1651 4. Investigate other saving mechanisms 	<ol style="list-style-type: none"> 1. Roll out energy saving lights to Nelspruit, White River and Hazyview 19 887 	

6.2 DEVELOPMENT MANAGEMENT

Strategic Objective	Indicator/Measure	Baseline	Target		
			2008-09	2009-10	2010-11
To implement an effective land use management system	Proclaimed Land Use Management System:	3 outdated Town Planning Schemes only covering and addressing 27% of the Mbombela Municipal Area	Proclamation and implementation on 1 July 2009		
	Improved turn-around time for responses to applications	9 months turn around time for development applications	7 Months	5 Months	3 Months
To co-ordinate an integrated human settlement programme	An integrated sustainable housing development (how is this integration measured?)	Poorly integrated settlement patterns	Number of new projects/housing units in integrated settlements	Number of new units in integrated areas	Number of new units in integrated settlements
	Number of household housed in new units	Waiting List of 39482 units in 2007	Hand Over of 5000 units to recipients based on integrated housing program	Hand Over of 7000 units to recipients based on integrated housing program	Hand Over of 9000 units to recipients based on integrated housing program
	Acquired land for integrated housing development	No suitable land for development of housing as indicated by the Land Audit? ?	Acquire 62.5ha of suitable land for housing projects	Acquire 87.5ha of suitable land for housing projects	Acquire 112.5ha of suitable land for housing projects
To consistently optimise the use of available Council property	The successful Leveraging of Council Property (How to measure)	7 Strategic Properties indicated in the Land Audit available for Leveraging (what is this)	Successful Leveraging of 3 of the properties in exchange for community facilities.	Successful Leveraging of 3 of the properties in exchange for community facilities	Successful Leveraging of 1 of the properties in exchange for community facilities
	Eradicating the backlog on applications to acquire Council property (how to measure this)	3751 outstanding applications for Council Properties.	Address 300 outstanding applications (outcomes)	Address 500 outstanding applications	Address 700 outstanding applications
Land Tenure Upgrade in Mbombela	Formalized Municipal Area.	81 000 informal units	350 Formalized Units with own funds	500 Formalized Units with own funds	650 Formalized Units with own funds
	Approval and financial support from Provincial Government for Land Tenure Upgrade Strategy	Funding for tenure upgrading of 1000 stands per annum	1500 formalized stands	1500 formalized stands	1500 formalized stands

6.3 COMMUNITY SERVICES

Strategic Objective	Indicator/Measure	Baseline		Target		
		Current	Backlog	2008-09	2009-10	2010-11
To create a clean and safe environment	1.Establishment of waste disposal facilities;	4 exists	5	Provision of one land fill site	Permitting of two transfer stations	Permitting of two transfer stations
	2.New established cemeteries;	4 Cemeteries	4	Gutshwa (Chief Khumalo)	Mahushu (Chief Mhaule)	Sand River (Chief Mhaule)
	3.Reduction of response times to High Risk Areas	8 minutes		6 minutes	5 minutes	4 minutes
	4. Establishment of emergency response team;	3 fire stations exist	4	Matsulu	Hazyview	Kabokweni
	5.Reduced accidents by 5% per annum within Mbombela Local Municipality ;	2200 P/A		2090 P/A	1986 P/A	1887 P/A
	6. Extension of Refuse removal services to Nsikazi and Nelspruit B	88425 households units currently unserviced		Nelspruit B (57216 household units)	Nsikazi 57216 household units	Nsikazi 57216 household units
	7.Full operational parks developed	13 developed parks		4 X Parks in Chweni ; Chochocho; Gutshwa; Hazyview	4 X Parks in Nelspruit B	4 X Parks in Nsikazi
	8.Greening of Mbombela					
	9.Establishment of Satellite Licensing Offices /stations	4X Satellite		1X Nelspruit B (Kabokweni)	1X Nelspruit A (Civic Centre)	2 X Nsikazi (KaNyamazane & Matsulu)

6.3 COMMUNITY SERVICES Continued

Strategic Objective	Indicator/Measure	Baseline		Target		
		Current	Backlog	2008-09	2009-10	2010-11
To ensure the provision and promotion of quality amenities	1. Number of Community Halls upgrade;	16 operational community halls and 3 cultural centre		2X Makoko and Msogwaba	2 X Gutswakop and Luphisi	Clau-Clau and Daantjie
	2. Number of new community Halls built;	2		1X Mganduzweni	Consultative process for the next new Hall	1 X Chweni
	3.Establishment of Sports Complex;			1 X Masoyi	Nil	Mgcobaneni
	4.Establishment of two Swimming pools;	4		1 X Hazyview	1 X Hazyview	Nil
	5.Operational and effective administrative systems in all Libraries			Nelspruit ,White River	Kabokweni ,	

6.3. COMMUNITY SERVICES Continued

Strategic Objective	Indicator/Measure	Baseline		Target		
		Current	Backlog	2008-09	2009-10	2010-11
To create a clean and safe environment	Establishment of a disaster management satellite centre	Nil		1 Nelspruit		
	Upgrade & installation of CCTV cameras	25		20 White River 20 Hazyview	20 Nelspruit 20 KaNyamazane	20 Matsulu 20 Kabokweni
	Installation of biometric access control system	0		1 Nelspruit 1 KaNyamazane	1 White River 1 Hazyview	1 Matsulu 1 Kabokweni

6. 4 OFFICES OF THE MUNICIPAL MANAGER AND OPERATIONS

6.4.1 FACILITIES MANAGEMENT

Strategic Objective	Indicator/Measure	Baseline		Target		
		Current	Backlog	2008-09	2009-10	2010-11
To ensure the safety of Municipal staff through well maintained buildings.	<ul style="list-style-type: none"> ○ Well maintained buildings and in line with OHS standards ○ Reduced maintenance queries from the staff. 	Average 3600 queries from the staff related to buildings per annum.	Complete renovations of all 6 Service Centres and Workshops, Training Centres and Municipal Flats/Houses	Technical Assessment of all Municipal buildings.	Major Renovation and upgrading of Nelspruit Service Centre.	Major Renovations of 5 Service Centres in Kabokweni, Matsulu, White River, KaNyamazane and Hazyview.

6.4.2 COMMUNICATIONS

Strategic Objective	Indicator/Measure	Baseline		Target		
		Current	Backlog	2008-09	2009-10	2010-11
To provide information and promote interaction between MLM, Public and other spheres of government.	Quarterly News letters and media briefings.	4 news letter per annum	None	4 per annum	4 per annum	4 per annum
		4 media briefings	One	4 per annum	4 per annum	4 per annum
	Monthly press releases to the media on service delivery progress and improvement	Ad-hoc releases and responses to media enquiries as the need arises	None	12 releases per annum	3 press releases	3 press releases
	On-line (Website) information sharing and customer care Weekly update of News, Notices and customer care information about Mbombela	Only tenders, and vacancies updated on the website	2010 update, Strike development, Policies, Eskom problems by-laws, state of Mbombela (Administration)	Media releases; Adhoc (based on) <ul style="list-style-type: none"> ○ Administration ○ Council Decisions ○ Customer Acc /enquiries. 	Media releases; As and when the happen (based on) <ul style="list-style-type: none"> ○ Council Decisions ○ 2010 progress/issues ○ Customer Acc /enquiries. 	Media releases; As and when the happen (based on) <ul style="list-style-type: none"> ○ Council Decisions ○ 2010 progress/issues ○ Administration ○ Customer Acc /enquiries.

6.4.2 COMMUNICATIONS Continued

Strategic Objective	Indicator/Measure	Baseline		Target		
		Current	Backlog	2008-09	2009-10	2010-11
To provide information and promote interaction between MLM, Public and other spheres of government.	Improved Municipal performance through benchmarking and knowledge exchange.	Facilitation of all Twinning agreements	4 twinning agreements (Matola, Mbabane, Nkomazi and Oslo)	2 (China and Johannesburg Metro)	Coordination of information sharing for 2 twinning programs (Matola and Oslo). Facilitate the signing of 1 envisaged twinning agreements (Johannesburg Metro)	Coordination of information sharing for 2 twinning programs (Matola and Oslo). Facilitate the signing of 3 envisaged twinning agreements (Ethekewini and China)

6.4.3 PUBLIC PARTICIPATION

Strategic Objective	Indicator/Measure	Baseline		Target		
		Current	Backlog	2008-09	2009-10	2010-11
To create conducive conditions for improved community participation in municipal affairs	Increased public/community participation in all Council and Ward Committee meetings	50 community members attending council meetings.	None	Transportation of 72 Ward Committee Members (2 per ward) into 11 Council meetings per annum	Transportation of Ward Committee Members (2 per ward) into 11 Council meetings per annum	Transportation of Ward Committee Members (2 per ward) into 11 Council meetings per annum
		8 Ward Committee Members attending Council meetings.	None	2 consultative meeting per annum for 36 wards.	2 consultative meeting per annum for 36 wards.	2 consultative meeting per annum for 36 wards.
	Increase community development and involvement to the development of IDP through Community Based Planning	Increase community development and involvement to the development of IDP through Community Based Planning	33 wards plans has been developed	3 ward plans	2 Organized workshop for all wards to develop their plans (assist implementation and monitoring)	Review the ward plans and 2 consultative meetings per wards

6.4.3 PUBLIC PARTICIPATION *Continued*

Strategic Objective	Indicator/Measure	Baseline		Target		
		Current	Backlog	2008-09	2009-10	2010-11
To create conducive conditions for improved community participation in municipal affairs	All 36 Ward Committees being functional.	22 ward that are functionality and submit report accordingly	14 nonfunctional	2 consultative meeting per annum for 36 wards. Give administration support to all the wards and make sure reports rich the office in time and use the (service office for submission of the report)	2 consultative meeting per annum for 36 wards. Develop a programme that will be visiting each an every ward	2 consultative meeting per annum for 36 wards. Give administration support to all the wards and make sure reports rich the office in time and use the (service office for submission of the report)
	Disseminated information to Communities through CDWs			Create communication system that is easy for them to reach the community	Engage all CDW's in the municipality planning process particular IDP process	Engage all CDW's in the municipality planning process particular IDP process
	Establishment of MRM to all wards in the municipality	o No structures in place	36 wards	Developed a programme that for establishment of MRM committees and workshop them	Link the committee with the district and the provincial programme	Link the committee with the district and the provincial programme

6.4.4 STRATEGIC PLANNING AND SUSTAINABLE DEVELOPMENT

Strategic Objective	Indicator/Measure	Baseline		Target		
		Current	Backlog	2008-09	2009-10	2010-11
To co-ordinate Municipal strategic planning process.	Approved credible Municipal IDP (Strategic Planning) for 2008-2038 and SDF by 30 June every year.	IDP currently for 5 years. SDF was developed in 2006 still to incorporate masterplans, LED and EMF.		Finalise Baseline study for 2038 Vision. Develop 2038 vision for the Municipality.	Review of IDP and SDF.	Review of IDP and SDF.
To co-ordinate Organisational Performance Management System.	Approved SDBIP and Performance Management System Framework by 30 June every year.	Draft PMS Framework and approved SDBIP.		Approval by 30 June	Approval by 30 June	Approval by 30 June
	Signed Performance Agreements for all Section 57 Managers within 14 after approval of SDBIP.	100% signed		Performance agreements being signed by all 6 Sect. 57 Managers by 30 June	Performance agreements being signed by all 6 Sect. 57 Managers by 30 June.	Performance agreements being signed by all 6 Sect. 57 Managers by 30 June.
To co-ordinate and support the Municipality on development and reviews of the Policies.	All Municipal policies being 100% compliant to policy development framework.	177 policies were compiled and all are +/- 70% compliant.		100% compliant Municipal policies.	100% compliant Municipal policies.	100% compliant Municipal policies.

6.4.4 STRATEGIC PLANNING AND SUSTAINABLE DEVELOPMENT Continued

Strategic Objective	Indicator/Measure	Baseline		Target		
		Current	Backlog	2008-09	2009-10	2010-11
To protect and maintain all natural resources, within the Municipality	Increased protection of 5 wetlands within the Municipality.	Most wetlands in rural areas are not in good conditions and the focus is mostly in urban areas.	-	Identification 3 wetlands per zones and exposed them to community through awareness campaigns.	Prioritisation and protection of 3 identified wetlands.	Sustain the 3 identified wetlands and identify 2 new wetlands per zone.
To rehabilitate the destroyed natural resources.	8 rehabilitated wetlands (2 per zone)		-	Rehabilitate 2 wetlands per Zone	Rehabilitate 3 wetlands per Zone	Rehabilitate 3 wetlands per Zone
To co-ordinate the Municipal Environmental Management Programmes	Reports on integrated planning and implementation of Environmental Management Programmes in the Municipality by various stakeholders/Forums.	Environmental Management Programmes are implemented in a fragmented manner.		Co-ordination of 4 Environmental Management forum (External) and 12 monthly forum (Internal)	Co-ordination of 4 Environmental Management forum (External) and 12 monthly forum (Internal)	Co-ordination of 4 Environmental Management forum (External) and 12 monthly forum (Internal)

6.4.5 2010 CO-ORDINATION

Strategic Objective	Indicator/Measure	Baseline		Target		
		Current	Backlog	2008-09	2009-10	2010-11
To co-ordinate all 2010 related matters in preparation for the hosting of the world cup	Complete all transport related infrastructure and related projects	Transport plan in place and costed	Funding	Appointment of service providers and construction	Completion and testing	
	Identification and preparation of two training venues	Guidelines by FIFA	Preparation of a Business Plan	Appointment of service providers and construction	Completion and testing	
	Identification and preparation of a Fan Park	FIFA Guidelines	Preparation of a Business Plan	Appointment of service providers and construction	Completion and testing	
	Coordinate the completion of all support infrastructure and utilities	Business plans submitted to national departments for funding		Appointment of service providers and construction	Completion and testing	
	Coordinate the installation of all ICT infrastructure		Preparation of a Business Plan	Appointment of service providers and construction	Completion and testing	
	Market and communicate to the community all matters related to 2010 by among others the installation of multi-lingual signage in all entrances to Mbombela		Preparation of a Business Plan	Appointment of service providers and construction	Marketing and communications	

6.4.5 2010 CO-ORDINATION Continued

Strategic Objective	Indicator/Measure	Baseline		Target		
		Current	Backlog	2008-09	2009-10	2010-11
	Coordinate the greening of Mbombela as part of 2010	National greening strategy for 2010	Preparation of a Business Plan	Appointment of service providers	Implement the business plan	Implement the business plan
	Coordinate the appointment training and placing of volunteers	National guidelines	Preparation of a Business Plan	Appointment of service providers	Implement the business plan	Implement the business plan
	Coordinate the promulgation of 2010 By-Laws	Draft By-Laws	Public participation	Promulgation of the By-Laws	Implement the By-Laws	Implement the By-Laws
	Coordinate the completion of the stadium in Mattaffin	Construction is going ahead Site handover date 01-Feb-2007 Date of letter award 10-Dec-2006 Contract commencement date 01-Feb-2007 1 Construction period 36 months Revised completion date 30-Mar-2009		Coordinate the completion of the stadium in Mattaffin. Percentage work progress 80%	Coordinate the completion of the stadium in Mattaffin and test it. Percentage work progress 100%	Hosting of the 2010 games and stadium management

6.4.6 PROJECT MANAGEMENT UNIT

Strategic Objective	Indicator/Measure	Baseline		Target		
		Current	Backlog	2008-09	2009-10	2010-11
Provide household with proper sanitation	Number of households with access to proper sanitation facilities.	38, 000	110,148	2, 000 households	2, 000 households	2, 000 households
Provide household with clean drinking water	Number of households with access to potable water supply.	18, 240	57, 272	2, 500 households	2, 500 households	2, 500 households
Provide community with proper road infrastructure	Length of surfaced roads (km)	17	164 unsurfaced roads	5 km tarred road	5 km tarred road	5 km tarred road

6.4.7 LOCAL ECONOMIC DEVELOPMENT

Strategic Objective	Indicator/Measure	Baseline		Target		
		2008-09	2009-10	2010-11		
To create and promote a conducive environment for economic growth. (LED, Tourism, Trade, Environmental Management, PMU, 2010)	Responsible Tourism Development Policy adopted by Council	Current	Backlog	<ul style="list-style-type: none"> ∅ Attend Training course, ∅ Appoint Consultants to draft policy ∅ Consult and submit to Council for approval 	Implementation of policy	Review of Policy
		Nil	Policy required			
	Precinct Plan for KaNyamazane Precinct completed	In process	Precinct Plan required for development of the area	<ul style="list-style-type: none"> ∅ Appoint NDP Coordinator ∅ Draft Business Case 	<ul style="list-style-type: none"> ∅ Business Case completed ∅ Obtain capital for implementation ∅ Implementation 	Implementation
	Swalala Urban renewal Project – Plan completed	In process	Precinct Plan required for development of the area	<ul style="list-style-type: none"> ∅ Appoint NDP Coordinator ∅ Draft Business Case 	<ul style="list-style-type: none"> ∅ Business Case completed ∅ Obtain capital for implementation ∅ Implementation 	Implementation
Funding for Mgwanya Greenbelt secured and business plan compiled	Application was made, no feedback	Need to develop are adjacent to Crocodile River in time for 2010 tourists	<ul style="list-style-type: none"> ∅ Submit application to DEAT, DBSA ∅ Secure Funding ∅ Appoint consultant 	<ul style="list-style-type: none"> ∅ Consultant appointed ∅ Business plan completed and approved by Council 	Implementation	

6.4.7 LOCAL ECONOMIC DEVELOPMENT Continued

Strategic Objective	Indicator/Measure	Baseline		Target		
		Current	Backlog	2008-09	2009-10	2010-11
To create and promote a conducive environment for economic growth. (LED, Tourism, Trade, Environmental Management, PMU, 2010)	Business Plan for establishment of Industrial Development Zone at KMIA	Nil	IDZ must be developed around KMIA	<ul style="list-style-type: none"> ∅ Draft TOR for appointment of Consultant ∅ Procurement and appointment ∅ Draft BP approved by all stakeholders 	<ul style="list-style-type: none"> ∅ Submit BP to DTI for consideration ∅ Business Plan approval ∅ Start with implementation 	∅ Implementation
	Establishment of an interdepartmental LED forum	Nil	A forum between PMU, Technical, Urban and Rural Planning and other directorates to consolidate LED efforts and info must be established	∅ Forum established	∅ Forum maintained, 4 meetings per year	∅ Forum maintained, 4 meetings per year
	Business Plan for establishment of Industrial Development Zone at KMIA	Nil	IDZ must be developed around KMIA	<ul style="list-style-type: none"> ∅ Draft TOR for appointment of Consultant ∅ Procurement and appointment ∅ Draft BP approved by all stakeholders 	<ul style="list-style-type: none"> ∅ Submit BP to DTI for consideration ∅ Business Plan approval ∅ Start with implementation 	∅ Implementation

6.4.8 TRADING

Strategic Objective Directorate	Strategic Objective (Units)	Indicator/Measure	Baseline	Target		
				2008-09	2009-10	2010-11
To create and promote a conducive environment for economic growth	To provide traders with equipment and facilities for improved trading	<ul style="list-style-type: none"> Number of stalls constructed Number of trolleys provided 	<ul style="list-style-type: none"> 200 traders without stalls 150 traders without trolleys 	<ul style="list-style-type: none"> 50 stalls 50 trolleys 	<ul style="list-style-type: none"> 50 stalls 50 trolleys 	<ul style="list-style-type: none"> 100 stalls 50 trolleys
	To enforce informal trading bylaws****	<ul style="list-style-type: none"> Number of notice issued Number of summons issued by peace officers Number of goods confiscated 	<ul style="list-style-type: none"> 750 illegal traders 	<ul style="list-style-type: none"> 200 notices issued 50 summons issued 30 confiscations 	<ul style="list-style-type: none"> 200 notices issues 50 summons issued 30 confiscations 	<ul style="list-style-type: none"> 350 notices issued 100 summons issued 75 confiscations
	To formalize informal traders	<ul style="list-style-type: none"> Number of stands demarcated Number of cooperatives established Number of permits issued 	<ul style="list-style-type: none"> 350 (stalls and trolleys) must get stands allocated 500 illegal traders will be given permits 10 cooperatives must be formed 	<ul style="list-style-type: none"> 100 stands allocated 150 permits issued 2 Cooperatives facilitated 	<ul style="list-style-type: none"> 100 stands allocated 150 permits issued 3 cooperatives facilitated 	<ul style="list-style-type: none"> 150 stands allocated 200 permits issued 5 cooperatives facilitated

6.4.9 INTERNAL AUDIT

Strategic Objective	Indicator/Measure	Baseline		Target		
		Current	Backlog	2008-09	2009-10	2010-11
To add value to service delivery by means of assurance and consulting services to enhance internal controls, administrative and operational systems as well as compliance to legislation.	Management acceptance of 90% of recommendations pertaining to: § Internal controls § Performance management § Risk management § Value for money § Compliance.	Management acceptance of 90% of recommendations	None	Performance management (4) Risk management (2) Internal controls (30) Value for money (12) Compliance (44)	Performance management (4) Risk management (2) Internal controls (30) Value for money (12) Compliance (44)	Performance management (4) Risk management (2) Internal controls (30) Value for money (12) Compliance (44)

6.5 CORPORATE SERVICES

Strategic Objective	Indicator/Measure	Baseline		Target		
		Current	Backlog	2008-09	2009-10	2010-11
To implement an effective and efficient HRM system in the municipality	All vacant funded post filled by 30 June.	1297 positions filled from 2398 positions in the structure	315 vacant and funded positions available. 785 positions not budgeted.	215 vacant and funded positions filled by 30 June All posts left as a result of resignations, retirements and death filled within 90 days.	100% of prioritised vacant and funded positions filled by 30 June. All posts left as a result of resignations, retirements and death filled within 90 days.	100% of prioritised vacant and funded positions filled by 30 June All posts left as a result of resignations, retirements and death filled within 90 days.
	All positions in the organisational structure have job description and signed for.	Not all positions have job descriptions signed for.	98 filled positions with no signed job descriptions.	All appointed positions have signed Job Descriptions within 30 days of commencement.	All appointed positions have signed Job Descriptions within 30 days of commencement.	All appointed positions have signed Job Descriptions within 30 days of commencement.
	Revised HRM policies approved and implemented	Some policies approved	Key policies not adequate to resolve HR problem	10 priority policies for HR approved All senior managers and unions introduced to policies	All pre-2008 HR policies reviewed and revised to support a learning organization Operational procedures manual introduced	HR policies implemented with less than 10% deviation
	Every position in the organisational evaluated	SALGA evaluated the 2003 organisational structure, with no results.	100% of jobs not evaluated since 2003	Conduct a job evaluation process by September 2008	Conduct job evaluation for only positions that have changes in job content within 30 days of request	Conduct job evaluation for only positions that have changes in job content within 30 days

6.5. CORPORATE SERVICES Continued

Strategic Objective	Indicator/Measure	Baseline		Target		
		Current	Backlog	2008-09	2009-10	2010-11
To implement an effective and efficient HRM system in the municipality	Reduced labour disputes by implementing sound labour relations.	X number of disputes over past year Favorable rulings at reviews at x% in 2007/8	Approximately 15 labour disputes outstanding. Favorable reviews at x%	Reduce labour disputes against council by 70% by 30 June. 80% success rate at reviews 60% of managers trained in dispute resolution and chairing of DCs	Reduce labour disputes against council by 30% by 30 June. 80% success rate at reviews 80% of all senior managers trained in grievance procedure handling in workplace and handling of enquiries	Support Departments to minimize possible labour disputes against council. 85% success rate at review 90% of managers competent in enquiry chairing, dispute resolution, and LRA provision Less than 20% of all disputes are referred to review
	Workplace skills plan (WSP) developed and submitted and training intervention facilitated.	WSP submitted and training interventions implemented	-	Submit the WSP by 30 June to LG SETA. Implement the budgeted training interventions as stipulated in the WSP	Submit the WSP by 30 June to LG SETA. Implement the budgeted training interventions as stipulated in the WSP	Submit the WSP by 30 June to LG SETA. Implement the budgeted training interventions as stipulated in the WSP
	External and internal applicants allocated bursaries	6 external students and 65 internal bursaries allocated	-	- priority skills shortages in municipality resolved in key departments - at least 9 external students sponsored	-priority skills identified and post filled through program products - 9 students sponsored - 60 internal employees supported	-priority skills identified and post filled through program products - 12 students sponsored - 50 internal employees supported
	Occupational Health and Safety Act Implemented.	No systems for OHS implemented	No annual OHS audit possible due to lack of systems	Introduce an OHS system Develop standards for all departments 70% success with OHS inspection on set standards	Attain a 80% success rate for OHS audits in all departments	Attain 95% of set standards on OHS Introduce a 0% injury policy and attain it in this period

6.5. CORPORATE SERVICES Continued

Strategic Objective	Indicator/Measure	Baseline		Target		
		Current	Backlog	2008-09	2009-10	2010-11
To implement an effective and efficient HRM system in the municipality	Employment Equity Plan implemented	EEP being developed	No Equity plan submitted to Council for the past 3 years	Implement the policy in departments All departments meet their EE targets by 90% accuracy Introduce EE as a performance indicators for Directors	Maintain achievement of EE targets at 90% in all departments Introduce EE as performance indicators for non-Section 57 managers	Improve to a deviation rate of 5% per annum for all departments Achieve 95% of set targets for EE by each sub-directorate
	An Employee Assistance and Wellness Programme implemented.	An EAP system in place	EAP system under-utilised.	Facilitate the appointment of a Service Provider for EAP and Wellness. At least 200 employees use service across the municipality At least 30 calls are logged per month and resolved by EAP unit	90% of recommendations of service provider implemented by management Maintain minimum user rate of 30 calls per month	90% of recommended action implemented by management EAP effectiveness assessment through third party conducted Implement audit recommendations
	Service excellence awards	Annual mayoral service excellence awards	-	Inaugural Excellence awards held by march Link excellence awards to PMS outcomes	Excellence awards for Team and Individual categories introduced	PMS driven outcomes for Team and Individual effort awards
	All HR electronic systems are properly managed	Pay-Day Leave System is in place	Non existent system	Manage the Pay-Day Leave and Biometric system of the municipality.	Introduce a paperless leave system	Implement a total HRIS for management of staff movements: leave, payroll, etc

6.5. CORPORATE SERVICES Continued

Strategic Objective	Indicator/Measure	Baseline		Target		
		Current	Backlog	2008-09	2009-10	2010-11
To implement an effective and efficient HRM system in the municipality	Human Resource Management Strategy and Performance Management System (HR) Implemented.	A process is in place to develop the HRM strategy and PMS (HR)	Both HRM and PMS (HR) do not exist.	Implementation of the HRM Strategy and pilot the PMS (HR) in the municipality Conduct workshops with Departments and Unions on the PMS (HR)	Monitor and review Implementation of the HRM Strategy. Implement the PMS (HR) in the all departments Implement PMS linkages to Excellence Awards	Monitor and review Implementation of the HRM Strategy. PMS drives Excellence awards 90% of employees achieve set objectives
To provide sound Administrative, legal and Secretarial support services to the Municipality	Reduced external litigations against the municipality by implementing sound legal procedures.	55 litigations against council being attended to Legal opinion turn-around time?? Accuracy of opinion versus outcomes of legal disputes??	55 litigations outstanding??	Reduce litigation cases against council by 30% by 30 June. 70% of legal opinion validated by outcomes Legal opinions on minor matters offered within 5 days Major legal opinions offered within 10 days of request being logged	Reduce litigation cases against council by 20% by 30 June. 80% of legal opinion validated by outcomes Legal opinions on minor matters offered within 5 days Major legal opinions offered within 10 days of request being logged	Reduce litigation cases against council by 20% by 30 June. 80% legal opinion accuracy validated by outcomes Legal opinions on minor matters offered within 5 days Major legal opinions offered within 10 days of request being logged

6.5. CORPORATE SERVICES Continued

Strategic Objective	Indicator/Measure	Baseline		Target		
		Current	Backlog	2008-09	2009-10	2010-11
To provide sound Administrative, legal and Secretarial support services to the Municipality	100% record for Mayoral and Council meetings	Standard procedures for meetings and report writing available, but not always adhered to.	Approximately 270 Council reports outstanding (since March 2006). % of returned minutes or corrections to records Access by members and public to records??	90% accuracy rate of records Resolutions of 270 reports?? Turn-around time for minutes?	95% accuracy of all minutes maintained. Turn-around time for minutes??	95% accuracy of all minutes maintained. Turn-around time for minutes Availability to publics??
	Management of electronic document management system (Orbit)	Orbit system implemented. Record and Archive system in place	Not all officials linked to the system	Document delivery within 2 days for all communiqué to recipient Electronic document management system rolled out in two departments Train 200 users on Orbit	Turn-around of 2 working days for delivery of communiqués to recipient EDMS rolled out to all departments 50 user staff competent in use of Orbit 100% of new employees trained on Orbit within 1 month of entry	Turn-around of 2 working days for delivery of communiqués to recipient 50 more user staff competent in use of Orbit system 100% of new employees trained on Orbit within 1 month of entry

6.6 BUDGET AND TREASURY OFFICE

Strategic Objective	Indicator/Measure	Baseline		Target		
		Current	Backlog	2008-09	2009-10	2010-11
To provide financial & resource management support processes to user departments	Credible asset register	Asset register incomplete and inaccurate	Immovable assets not valued / identified	<ul style="list-style-type: none"> - Identification and valuation of all movable and fixed assets - Compilation of asset register 	- Maintain asset register	- Maintain asset register
	Asset Management policy & procedures	Asset Management policy & procedures approved by Council but not efficient.	Unknown	<ul style="list-style-type: none"> - Review asset policy & procedures - Perform annual audit on all movable assets 	Improve and monitor The implementation of the management policy & procedure	Improve and monitor The implementation of the asset policy & procedures
	<p>Reduced operational costs</p> <p>Availability of reliable fleet</p>	<ul style="list-style-type: none"> -Operational costs not cost effective -Service delivery Interrupted by lack of availability of reliable fleet. -Transport policy approved by council but not effective. 	Very old fleet	- Replace current fleet	- Increase Reliability of fleet to 90%	- Increase Reliability of fleet to 93%

6.6. BUDGET AND TREASURY OFFICE Continued

Strategic Objective	Indicator/Measure	Baseline		Target		
		Current	Backlog	2008-09	2009-10	2010-11
To provide financial & resource management support processes to user departments	100% accuracy on payroll	0-.5% error rate	None	Process and pay salaries by due dates Reduce error rate to less than 0.5 %	Process and pay salaries by due dates Maintain error rate at least less than .5% %	Process and pay salaries by due dates Maintain error rate at least less than 0.5 %
	All creditors paid within 30 days of receipt of invoice	0-.5% error rate	None	Process and pay all Creditors within Reduce error rate to less than 0.5 %	Process and pay all creditors within 30 days 100% payment rate accuracy	Process and pay all creditors within 30 days 100% payment rate accuracy
	Appropriate levels of inventory maintained	0-1% loss on inventory	none	Appropriate levels of inventory maintained at reasonable costs	Appropriate levels of inventory maintained at reasonable costs	Appropriate levels of inventory maintained at reasonable costs
	Reliable, cost effective & transparent procurement system	Unreliable, not cost effective & not transparent procurement system	Dysfunctional database, long procurement cycle & user departments not utilizing proper procurement procedures	- Operational procedures implemented - All users trained in new supply chain processes - Turn-around time from closing date to appointment improved to 20 days	- Maintain procurement system - Improved turn-around time of 15 days to commence projects	- Maintain procurement system

6.6. BUDGET AND TREASURY OFFICE Continued

Strategic Objective	Indicator/Measure	Baseline		Target		
		Current	Backlog	2008-09	2009-10	2010-11
To assist stakeholder in financial forecasting, planning, reporting, feedback & control	A credible MTREF budget	Current MTREF budget not linked to the IDP, PMS and SDBIP.	None	<p>Coordinate the MTREF Budget process</p> <p>Program to train all managers on budget process</p> <p>Assist all units to finalise their quarterly budgets by due dates</p>	<p>Coordinate the MTREF Budget process</p> <p>Compile the required budget documents</p>	<p>Coordinate the MTREF Budget process</p> <p>Compile the required budget documents</p>
	Reliable economic data on MLM	No economic data	None	Resource the economic Unit on structure	Develop policy and capacity building	Develop policy and capacity building

6.6 BUDGET AND TREASURY OFFICE Continued

Strategic Objective	Indicator/Measure	Baseline		Target		
		Current	Backlog	2008-09	2009-10	2010-11
To provide billing and collection services for the municipality	<ul style="list-style-type: none"> • Accurate billing system • Reduced outstanding debtors. • Increased accessibility pay-points & prepaid vending station 	<ul style="list-style-type: none"> • Disputed & returned accounts and unreliable database • Escalation of debtors • Limited access to payment systems 	<ul style="list-style-type: none"> • Database cleansing • Promote use of technology to fast-track payments 	<ul style="list-style-type: none"> • Improvement of internal control • Review debt collection policy & By-laws • Identify and act on major debtors with outstanding balances of over 90 days • Increase pay-points & vending stations • Introduce new methods of payment 	<ul style="list-style-type: none"> • Continuous monitoring of internal controls • Maintain & implement debt collection policy • Increase pay-points & vending stations • Introduce strategy for new ratepayers in outlying areas 	<ul style="list-style-type: none"> • Continuous monitoring of internal controls • Maintain & implement debt collection policy • Increase pay-points & vending stations
To maximise financial viability and sustainability of the municipality	<p>§ Credible certified valuation roll with less than 10% objections for levying assessment rates</p> <p>§ Donor/twin</p>	Existing valuation rolls compiled in 1999.	Rural and agricultural properties are not on the existing roll	<p>Promoted public consultation for buy-in and easy of access to properties for valuation and reduced estimated market values</p> <p>Smooth implementation of rates policy consultations</p>	<p>- Smooth implementation of valuation roll</p> <p>Smooth implementation of rates policy</p>	Supplementary valuation to update & maintain valuation roll and bills as accurate as possible

7. DRAFT MEDIUM TERM AND EXPENDITURE FRAMEWORK BUDGET 2008/9 TO 2010/11

7.1 2008/09- 2010/11 CONSOLIDATED BUDGET

	2006/07 R'000	2007/08 R'000	2008/09 R'000	2009/10 R'000	2010/11 R'000
TOTAL BUDGET	1 041 854	1 961 147	1 897 693	1 559 394	1 463 185
CAPITAL BUDGET	443 555	1 255 738	1 115 992	720 635	562 421
OPERATIONAL BUDGET	598 299	705 409	781 701	838 759	900 704

7.2 PROPOSED TARIFF INCREASES

	2006/07	2007/08	2008/09	2009/10
1. Water	5%	8%	8%	8%
2. Sewer	5%	8%	8%	8%
3 Refuse Removal	5%	8%	8%	8%
4. Electricity	3.5%	6%	-12%	-12%
5. Assessment Rates	5%	8%	8%	8%
6. Other Sundry Services	0%	8%	8%	8%

7.3 SOURCES OF FUNDING

	2006/07 R'000	2007/08 R'000	2008/09 R'000	2009/10 R'000	2010/11 R'000
1. Grants and Subsidies	515 924	998 560	908 829	727 202	712 621
2. Loans	23 945	147 000	280 000	0	0
3. Own	501 985	852 087	962 364	832 192	750 564
4. Service Contribution	0	15 000	26 500	0	0

7.4 GRANTS AND SUBSIDIES – DIVISION OF REVENUE ACT (DORA) ALLOCATION

	2007/08 R'000	2008/09 R'000	2009/10 R'000	2010/11 R'000
1. Equitable Share	118 000	145 156	182 235	227 129
2. Financial Management Grant	500	500	750	1 000
3. Municipal Infrastructure Grant	74 916	94 899	107 825	88 346
4. Dept of Water Affairs and Forestry	36 000	16 180	19 260	11 250
5. Municipal Systems Improvement Grant	735	735	735	735
6. Integrated National Electrification Programme	35 000	29 500	39 234	42 501
7. Public Transport Infrastructure and Systems	55 000	170 544	60 833	135 893
8. Neighborhood Development Partnership Grant	0	6 500	8 356	10 555
9. 2010 FIFA	389 644	255 500	132 008	17 633
10. 2010 Provincial Contribution	282 656	0	0	0

8. MUNICIPAL PRIORITY PROGRAMMES AND PROJECTS FOR 2008-09

Priority Issue/ Programme 1: Water Services Responsible Unit: Project Management Unit									
Project ID/ Vote Number	Project Name	Project Location	Project Objective	Key Performance Indicator	Period for completion	Status of the Project (New/Ongoing)	Budget Allocation (Annual) R	Source of Funding	Implementing Agent
3202-42-4-01-1038	Zwelisha B/Mluti Water supply	Wards 2 & 4	To provide 2000 Households with basic water supply.	2000 Households of Zwelisha B and Mluti with access to basic water	November 2008	Ongoing	R 1,309,200	G&S-MIG	MLM
3202-42-4-01-1075	Zwelisha –Zomba Water Supply	Ward 36	To provide 1100 Households with basic water supply.	1100 Households of Zwelisha Zomba with access to basic water	March 2009	ongoing	R 2,000,000	G&S-MIG	MLM
3202-42-4-01-1074	Zwelisha –Phakane Water Supply	Ward 36	To provide 1700 Households with basic water supply.	1700 Households Zwelisha Phakane with access to basic water	March 2009	Ongoing	R 2,872,120	G&S-MIG	MLM
3202-42-4-01-1073	Mamelodi Water Supply	Ward 17	To provide 1000 Households with basic water supply.	1000 Households of Mamelodi with access to basic water within 200m radius	March 2009	ongoing	R 2,000,000	G&S-MIG	MLM
	Nyongane Basic Water Supply	Ward 1	To provide 2100 Households with access to basic water supply	2100 number of Households with access to basic water	June 2009	New	R 7,191,339	G&S-MIG	MLM
	Hoxane Water Treatment Works	Nsikazi North	To provide extension of water supply 250 000 people (58 962 households) in MLM	58 962 number of Household with access to potable water		Ongoing	R5 000 000.00	MIG/MLM	BLM

Priority Issue/ Programme 1: Water Services									
Responsible Unit: Project Management Unit									
Project ID/ Vote Number	Project Name	Project Location	Project Objective	Key Performance Indicator	Period for completion	Status of the Project (New/Ongoing)	Budget Allocation (Annual) R	Source of Funding	Implementing Agent
3605-33-4-03-6141	Hazyview water treatment works	Ward 1	Augmentation Bulk Supply Hazyview			Ongoing	R9 000 000.00	MLM	MLM
3605-34-4-01-0059	Upgrading of water supply at Backdoor, Mbonisweni and Phathwa	Ward 32	To provide basic water supply to 1892 number of households	1892 household of Mbonisweni, Backdoor & Phathwa with access to basic water	June 2009	New	R6 941 681	MIG	MLM

Priority Issue/ Programme 1: Water Services									
Responsible Unit: Technical Services-Civil Engineering									
Project ID/ Vote Number	Project Name	Project Location	Project Objective	Key Performance Indicator	Period for completion	Status of the Project (New/Ongoing)	Budget Allocation (Annual) R	Source of Funding	Implementing Agent
	Upgrading Nsikazi South water purification	Wards 35,36,24,,11,19,22,23,24,26,29,31,32,33	Improve water quality				R 2,000,000		MLM
	Update water infrastructure as per asset register	Wards 9,10,25,30,33,					R 3,845,000	CRR	MLM
	Kabokweni and surrounding areas water network- refurbishment	Wards 21,32,33,					R 4,000,000		MLM
	Reinforcement and upgrading of water infrastructure of Hazyview in accordance with water infrastructure masterplan.	Ward 1					R 5,000,000	CRR	MLM

Priority Issue/ Programme 1: Water Services									
Responsible Unit: Technical Services-Civil Engineering									
Project ID/ Vote Number	Project Name	Project Location	Project Objective	Key Performance Indicator	Period for completion	Status of the Project (New/Ongoing)	Budget Allocation (Annual) R	Source of Funding	Implementing Agent
	Reinforcement and upgrading of water infrastructure of White River in accordance with water infrastructure master plan.	Ward 30					R 10,000,000		MLM
	Annual review WSDP (Water services Development Plan)	All					250,000		MLM
	Nsikazi Water Master plan - Review	1,2,3,,4,5,6,7,,9,11,19,21,22,23,24,25,26,29,31,32,33,34,35,36					600,000		MLM

Priority Issue/ Programme 2: Sanitation Services Responsible Unit: Project Management Unit									
Project ID/ Vote Number	Project Name	Project Location	Project Objective	Key Performance Indicator	Period for completion	Status of the Project (New/Ongoing)	Budget Allocation (Annual) R	Source of Funding	Implementing Agent
	Mbonisweni/ Backdoor & Dwaleni Sanitation VIP	Ward 32	To provide 1386 units of VIP toilets	1386 number of households with operational VIP facilities	June 2009	Ongoing	5,906,280	G&S-MIG	MLM
	2. Newscom household sanitation VIP	Ward 36	To provide 358 units of VIP toilets	358 number of households with operational VIP facilities	June 2009	Ongoing	1,378,564	G&S-MIG	MLM
	3. Mganduzweni household Sanitation VIP	Ward 9	To provide 571 units of VIP toilets	571 number of households with operational VIP facilities	June 2009	Ongoing	2,509,539	G&S-MIG	MLM
	4. Clau-clau household sanitation	Ward 35	To provide 1560 units of VIP toilets	1560 number of households with operational VIP facilities	June 2009	Ongoing	6,682,623	G&S-MIG	MLM
	5. Ngodini household sanitation	Ward 33	To provide 712 units of VIP toilets	712 number of households with operational VIP facilities	June 2009	Ongoing	3,128,457	G&S-MIG	MLM
	6. Kabokweni Waste water treatment works	Ward 33	To provide a new waste water treatment works that will be replace the existing 17 year old lapidated works	New and operational Waste Water Treatment	June 2010	Ongoing	12,000,000	G&S-MIG	MLM

Priority Issue/ Programme 2: Water & Sanitation Services									
Responsible Unit: Technical Services- Concession									
Project ID/ Vote Number	Project Name	Project Location	Project Objective	Key Performance Indicator	Period for completion	Status of the Project (New/ Ongoing)	Budget Allocation (Annual) R	Source of Funding	Implementing Agent
	1 Upgrade Giraffe zone (Nat x29;x37) (penny)	Wards 15 ,16, 17	Operation and maintenance	Sustainable services	2008/09	Ongoing	R 1,440,000	Service Contribution	MLM
	2 Boschrand South Gravity mains	Wards 15 ,16, 17	Operation and maintenance	Sustainable services	2008/09	Ongoing	R 700,000	Service Contribution	MLM
	3 Renewal of old 8ml WTW supply to CBD	Wards 15 ,16, 17	Operation and maintenance	Sustainable services	2008/09	Ongoing	R 1,000,000	Service Contribution	MLM
	4 Extension of services by developers	Wards 15 ,16, 17	Operation and maintenance	Sustainable services	2008/09	Ongoing	R 300,000	Service Contribution	MLM
	5 Upgrades to Valencia PS , PL	Wards 15 ,16, 17	Operation and maintenance	Sustainable services	2008/09	Ongoing	R 1,000,000	Service Contribution	MLM
	6 Extension of The Rest zone (Eagles view Res , PS ,PL)	Wards 15 ,16, 17	Operation and maintenance	Sustainable services	2008/09	Ongoing	R 1,200,000	Service Contribution	MLM
	7 Extension to Beryl zone (Maggiesdal)	Wards 15 ,16, 17	Operation and maintenance	Sustainable services	2008/09	Ongoing	R 1,200,000	Service Contribution	MLM
	8 Extensions to Riverside zone (Reservoir)	Wards 15 ,16, 17	Operation and maintenance	Sustainable services	2008/09	Ongoing	R1,000,000	Service Contribution	
	9 Upgrades Central Zone	Wards 15 ,16, 17	Operation and maintenance	Sustainable services	2008/09	Ongoing	R300,000	Service Contribution	

Priority Issue/ Programme 2: Water & Sanitation Services									
Responsible Unit: Technical Services- Concession									
Project ID/ Vote Number	Project Name	Project Location	Project Objective	Key Performance Indicator	Period for completion	Status of the Project (New/ Ongoing)	Budget Allocation (Annual) R	Source of Funding	Implementing Agent
	10 reinforcement of Beryl & Saffier zone (Stonehenge)	Wards 15 ,16, 17	Operation and maintenance	Sustainable services	2008/09	Ongoing	R1,200,000	Service Contribution	MLM
	11 Sewer main upgrading -West Acres outfall- Mercure	Wards 15 ,16, 17	Operation and maintenance	Sustainable services	2008/09	Ongoing	R300,000	Service Contribution	MLM
	12 Sewer main outfall upgrades- Sonheuwel & Central	Wards 15 ,16, 17	Operation and maintenance	Sustainable services	2008/09	Ongoing	R200,000	Service Contribution	MLM
	13 Sewer main outfall upgrades- Ferreira street	Wards 15 ,16, 17	Operation and maintenance	Sustainable services	2008/09	Ongoing	R800,000	Service Contribution	MLM
	14 White River corridor collectors sewers	Ward 30	Operation and maintenance	Sustainable services	2008/09	Ongoing	R13,000,000	Service Contribution	MLM
	15 Sewer line upgrading- Central (NST x8)	Wards 15 ,16, 17	Operation and maintenance	Sustainable services	2008/09	Ongoing	R1,800,000	Service Contribution	MLM
	16 Sewer pump station upgrades- Riverside	Wards 15 ,16, 17	Operation and maintenance	Sustainable services	2008/09	Ongoing	R60,000	Service Contribution	MLM
	17 The Rest (Eagles view) outfall sewers	Wards 15 ,16, 17	Operation and maintenance	Sustainable services	2008/09	Ongoing	R500,000	Service Contribution	MLM
	18 Sewer line upgrading- Western outfall (Maggiesdal)	Wards 15 ,16, 17	Operation and maintenance	Sustainable services	2008/09	Ongoing	R500,000	Service Contribution	MLM

Priority Issue/ Programme 3: Roads and Stormwater Responsible Unit: Project Management Unit									
Project ID/ Vote Number	Project Name	Project Location	Project Objective	Key Performance Indicator	Period for completion	Status of the Project (New/Ongoing)	Budget Allocation (Annual) R	Source of Funding	Implementing Agent
	Tekwane North Bus Route (Phase 2)	Ward 18	To provide a suitable access bus route to Tekwane North	Complete and operational XXXkm route	June 2009	Ongoing	R 6, 000 ,000	G&S-MIG	MLM
	TV Enkomeni Bus Route (Phase 3)	Ward 11	To provide TV Enkomeni Ward 11 with upgraded road	Complete and operational 1.6 Km route and 1 low water bridge	October 2009	New	R 5, 600 ,000	G&S-MIG	MLM
	Msogwaba Bus Route	Ward 25	To provide Msogwaba Ward 4 with upgraded road – Tarred.	Complete and operational 3 Km route	June 2009	Ongoing	R 2 , 671,358	G&S-MIG	MLM
	Clau-Clau Bus Route	Ward 35	To provide Clau-Clau Ward 35 with upgraded road – Tarred.	Complete and operational 6.9 Km route	June 2010	Ongoing	R 4, 500,000	G&S-MIG	MLM
	Construction of Clau-Clau Bridge	Ward 35	To provide Clau-Clau with 650 M surfaced road and 1 high level bridge across Clau-Clau river	Complete and operational 650 M surfaced road and 1 high level bridge across Clau-Clau river	June 2009	Ongoing	R 1, 500,000	G&S-MIG	MLM
	Backdoor Taxi and Bus Route	Ward 32	To provide Backdoor Ward 32 with upgraded road – Tarred.	Complete and operational 4.3 Km surfaced road and 1 high level bridge across Clau-Clau river	June 2009	Ongoing	R 6, 210,000	G&S-MIG	MLM

Priority Issue/ Programme 3: Roads and Stormwater Responsible Unit: Project Management Unit									
Project ID/ Vote Number	Project Name	Project Location	Project Objective	Key Performance Indicator	Period for completion	Status of the Project (New/ Ongoing)	Budget Allocation (Annual) R	Source of Funding	Implementing Agent
	Elijah Mango Bus Route (Phase 2)	Ward 11	To provide Elijah Mango Ward 11 with upgraded road – Tarred.	Complete and operational 3.2 Km route	November 2009	New	R 4, 000,000	G&S-MIG	MLM
	Resealing and Rejuvenation of roads	All Wards	To upgrade and maintain existing roads infrastructure	Improved and safe road infrastructure	30 June 2009	Ongoing	R 2,310,691	G&S-MIG	MLM
	R40 HOV lanes	All	To Provide an effective road high occupancy vehicle lane for the R40 through the town to relieve traffic congestion.	New high volume lane	December 2009	Ongoing	R 52,000,000	G & S-PTIS	MLM

Priority Issue/ Programme 3: Roads and Stormwater Responsible Unit: Project Management Unit									
Project ID/ Vote Number	Project Name	Project Location	Project Objective	Key Performance Indicator	Period for completion	Status of the Project (New/ Ongoing)	Budget Allocation (Annual) R	Source of Funding	Implementing Agent
	Mataffin Precinct access roads & PT ranks and Stadium pedestrian boulevard	All	To Provide an effective road access system with pedestrian boulevard and PT rank at the Mbombela Sports stadium	Complete PT lay bays, access road and pedestrian crossing	November 2009	Ongoing	R 51,500,000	G & S-PTIS	MLM
	Nelspruit Mluti modal PT interchange	All	To provide PT lay bays	PT lay bays	August 2008	Ongoing	R 16,150,000	G & S-PTIS	MLM
	PT Facility at Mbombela centres	All	To provide PT lay bays	PT lay bays	January 2010	Ongoing	R 25, 000,000	G & S-PTIS	MLM
	Satellite parking areas and PT facilities	All	To provide parking PT lay bays	Satellite parking and PT lay bays	January 2010	Ongoing	R 1,894,000	G & S-PTIS	MLM
	KMIA PT facilities	All	To provide PT lay bays	PT Lay bay	January 2010	Ongoing	R 4,000,000	G & S-PTIS	MLM
	Storm water Mataffin precinct 2010 FIFA World cup	All	To provide storm water drainage	Storm water infrastructure	January 2010	New	R 1,000,000	CRR	MLM
	Brown Street East rehabilitation	All	Rehabilitate Brown street with a street market and cleanup	Complete and operational route		Ongoing	R 5,000,000	CRR	MLM

Priority Issue/ Programme 3: Roads and Stormwater Responsible Unit: Technical Services-Civil Engineering									
Project ID/ Vote Number	Project Name	Project Location	Project Objective	Key Performance Indicator	Period for completion	Status of the Project (New/Ongoing)	Budget Allocation (Annual) R	Source of Funding	Implementing Agent
	Purchase of land for the construction of the extension of Figtree street to function as urban district	14,15,16,17					R 3,000,000	CRR	MLM
	Co-funding of the construction of Johanna drive, classified as a urban district (municipal road network)	14,15,16,17					R 2,800,000	CRR	MLM
	Implementation of stormwater master plan Nsikazi	1,2,3,,4,5,6,7,9,10,11,13,1,9,20,21,22,23,24,25,26,27,28,32,33,34,35,18,36					R 7,000,000		MLM
	Mbombela Roads masterplan	All	To maintain and upgrade existing roads infrastructure	Approved Masterplan by Council	30 June 2009		R 2,000,000		MLM
	Replacement of small plant and equipment (R10000-R100000) (NB)	All					R250,000	CRR	MLM
	Resealing of tar roads	All					R 5,000,000.00	CRR	MLM
	Replace old, dilapidated construction plant & equipment	All					R 5,320,000	CRR	

Priority Issue/ Programme 3: 2010 FIFA Stadium Responsible Unit: Project Management Unit									
Project ID/ Vote Number	Project Name	Project Location	Project Objective	Key Performance Indicator	Period for completion	Status of the Project (New/Ongoing)	Budget Allocation (Annual) R	Source of Funding	Implementing Agent
	Water and Sanitation 2010 Projects	All	Water supply for 2010 stadium. Sanitation for 2010	Water supplying the 2010 stadium		New	R 167,085,000	G&S DWAF	MLM
	2010 FIFA World Cup Stadium	All	To provide a multi purpose sport stadium for 2010 Soccer world cup	New Stadium SWC 2010 will take place		Ongoing	R 255 ,500,000	G& S-2010	MLM
	2010-Training Venues	All					R 10 ,000,000	CRR	MLM
	2010 Marketing and Branding	All					R 20,000,000	CRR	MLM

Priority Issue/ Programme 4: Electrical Services (Alternative Back up support) Responsible Directorate: Technical Services- Electrical Engineering									
Project ID/ Vote Number	Project Name	Project Location	Project Objective	Key Performance Indicator	Period for completion	Status of the Project (New/ Ongoing)	Budget Allocation (Annual) R	Source of Funding	Implementing Agent
	1. Install 1.2mva back generator at Nyongane pump station	Ward 1	Provide back up supply at Nyongane pump station to limit the impact of power interruption and load shedding.	Installed and commissioned 1.2MVA back up generator	June 2009	New	R 1,600,000	CRR	MLM
	2. install 1.2mva back generator at KaNyamazane raw inlet station	Wards 18,19 & 20	Provide back up supply at KaNyamazane raw inlet station to limit the impact of power interruption and load shedding.	Installed and commissioned 1.2MVA back up generator	June 2009	New	R 1,600,000	CRR	MLM
	3. Install 500kva back generator at KaNyamazane water works	Wards 18	Provide back up supply at KaNyamazane water works to limit the impact of power interruption and load shedding.	Installed and commissioned 500kVA back up generator	June 2009	New	R 1,600,000	CRR	MLM
	4. Install 850kva back generator at KaNyamazane - Pienaar pump station	Wards 18	Provide back up supply at KaNyamazane - Pienaar pump station to limit the impact of power interruption and load shedding.	Install and commissioned 850kVA back up generator.	June 2009	New	R 600,000	CRR	MLM

Priority Issue/ Programme 4: Electrical Services (Alternative Back up support) Responsible Directorate: Technical Services- Electrical Engineering									
Project ID/ Vote Number	Project Name	Project Location	Project Objective	Key Performance Indicator	Period for completion	Status of the Project (New/ Ongoing)	Budget Allocation (Annual) R	Source of Funding	Implementing Agent
	5. Install 500kva back generator at KaNyamazane water works	Wards 18	Provide back up supply at KaNyamazane water works to limit the impact of power interruption and load shedding.	Installed and commissioned 500kVA back up generator	June 2009	New	R 1,100,000	CRR	MLM
	6. install 100kva back generator at Hazyview raw water	Ward 1	Provide back up supply at Hazyview raw water to limit the impact of power interruption and load shedding.	Installed and commissioned 100kVA back up generator	June 2009	New	R 600,000	CRR	MLM
	7. install 30kva back generator at Hazyview high pressure pump station	Ward 1	Provide back up at Hazyview high pressure pump station to limit the impact of power interruption and load shedding.	Installed and commissioned 30kVA back up generator	June 2009	New	R 160,000	CRR	MLM
	8. install 220kva back generator at Eskom pump station		Provide back up supply at Eskom pump station to limit the impact of power interruption and load shedding.	Installed and commissioned 220kVA back up generator	June 2009	New	R 70,000	CRR	MLM

Priority Issue/ Programme: Electrical Services (Alternative Back up support) Responsible Directorate: Technical Services- Electrical Engineering									
Project ID/ Vote Number	Project Name	Project Location	Project Objective	Key Performance Indicator	Period for completion	Status of the Project (New/ Ongoing)	Budget Allocation (Annual) R	Source of Funding	Implementing Agent
	9. install 120kva back generator Umbhaba pump station		Provide back up supply at Umbhaba pump station to limit the impact of power interruption and load shedding.	Installed and commissioned 120kVA back up generator	June 2009	New	R 300,000	CRR	MLM
	10. install 30kva back generator Numbi park station	Ward 1	Provide back up supply at Numbi park station to limit the impact of power interruption and load shedding.	Installed and commissioned 30kVA back up generator	June 2009	New	R 160,000	CRR	MLM
	11. install 94kva back generator twin city pump station		Provide back up supply at twin city pump station to limit the impact of power interruption and load shedding.	Installed and commissioned 94kVA back up generator	June 2009	New	R 70,000	CRR	MLM
	12. Install 400kva back generator White river water works.		Provide back up supply at White river water works to limit the impact of power interruption and load shedding.	Installed and commissioned 400kVA back up generator	June 2009	New	R 150,000	CRR	MLM

Priority Issue/ Programme: Electrical Services (Alternative Back up support) Responsible Directorate: Technical Services- Electrical Engineering									
Project ID/ Vote Number	Project Name	Project Location	Project Objective	Key Performance Indicator	Period for completion	Status of the Project (New/ Ongoing)	Budget Allocation (Annual) R	Source of Funding	Implementing Agent
	13. install 70kva back generator Kingsview 2 pump station		Provide back up supply at Kingsview 2 pump station to limit the impact of power interruption and load shedding.	Installed and commissioned 70kVA back up generator	June 2009	New	R 100,000	CRR	MLM
	14. install 70kva back generator extension 6 pump station		Provide back up supply at extension 6 pump station to limit the impact of power interruption and load shedding.	Installed and commissioned 70kVA back up generator	June 2009	New	R 100,000	CRR	MLM
	15. install 165kva back generator white river reservoir		Provide back up supply at white river reservoir to limit the impact of power interruption and load shedding.	Installed and commissioned 165kVA back up generator	June 2009	New	R 200,000	CRR	MLM
	16. install (17x70000) sound proof enclosure		Provide sound proof enclosure to all back up supply generators to limit noise pollution and prevent vandalism.	Installed and commissioned (17x70000) sound proof enclosures for all back up generators	June 2009	New	R 1,190,000	CRR	MLM

Priority Issue/ Programme: Electrical Services (Bulk Services Upgrade and Refurbishment) Responsible Directorate: Technical Services- Electrical Engineering									
Project ID/ Vote Number	Project Name	Project Location	Project Objective	Key Performance Indicator	Period for completion	Status of the Project (New/ Ongoing)	Budget Allocation (Annual) R	Source of Funding	Implementing Agent
	1. Anderson 132/11kv Substation upgrade (ph1)	Ward 15	To upgrade and strengthen the bulk electrical infrastructure for Nelspruit CBD and surrounding extension to cater for load growth and emergencies.	Complete 20MVA, 132/11kV transformer bay and 200m of 132kV line.	June 2009	New	R 1,500,000	CRR	MLM
	2. West Acres substation upgrade ph2	Ward 15	To upgrade and strengthen the bulk electrical infrastructure for West Acres and surrounding extension to cater for load growth and emergencies.	Complete 20MVA, 132/11kV transformer bay and associated equipments	June 2009	Ongoing	R 3,000,000	CRR	MLM
	3. Steiltes substation upgrade	Ward 15	To upgrade and strengthen the bulk electrical infrastructure for Nelspruit CBD, Valencia and surrounding extension to cater for load growth and emergencies.	Complete 20MVA, 132/11kV transformer bay and associated equipments	June 2009	New	R -	CRR	MLM

Priority Issue/ Programme: Electrical Services (Bulk Services Upgrade and Refurbishment) Responsible Directorate: Technical Services- Electrical Engineering									
Project ID/ Vote Number	Project Name	Project Location	Project Objective	Key Performance Indicator	Period for completion	Status of the Project (New/ Ongoing)	Budget Allocation (Annual) R	Source of Funding	Implementing Agent
	4. Nelsriver substation upgrade	Ward 15	To upgrade and strengthen the bulk electrical infrastructure for Rocky's Drift , White River and surrounding extension to cater for load growth and emergencies.	Complete 20MVA, 132/66/11kV transformer bay and associated equipments	June 2009	New	R 7 00,000	CRR	MLM
	5. Suppl-POS-Valencia	Ward 15	To upgrade and strengthen the bulk electrical infrastructure for White CBD and surrounding extension to cater for load growth and emergencies.	Complete 20MVA, 132/11kV transformer bay and associated equipments	June 2009	New	R 7 00,000	CRR	MLM
	6. The Rest/west acres 132 kv o/h line	Ward 15	To upgrade and strengthen the bulk electrical infrastructure for Rocky's Drift , White River and surrounding extension to cater for load growth and emergencies.	Complete 20MVA, 132/66/11kV transformer bay and associated equipments	June 2009	New	R 500,000	CRR	MLM

Priority Issue/ Programme: Electrical Services (Bulk Services Upgrade and Refurbishment) Responsible Directorate: Technical Services- Electrical Engineering									
Project ID/ Vote Number	Project Name	Project Location	Project Objective	Key Performance Indicator	Period for completion	Status of the Project (New/ Ongoing)	Budget Allocation (Annual) R	Source of Funding	Implementing Agent
	7. Town central / town north 185 mm cable	Ward 30	Provision of additional bulk in feed point by Eskom to cater for load growth and emergencies.	Availability of additional 20MVA bulk capacity in Nelspruit	June 2009	New	R 500,000	CRR	MLM
	8. Eskom-POS T/n	Ward 30	To upgrade and strengthen the bulk electrical infrastructure for White, Nelspruit, Hazyview surrounding extension to cater for load growth and emergencies.	Upgraded infrastructure and reduced power interruptions	June 2009	New	R 13,000,000	CRR	MLM
	9. Emkhe-Delta substation cable	Ward 15					R 5,585,968	CRR	MLM

Priority Issue/ Programme: Electrical Services (Bulk Services Upgrade and Refurbishment)									
Responsible Directorate: Technical Services- Electrical Engineering									
Project ID/ Vote Number	Project Name	Project Location	Project Objective	Key Performance Indicator	Period for completion	Status of the Project (New/ Ongoing)	Budget Allocation (Annual) R	Source of Funding	Implementing Agent
	10. Maggiesdal/the rest 132kv	Ward 15					R 500,000	CRR	MLM
	11. Nesvile/valencia (6.6kv) cable and minisub upgrade.	Ward 15					R -	CRR	MLM
	12. Geelhout substation upgrade	Ward 15					R -	CRR	MLM
	13. Drum rock new(new development) phase 1	Ward 15					R 1,500,000	CRR	MLM
	14. Rocky's Drift 2nd TRFR new	Ward 30					R 6,000,000	CRR	MLM
	15. Town north substation transformer (load growth and new development)	Ward 30					R 1,500,000	CRR	MLM
	16. Ext 8 , ext 9 sub and Protea single sub upgrade.	Ward 30					R 661,000	CRR	MLM
	17. Curlews substation new (new development and ensure NRS047 requirements	Ward 30					R -	CRR	MLM

Priority Issue/ Programme: Electrical Services (Bulk Services Upgrade and Refurbishment)									
Responsible Directorate: Technical Services- Electrical Engineering									
Project ID/ Vote Number	Project Name	Project Location	Project Objective	Key Performance Indicator	Period for completion	Status of the Project (New/ Ongoing)	Budget Allocation (Annual) R	Source of Funding	Implementing Agent
	18. General- W/R network upgrade	Ward 30					R 611,000	CRR	MLM
	19. General - NST Network upgrade (o/h lines)	Wards 15,16,17					R -	CRR	MLM
	20. Switchgear and Protection upgrade	Wards 15,16,17					R 2,000,000	CRR	MLM
	21. upgrade Ka-magugu (o/h line cable) phase 1	Ward 17					R 1,000,000	CRR	MLM
	22. Cable upgrade in the CBD	Wards 30,15					R 1,000,000	CRR	MLM
	25. Delta substation refurbishment phase 2	Ward 15					R 2,000,000		MLM
	26. Upgrade katoen s/s for Phumlani (new development)	Ward 30					R 10,000,000		MLM
	27. Substation upgrades and Refurbishment	Wards 15,16,17					R 2,000,000		MLM

Priority Issue/ Programme: Electrical Services (Bulk Services Upgrade and Refurbishment)									
Responsible Directorate: Technical Services- Electrical Engineering									
Project ID/ Vote Number	Project Name	Project Location	Project Objective	Key Performance Indicator	Period for completion	Status of the Project (New/ Ongoing)	Budget Allocation (Annual) R	Source of Funding	Implementing Agent
	28. Scanda upgrade	Wards 15,16,17					1,000,000		MLM
	29. Kamagugu meter relocation	Ward 17					120,000		MLM
	30 Emergency generators	Wards 15,16,17					500,000		MLM
	31. Minibus upgrade-phase 1	Wards 15,16,17					1,000,000	CRR	MLM
	32. Ferrera substation upgrade	Ward 15					3,450,000		MLM
	33. No2 substation upgrade	Wards 17,15					3,600,000		MLM
	34. Eskom- POS (Delta, Nelsriver and Rocky's s/s upgrade)	Wards 17,15,30					59,866,167		MLM
	35. Riverside /volvo Waterworks upgrade	Ward 15					2,000,000	CRR	MLM
	36. 2010 stadium bulk electricity infrastructure establishment.	Ward 14					29,500,000	G& S- INEPG	MLM

Priority Issue/ Programme: Electrical Services (Electrification of Households)									
Responsible Directorate: Technical Services- Electrical Engineering									
Project ID/ Vote Number	Project Name	Project Location	Project Objective	Key Performance Indicator	Period for completion	Status of the Project (New/ Ongoing)	Budget Allocation (Annual) R	Source of Funding	Implementing Agent
	1 Electrification of Phola & Salubindza	Ward 5					No funding	CRR	MLM
	2 Electrification of Shabalala (Hazyview)	Ward 1					No funding	CRR	MLM
	3 Electrification of Mahushu	Ward 3					No funding	CRR	MLM
	4 Electrification of Majika-Sandriver	Ward 3					No funding	CRR	MLM
	5 Electrification of Manzini	Ward 7					No funding	CRR	MLM
	6 Electrification of Thubelihle	Ward 8					No funding	CRR	MLM
	Workshop Facilities & Buildings	Wards 15 ,01, 16 ,17					R 1,000,000	CRR	MLM
	Street lighting	all					No funding	CRR	MLM

Priority Issue/ Programme: Urban and Rural Development									
Responsible Directorate: Development Management- Urban and Rural Management									
Project ID/ Vote Number	Project Name	Project Location	Project Objective	Key Performance Indicator	Period for completion	Status of the Project (New/ Ongoing)	Budget Allocation (Annual) R	Source of Funding	Implementing Agent
	1. Muggiesdal township establishment						R 500,000		MLM
	2. Mataffin Township establishment						R 500,000		MLM
	3. Matsulu West Ext.1 Township Establishment						R 500,000		MLM
	4. Tekwane South Ext.2						R 500,000		MLM
	5. White river (next to rugby club) township establishment						R 500,000		MLM

Priority Issue/ Programme: Waste Management, Parks and Cemeteries									
Responsible Directorate: Community Services- Waste Management, Parks and Cemeteries									
Project ID/ Vote Number	Project Name	Project Location	Project Objective	Key Performance Indicator	Period for completion	Status of the Project (New/ Ongoing)	Budget Allocation (Annual) R	Source of Funding	Implementing Agent
	Replacement of street trees	All Wards					R 180,000	CRR	MLM
	Leachate Dam	All Wards					R 2,951,400	CRR	MLM
	Tekwane West Central Waste Disposal site Phase 2	All Wards					R 14,099,720	CRR	MLM
	Waste Collection Pilot programme	Wards 2,4,9,10,11,13,18, 19,20,21,22,24,26, 27,28,29,30,31,32, 33,34,35,36					R 500,000	CRR	MLM
	New cemeteries	Wards 3,21,26					R 2,000,000	CRR	MLM
	Mbonisweni Dumping Site	30, 32					2,128,829	G&S-MIG	MLM
	Waste Collection and Transport Fleet	All					R 7,350,000	CRR	MLM
	Hazyview Dumping site	Ward 1,3,5,6,7,8,9 and 25					R 1,852,029	CRR	MLM
	Fencing of cemeteries	All					R 800,000	CRR	MLM

Priority Issue/ Programme: Public Amenities									
Responsible Directorate: Community Services- Social Development									
Project ID/ Vote Number	Project Name	Project Location	Project Objective	Key Performance Indicator	Period for completion	Status of the Project (New/ Ongoing)	Budget Allocation (Annual) R	Source of Funding	Implementing Agent
	Upgrading of 2 Hazyview swimming pools	Ward 1					R 1,000,000		MLM
	Grading open ground and seating facilities	Wards 1,2,,3,4,5,6,7,8,9,10,11,,12,14,17,20,21,22,23,24,25,26,30,31,32,34,35,36					R 500,000	CRR	MLM
	Construction of Mganduzweni hall	Ward 9					R 4,000,000	CRR	MLM
	Upgrading of dilapidated community hall	Wards 4,20,22,26,34					R 2,000,000	CRR	MLM
	Fencing of community halls with palisades	Wards 15,17,27					R 500,000	CRR	MLM
	Appointment of consultant: Researching Mbombela	All Wards					R 500,000		MLM

Priority Issue/ Programme: Public Amenities Responsible Directorate: Samancor Foundation									
Project ID/ Vote Number	Project Name	Project Location	Project Objective	Key Performance Indicator	Period for completion	Status of the Project (New/ Ongoing)	Budget Allocation (Annual) R	Source of Funding	Implementing Agent
	TUT Library improvement	Ward 16	To extent the existing electronic resource centre	Library with additional 120 computers	2008/09	New	R 500 000	Samancor Foundation MMC	Samancor Foundation MMC

Priority Issue/ Programme: Safety and Security Responsible Directorate: Community Services- Public Safety									
Project ID/ Vote Number	Project Name	Project Location	Project Objective	Key Performance Indicator	Period for completion	Status of the Project (New/ Ongoing)	Budget Allocation (Annual) R	Source of Funding	Implementing Agent
	Fire equipment	all					R600,000	CRR	MLM
	Upgrading installation of traffic signals	All					R3,400,000	CRR	MLM
	Improvement of security measures at MLM licensing centres.	All					R142,380	CRR	MLM
	Fire Rescue and Emergency services Fleet	All					R8,771,424	CRR	MLM

Priority Issue/ Programme: Safety and Security Responsible Directorate: Community Services- Public Safety									
Project ID/ Vote Number	Project Name	Project Location	Project Objective	Key Performance Indicator	Period for completion	Status of the Project (New/ Ongoing)	Budget Allocation (Annual) R	Source of Funding	Implementing Agent
	Upgrading of alarm system	all					R500,000	CRR	MLM
	Disaster Management Centre	All					R 2 ,566,659	CRR	MLM
	Matsulu Fire Station	All					R 5 ,500,000	CRR	MLM
	Upgrading of testing centre in White River	All					R 2,742,205	CRR	MLM
	Biometric Access Control System	All					R 1,100,000	CRR	MLM

Priority Issue/ Programme: Maintenance of Municipal Building									
Responsible Directorate: Operations: Facilities Management & Teams (Budget & Treasury, Electrical Services and Urban & Rural Management)									
Project ID/ Vote Number	Project Name	Project Location	Project Objective	Key Performance Indicator	Period for completion	Status of the Project (New/ Ongoing)	Budget Allocation (Annual) R	Source of Funding	Implementing Agent
	Nelspruit & White River Workshops Facilities & Buildings						R 1,000,000	CRR	MLM
	Repair chiller no 5 upgrade programme and installation of UPS and generators to council buildings (Civic Centre service centres)	Municipal Buildings					R 2,500,000	CRR	MLM
	Fencing of Service Centres						R 500,000	CRR	MLM
	Paving of Kabokweni Service Centre						R 300,000	CRR	MLM
	Creation of Office Space-2 nd Floor conversion of safe into 2 additional offices						R 1,480,000	CRR	MLM
	Refurbishment of mechanical workshop						R 2,000,000	CRR	MLM

ROLL OVER PROJECTS FROM 2006-07 FINANCIAL YEAR

Project ID/ Vote Number	Project Name	Project Location	Project Objective	Key Performance Indicator	Period for completion	Status of the Project (New/Ongoing)	Budget Allocation (Annual) R	Source of Funding	Implementing Agent
	Upgrade sewer network - White River						42,230	LOAN	MLM
	Clau Clau Bus Route Phase 5						500,000	G&S-MIG	MLM
	Construction Clau Clau Bridge						88,120	G&S-MIG	MLM
	Kiaat / Buyelani Bulk Water Supply						1,000,000	G&S-MIG	MLM
	2010 Stadium Substation						21,500,000	G&S-2010	MLM
	Travel Demand Management (R40)						13,960,538	G&S -PTIS	MLM
	Draught relief (dwaf)see 9002022357006						7,200	DWAF	MLM
	KaNyamazane precinct development plan						2,310,000	CRR	MLM
	Kaapschehoop sewer reticulation						1,336,298	CRR	MLM

ROLL OVER PROJECTS FROM 2006-07 FINANCIAL YEAR

Project ID/ Vote Number	Project Name	Project Location	Project Objective	Key Performance Indicator	Period for completion	Status of the Project (New/Ongoing)	Budget Allocation (Annual) R	Source of Funding	Implementing Agent
	Kaapschehoop sewer works & outfall sewer						2,200,000	CRR	MLM
	Biometric attendance system						1,000,000	CRR	MLM
	Fire engine						2,300,000	CRR	MLM
	Replace bnj922mp (ldv) - fire & rescue						25,905	CRR	MLM
	Traffic law enforcement vehicles						8,391,890	CRR	MLM
	Traffic technical vehicles						545,378	CRR	MLM
	Community hall (Mganduzweni)						1,461,404	CRR	MLM
	Upgrading library ict						77,032	CRR	MLM
	Waste management fleet Nelspruit						4,436,889	CRR	MLM

ROLL OVER PROJECTS FROM 2006-07 FINANCIAL YEAR

Project ID/ Vote Number	Project Name	Project Location	Project Objective	Key Performance Indicator	Period for completion	Status of the Project (New/Ongoing)	Budget Allocation (Annual) R	Source of Funding	Implementing Agent
	Waste management fleet Kabokweni						1,300,000	CRR	MLM
	Tekwane West landfill sites						3,100,000	CRR	MLM
	Cemeteries fencing						1,422,342	CRR	MLM
	Permitting transfer stations						1,155,111	CRR	MLM
	Waste: section 78 investigations						1,900,000	CRR	MLM
	Central disposal site development						4,440,692	CRR	MLM
	Electrification 1500 households Mbombela						6,400,000	CRR	MLM
	Install 420 streetlights in Mbombela						1,451,618	CRR	MLM
	Replace cable with 95mm pilc						2,214,710	CRR	MLM

ROLL OVER PROJECTS FROM 2006-07 FINANCIAL YEAR

Project ID/ Vote Number	Project Name	Project Location	Project Objective	Key Performance Indicator	Period for completion	Status of the Project (New/Ongoing)	Budget Allocation (Annual) R	Source of Funding	Implementing Agent
	West Acres - essential upgrading						281,267	CRR	MLM
	Electrification of schools						97,328	CRR	MLM
	Eskom supply 2010 supply						13,500,000	CRR	MLM
	Machine to remove dried sludge-Hazyview						123,000	CRR	MLM
	Replace collector sewer wrce						85,160	CRR	MLM
	Upgrade sand river water pump station						48,105	CRR	MLM
	Upgrading of water network elements w/r						200,947	CRR	MLM
	Section 78 investigation - water/sewer						484,925	CRR	MLM
	Water infrastruc enhance equitable distr						6,262	CRR	MLM

ROLL OVER PROJECTS FROM 2006-07 FINANCIAL YEAR

Project ID/ Vote Number	Project Name	Project Location	Project Objective	Key Performance Indicator	Period for completion	Status of the Project (New/Ongoing)	Budget Allocation (Annual) R	Source of Funding	Implementing Agent
	Compilation of detailed study way forward						153,000	CRR	MLM
	Phumlani township development						1,337,024	CRR	MLM

PROJECTS BY EHLANZENI DISTRICT MUNICIPALITY

Project ID/ Vote Number	Project Name	Project Location	Project Objective	Key Performance Indicator	Period for completion	Status of the Project (New/ Ongoing)	Budget Allocation (Annual) R	Source of Funding	Implementing Agent
	Mahushu MPCC	Ward 3	Accessibility to Government Services	Complete and operational MPCC	2010		R 3,500,000	EDM	EDM
	Kabokweni MPCC	Ward 33	Accessibility to Government Services	Complete and operational MPCC	2010		R 3,500,000	EDM	EDM
	KaNyamazane MPCC	Wards 18,19,20	Accessibility to Government Services	Complete and operational MPCC	2010		R 3,500,000	EDM	EDM
	Matsulu MPCC	Wards 13,27,28	Accessibility to Government Services	Complete and operational MPCC	2010		R 3,500,000	EDM	EDM

9. NATIONAL AND PROVINCIAL DEPARTMENTS PROJECTS FOR 2008-09

Department of Agriculture and Land Administration (DALA) Priority Issue/ Programme: CASP									
Project ID/ Vote Number	Project Name	Project Location	Project Beneficiaries	Project Objective	Key Performance Indicator	Period	Budget Allocation (Annual) R	Source of Funding	Implementing Agent
	Malekutu Irrigation project	Mbombela	15	Repair of pumping unit & floppy system	functional irrigation system	2008/2009	550 000	Equitable Share	DALA
	Bongani Irrigation Project	Mbombela	20	Repair of micro-jet & floppy irrigation units	functional irrigation system	2008/2009	1 500 000	Equitable Share	DALA
	Sukumani Irrigation	Mbombela	35	Repair irrigation units	functional irrigation system	2008/2009	1 500 000	Equitable Share	DALA
	Daantjie Infrastructure and development project	Mbombela	30	Construction of dam, installation of irrigation system & bulk water supply	Dam, irrigation system and bulk water supply	2008/2009	2 500 000	Equitable Share	DALA
	Lundi Dam	Mbombela	40	erection of fence around the dam	Fencing around the dam	2008/2009	350 000	Equitable Share	DALA
	Nsikazi Area Study	Mbombela	60	Development of comprehensive infrastructural plan	infrastructure plans for the farm	2008/2009	500 000	Equitable Share	DALA
	Sabie Sand River	Mbombela	50	Development of comprehensive infrastructural plan	infrastructure plans for the farm	2008/2009	500 000	Equitable Share	DALA

Department of Agriculture and Land Administration (DALA)
Priority Issue/ Programme: CASP

Project ID/ Vote Number	Project Name	Project Location	Project Beneficiaries	Project Objective	Key Performance Indicator	Period	Budget Allocation (Annual) R	Source of Funding	Implementing Agent
	Mdluli Packhouse	Mbombela		Fruit Packaging	Community Development And Job Creation		5 906 978	Equitable Share	DALA
	Mbombela LandCare Project	Mbombela	5 200	Soil conservation & water care	Rehabilitated productive land, managed water & grazing land	2008/2009	1 000 000	Equitable Share	DALA
				Soil conservation & water care	Rehabilitated productive land, managed water & grazing land			Equitable Share	DALA
				Soil conservation & water care	Rehabilitated productive land, managed water & grazing land			Equitable Share	DALA
				Soil conservation & water care	Rehabilitated productive land, managed water & grazing land			Equitable Share	DALA
	Luhleko	Mbombela	12	Development and Maintenance of macadamia orchards		2008/2009	612	Conditional Grant	DALA
	Mashego Trust	Mbombela	1 000			2008/2009		Conditional Grant	DALA

Department of Agriculture and Land Administration (DALA)
Priority Issue/ Programme: CASP

Project ID/ Vote Number	Project Name	Project Location	Project Beneficiaries	Project Objective	Key Performance Indicator	Period	Budget Allocation (Annual) R	Source of Funding	Implementing Agent
	Sabie River	Mbombela	30			2008/2009		Conditional Grant	DALA
	Giba Trust	Mbombela	500			2008/2009		Conditional Grant	DALA
	Legogote Trust	Mbombela	22			2008/2009		Conditional Grant	DAL
	Tri-invest	Mbombela	2			2008/2009		Conditional Grant	DALA
	Mbayane Trust	Mbombela	350			2008/2009		Conditional Grant	DALA
	Stanford Trust	Mbombela	25			2008/2009		Conditional Grant	DALA
	Maintain 11 ME Projects	Mbombela				2008/2009		Conditional Grant	DALA

Department of Education Priority Issue/ Programme:									
Project ID/ Vote Number	Project Name	Project Location	Project Beneficiaries	Project Objective	Key Performance Indicator	Period	Budget Allocation (Annual) R	Source of Funding	Implementing Agent
	Ebuhleni (new)	Teka Takho (Primary School)	Ward 32	To upgrade the existing school infrastructure.	12 Classrooms, 1 Admin Block, 1, Library 1 Computer Centre, 1 Hall, 18 toilets, Fencing, Electricity, Water, Kitchen, Ramps & Rails, 3 School Ground and Park	31 March 2009	R 7,553,000	DoE	Dept. of Public Works
	Gedlembane	Msogwaba (Secondary School)	Ward 25	To upgrade the existing school infrastructure	4 Classrooms, 1, Library 1 Computer Centre, 1 Hall, 4 toilets, 20 REN, Water, Kitchen, Ramps & Rails, School Ground and Park	31 March 2009	R 2,840,000	DoE	Dept. of Public Works
	White River	White River (Primary School)	Ward 30	To upgrade the existing school infrastructure.	1 Ramps and Rails and 36 Renovations	31 March 2009	R 1,805,000	DoE	Dept. of Public Works
	Ehlanzeni	KaNyamazane	Wards 18,19,20	To upgrade the existing school infrastructure.	12 toilets, 1 rails and ramps and 30 renovations	31 March 2009	R 1,967,000	DoE	Dept. of Public Works
	Inhlanhlaleyo (new)	Salubindza	Ward 5	To upgrade the existing school infrastructure.	16 Classrooms, Admin block, Laboratory, Library, Computer Centre, Hall, 24 Toilets, fencing, electricity, water, kitchen, ramps and rails, 3 school ground and 1 park	31 March 2009	R 9,010,000	DoE	Dept. of Public Works

Department of Education Priority Issue/ Programme:									
Project ID/ Vote Number	Project Name	Project Location	Project Beneficiaries	Project Objective	Key Performance Indicator	Period	Budget Allocation (Annual) R	Source of Funding	Implementing Agent
	Mshadza	Mshadza	Ward 6	To upgrade the existing school infrastructure.	Laboratory, Computer Centre, Hall, 24Toilets, water, ramps and rails, 3 school ground and 1 park	31 March 2009	R 2,004,000	DoE	Dept. of Public Works
	Khetsalwati (Nyongane)	Nyongane	Ward 1	To upgrade the existing school infrastructure.	24 Renovations	31 March 2009	R 1,176,000	DoE	Dept. of Public Works

Department of Public Works Priority Issue/ Programme:									
Project ID/ Vote Number	Project Name	Project Location	Project Beneficiaries	Project Objective	Key Performance Indicator	Period	Budget Allocation (Annual) R	Source of Funding	Implementing Agent
	Rob Ferreira Hospital workshop	Mbombela	Youth(project will be implemented through NYS)	<ul style="list-style-type: none"> To provide working experience for NYS participants Provision of preventative maintenance 	Number of NYS participants	3 months	430	Public Works	Public Works

Department of Roads and Transport (DoRT)
Priority Issue/ Programme: Designs

Project ID/ Vote Number	Project Name	Project Location	Project Beneficiaries	Project Objective	Key Performance Indicator	Period	Budget Allocation (Annual) R	Source of Funding	Implementing Agent
	Manzini-Numbi Road and 3 Bridges	Wards 3,7	All Road Users	To develop and maintain infrastructure that support economic development	Final designs and contract documentation completed	2008-2009	R 2,000,000	DoRT	DoRT
	Matsulu Access road	Ward 13,27,28	All Road Users	To develop and maintain infrastructure that support economic development	Final designs and contract documentation completed	2008-2009	R 2,922,000	DoRT	DoRT
	Upgrading gravel to surface road- Sphelanyane and Lumphisi	Wards 10,24	All Road Users	To develop and maintain infrastructure that support economic development	Final designs and contract documentation completed	2008-2009	R 2,800,000	DoRT	DoRT
	Designs pedestrian bridge- Nyongane	Ward 1	All pedestrians	To develop and maintain infrastructure that support economic development	Final designs and contract documentation completed	2008-2009	R 400,000	DoRT	DoRT

Department of Roads and Transport (DoRT) Priority Issue/ Programme: Construction									
Project ID/ Vote Number	Project Name	Project Location	Project Beneficiaries	Project Objective	Key Performance Indicator	Period	Budget Allocation (Annual) R	Source of Funding	Implementing Agent
	Construction of P166/1N4 bypass –Mbombela Stadium with 4 major and 2 smaller bridges (6km)	All Wards	All Road Users	To develop and maintain infrastructure that support economic development	15% complete by 2008/9	2009-2010	R 53,000,000	DoRT	DoRT
	Upgrading of Manzini-Numbi Road and 2 bridges	Wards 3,7	All Road Users	To develop and maintain infrastructure that support economic development	35% complete by 2008/09	2008-2009	R 19,550,000	DoRT	DoRT
	Matsulu Access Road-N4	Ward 13,27,28	All Road Users	To develop and maintain infrastructure that support economic development	15% complete by 2008/9	2008-2009	R3,500,000	DoRT	DoRT
	Nelspruit Multi Modal Infrastructure Facility	All Wards	All citizens	To develop and maintain infrastructure that support economic development		2009-2010	R 10,140,000	DoRT	DoRT
	Upgrading gravel to surface road-Sphelanyane and Luphisi (9,5Km)	Wards 10,24	All Road Users	To develop and maintain infrastructure that support economic development	35% complete by 2008/09	2009-2010	R 9,500,000	DoRT	DoRT

Department of Roads and Transport (DoRT) Priority Issue/ Programme: Maintenance									
Project ID/ Vote Number	Project Name	Project Location	Project Beneficiaries	Project Objective	Key Performance Indicator	Period	Budget Allocation (Annual) R	Source of Funding	Implementing Agent
	Mill and repair of Kaapschehoop-Ngodwana (20km)	Ward 12	All Road Users	To develop and maintain infrastructure that support economic development	100% complete	2008/9	R 17,718,000	DoRT	DoRT
	Mill and repair of Sabie-White River (18km)	Ward 30	All Road Users	To develop and maintain infrastructure that support economic development	100% complete	2008/9	R 11,748,000	DoRT	DoRT

Department of Roads and Transport (DoRT) Priority Issue/ Programme: Public Transport									
Project ID/ Vote Number	Project Name	Project Location	Project Beneficiaries	Project Objective	Key Performance Indicator	Period	Budget Allocation (Annual) R	Source of Funding	Implementing Agent
	Pedestrian Bridges-Nyongane and Luphisi	Wards 1,24	All Pedestrians	To create a safe road environment	Preliminary designs and detail complete	2008/9	R 400,000	DoRT	DoRT
	Construct walkways footbridge and cycle paths-EPWP	All	All Pedestrians	To develop and maintain infrastructure that support economic development	Footbridges complete and professional fees paid.	2008/9	R 3,000,000	DoRT	DoRT

10. MUNICIPAL SECTOR PLANS

The following Sector plans forms part of the IDP and implemented through various programmes/ projects:

Table 10: Municipal Sector Plans

Sector Plan	Date of approval	Key objectives of the Sector Plan
1. Spatial Development Framework	November 2006	<ul style="list-style-type: none"> ○ Set out objectives that reflect the desired spatial form of the municipality; ○ Provide for decision- making processes relating to the location and nature of development within the municipality and set out basic guidelines for a land use management system in the municipality ○ Identify programmes and projects for the development of land within the municipality.
2. Water Services Development Plan	April 2006	<ul style="list-style-type: none"> ○ To assist the Municipality as a Water Service Authority in carrying its mandate effectively for provision of water and sanitation services. ○ It is an important tool to assist the Municipality to develop a realistic long-term investment plan which prioritises the provision of basic water services, promotes economic development and is affordable and sustainable over time
3. Integrated Transportation Plan	October 2007	<ul style="list-style-type: none"> ○ To guide and provide a strategic approach in dealing with road infrastructure and transport networks in the Municipality.
4. Integrated Waste Management Plan	August 2006	To integrate and optimise waste management so that the efficiency of the waste management system is maximised and the impacts and financial costs associated with waste management are minimised, thereby improving the quality of life of all Mbombela Local Municipality citizens.
5. Tourism Sector Plan	March 2006	To determine the demand and supply for Tourism in the Municipality in order to develop a sustainable sector that will optimise economic and social impact of tourism in the area while mitigating environmental impacts.

Table 10: Municipal Sector Plans Continued

Sector Plan	Date of approval	Key objectives of the Sector Plan
6. LED Strategy	September 2007	<ul style="list-style-type: none"> ○ To review and update LED Framework based on identified developmental needs, opportunities, competitive and comparative advantages. ○ To inform and guide the Municipality in facilitating development and unlocking latent economic development potential. ○ To encourage private sector investment and create economic development and job opportunities for the poor. ○ To develop an Implemental Assistance Planning Framework that will guide the Municipality in the effective implementation of LED and cultivate a universal LED approach.
7. HIV/AIDS Strategy	2006	<ul style="list-style-type: none"> ○ To reflect the challenges of HIV/AIDS pandemic within the Municipality. ○ Identify key needs and gaps in responding to HIV/AIDS and examine possible co-ordination of services to address the HIV/AIDS challenges in the Society. ○ To set overall goals and objectives in addressing the identified gaps and challenges.
8. Disaster Management Plan	December 2003	<ul style="list-style-type: none"> ○ To set out a Disaster Management Framework, comprehensive hazardous and risk analysis, ○ To develop detailed plans, implementation and evaluation in ensuring an effective, co-ordinated Municipal Disaster Management Programme.
9. Environmental Management Framework	June 2006	To inform the various municipal planning tools (e.g. IDPs, and SDFs) with regards to environmental sensitivities and conflicting land uses to ensure that development in the Municipality occurs in a sustainable manner and is in line with the principles of the National Environmental Management Act, 1998 (Act No. 107 of 1998) [NEMA].
10. Housing Policy	October 2005	To set out the direction the Mbombela Local Municipality intends to follow for the delivery of houses.
11. Human Resource Strategy	To be developed in 2007/08 FY	<p>To develop long term planning on the employment, development of people in the Municipality and on the relationship which exist between its management & Staff.</p> <p>(This includes Recruiting, Selection, HR development, Compensation, Performance Management , Labor Relations and Staffing adjustments)</p>