

Mkhondo Local Municipality

# REVISED IDP FINAL VERSION



**DATE: MAY 2008**  
**REVISED IDP REPORT**  
**2008-2009**  
**FINAL VERSION**

## MKHONDO IDP REVIEW 2008

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**Status:** Final Review

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Department of Town and Regional Planning, University of Pretoria

**Date:** May 2008

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## INTRODUCTION

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*In this section* the legal requirements around the process and content of the IDP Review, as well as the approach that was taken in this review, are provided.

### Legal requirement

The Municipal Systems Act, 2000, and the Regulations passed in terms of the Act in August 2001, are the definitive legal documents on the preparation and content of IDPs in the country.

Section 34 of the Municipal Systems Act, 2000, specifies that:

*"A municipal council must review its integrated development plan annually in accordance with an assessment of its performance measurements in terms of section 4.(i) and to the extent that changing circumstances so demand".*

The Regulations make no reference to the IDP Review.

This means that there is no legal requirement as to (1) the process to be followed in doing an IDP Review, other than that it has to involve the community, stakeholders in the area and other spheres of government as a generic component of all actions of municipalities as set out in Chapter 4 of the Systems Act, or (2) the content of such a reviewed IDP.

### Policy statements

Neither the national Department of Provincial and Local Government (DPLG) or the Mpumalanga provincial government prescribe the process to be followed when reviewing an IDP, or the content of a reviewed IDP, in a White Paper, or any other form of formal policy document.

DPLG has, however, during the course of the last two years made numerous statements about a so-called "credible IDP" that municipalities are expected to prepare and has started to give some indication as to what such an IDP would look like and what hence will be expected of municipalities in relation to the process to be followed and product to be delivered in terms of this "credible IDP"-perspective. It should also be noted that in one of the documents prepared by DPLG regarding credible IDPs the point is made that the IDP review need not take up a whole year, or that it should be a long, elaborate, drawn-out process.

### Local interpretation of and response to legal requirement



With no legal or formal policy guidance on the process to be followed when reviewing an IDP or what the content of the reviewed IDP would be, municipalities are left in the dark.

The result of this has been that over the last six to seven years a dangerous and incorrect view took hold as to what an IDP Review entailed. In terms of this view the IDP was seen as a five-year project and not the five-year plan that it is meant to be, with the four reviews following on from the initial “five-year IDP” in terms of this view providing an opportunity to fill the gaps left, and fix the mistakes made in the initial “five-year IDP”-preparation. The result of this view was that during the first IDP-cycle (2001-2006) most municipalities did not take the preparation of IDPs seriously enough, with the result being that by 2006 most still had not complied with the requirements for an IDP as set out in Section 26 of the Municipal Systems Act. In short, they did not have IDPs that even met the basic legal requirements, let alone could be called credible development plans.

At the same time another highly undesirable practice developed by which provincial officials tasked with considering the IDPs on behalf of the MEC typically for Local Government, or a similar department, would submit long lists to municipalities indicating what was wrong with their IDP. This often worsened the perverse and incorrect view amongst municipal officials that the IDP could be perfected over a five-year period.

Often the constant negative feedback from provinces to municipalities made municipal officials tasked with IDP developing a very thick skin and/or simply adopting the view that it was impossible to ever satisfy province and that there was no point in trying. This was especially worsened by provincial comments constantly changing and seemingly having new concerns every year.

This IDP Review seeks to break this perverse cycle and approach to IDP Review. It seeks to break new ground in the area, while staying true to what the Systems Act requires and what the more recent statements on credible IDPs have suggested.

As such this IDP approaches the subject as follows:

An IDP Review is simply what the name says – a review of a plan called the IDP. As such it needs to review the plan as already prepared to determine/see whether it (1) was and (2) still is correct in terms of its analysis of key data reflected, issues, challenges, focus, national and provincial policy issues it responds to, objectives, strategies and projects and programmes. If any of these was not correct, or is no longer correct, or was and is unrealistic or unviable in terms of for instance available funds or institutional capacity, these need to be changed. In addition to this the IDP Review has to make sure that it stays up to date with national and provincial policy developments and is considered and amended, should this be necessary. The IDP review is, however, not the arena in which these amendments are to be done. The IDP Review will give instructions as to what needs to be done and specify who will do it. This new information or analysis, or strategy, etc. can then be used to amend the IDP as provided for in Section 34.(b) of the Systems Act. The IDP review document therefore does not supersede the original IDP document,

but it serves as an amendment to certain sections of the document and should be read as a complementary document.

- An IDP Review has to measure and give an honest account as to whether and to which extent the objectives of the IDP have been met and to which extent strategies and programme have implemented and projects undertaken.
- An IDP Review has to provide answers as to why the objectives have not been met, so that remedial action can be taken. These actions should be undertaken and the IDP amended should they result in reasons to do. If the problems lie in the municipality these must be put on the table, so that they can be addressed and the community not be robbed from the opportunity of development.
- An IDP Review is not the space where the gaps in the IDP in terms of the provincial assessment in relation to plans or frameworks that have not been completed, or that are absent from the IDP are filled. These gaps, which largely revolve around the requirements as set out in Section 26 of the Systems Act and the 2001-Regulations passed in terms of the Act, and sector legislation need to be filled as soon as possible. The municipality is in fact in contravention of a legal requirement if it does not have these in its IDP, or if it has not prepared these plans or frameworks. If, however, these have not been prepared they can not be dreamt into existence during an IDP Review.
- An IDP Review has to be consultative, to enable communities and other stakeholders the opportunity to indicate whether they were satisfied with the implementation of the IDP, or whether they viewed parts of the IDP to not be correct, or still be important. These engagements are also meant to solicit information from communities and stakeholders in the process of determining if the information in the IDP and on which is it based is still correct.
- An IDP Review must engage provincial officials and officials in the district municipality to determine progress with strategies, projects and programmes in the area, and to see if they have any new strategies, projects and/or programmes for the municipality.
- An IDP Review must engage the private sector to determine if they have any new information or are planning or embarking on initiatives that could be of importance for the municipality and hence the IDP.
- An IDP Review must be credible, in that it is an honest process that has integrity and in which it does not seem that an attempt was made to gloss over mistakes and appease, but not really respond to issues and concerns raised in the process of review. As such it must also be critical about the process of review itself and indicate areas that can be improved upon.

## Understanding the developmental role of local government:

In order to understand the contents of the review that follows, it is regarded necessary to provide some overview on the meaning and relevance of the developmental role of local government with specific reference to Mkhondo.

The Constitution as well as new powers and functions for municipalities also identify Municipal Planning as one of the core functions of a local municipality. This subject matter is further elucidated in Section 23 of the Municipal Systems Act, (Act No. 32 of 2000) which states that municipal planning should be undertaken in a developmentally oriented and cooperative manner. This implies that planning undertaken by a municipality should be aligned with, and complementary to the development plans and strategies of other state agencies. This emphasises the need for cooperative governance and integrated development. It will also facilitate the achievement of the objects of local government as set out in Section 152 of the Constitution, give effect to the developmental duties of municipalities and contribute to the progressive realization of the fundamental rights contained in Section 24 to 29 of the Constitution.

Internationally the role of the state has changed from that of, on the one hand from a night watchman state, and on the other, from an over bearing dictatorial, authoritative aggressor, to a wise focused guider, facilitator and supporter of development. In South Africa the advent of democracy coincided with this international trend and has resulted in what is classically called a third-way of governance. This new way of development thinking implies a new (integrated) developmental role (and attitude) for local government in South Africa. What makes this more relevant, specifically for South Africa, is the fact that this country has to focus even more on (re)developing the fragmented, impoverished apartheid city. Following on the transformation in 1994, various pieces of legislation and government policies were drafted, specifically to promote a new developmental paradigm in the country, viz: The Reconstruction and Development Programme (1994), The Development Facilitation Act (1995), The Constitution (1996), The Local Government Transition Act (1996), The White Paper on Local Government (1997), The Green Paper on Development and Planning (1999), The Municipal Systems Act (2000), and The National Spatial Development Planning Perspective (NSDP)(1994). The concept of developing urban areas in developing countries has also gained a new impetus in the late 1990s, when the World Bank and its related affiliations started to promote the concept of City Development Strategies. Various successful programmes were launched and implemented by the World Bank in various parts of the developing world. These programmes provide a broad base of experience and lessons on specifically the development of poverty regions.

Unfortunately, this plethora of new legislation and new development planning paradigm developed in such a short period of time (and during a turbulent transformation period), that government and local authorities had very little time to actually explore the application and meaning of the new developmental state (and the meaning of development within the context of city planning). This is largely evident in the way in which so many local authorities, including Mkhondo are grappling with the implementation of IDPs, and planning and development (implementation) in general. These problems were also highlighted

by various studies and assessments that were recently done by local and international researchers (see also the recent report that was published by the South African Cities Network (1994)).

In the case of Mkhondo, the city has undergone major transformation which has largely been focused on organisational change and less so on (re)defining the role of the city within this changed mandate. Mkhondo is not unique in this as every city is grappling with this dynamic. While this may be true, the urgent need for job creation, poverty reduction and sustainable economic growth (within the context of excessively high fuel prices, climatic change, global warming and globalisation) necessitates the city to put serious effort into reaching a consensus on what is understood by developmental local government. In and amidst these changes planning has gone from a backroom activity to a key player, in both meeting the development challenges and sustainable economic growth. Space is increasingly seen as the arena, the enabler and the integrator of the many demands and aspirations in this developmental discourse. A key driver in this regard has been the adoption by cabinet of the NSDP and the focus placed by the Department of Provincial and Local Government (DPLG), the Department of Trade and Industry (DTI) and the Presidency on spatial planning, in changing the economic fortunes of municipalities in South Africa for the better. Having said all of the above this implies that: Mkhondo has to locate itself within the model of the South African developmental state and that clarity be reached on the roles and responsibilities of the local authority and its departments. This could imply that structures and processes by which the city functions have to be aligned with this developmental definition. It further implies that the following have to be seriously explored, engaged and amended accordingly:

- The meaning and relevance of physical, economic, and social (sustainable) development;
- The relationship between the city planning function and the other departments concerned with development in Mkhondo;
- The relationship between the planning function (including the IDP office) and the relevant national and provincial line departments, key role players in the private sector, communities and any other stake holders in civil society;
- The nature and “developmental responsibility” of the political leadership in the city.

These changes are of course multi-dimensional and imply change across the board and in the arenas of structures and processes, behaviour, mindset, attitude, capacity, skills etc.

## **Structure of the rest of the document**

The document has eight sections. These sections seek to do justice to the interpretation of what an IDP Review should be, how it should be done and what it should seek to achieve. These sections are as follows:

- One: IDP Review: Process followed

- Two: Verdict on IDP Delivery
- Three: Verdict on Validity of Data in the IDP
- Four: Verdict on Proposals in the IDP
- Five: Challenges and Issues
- Six: Progress on Aspects raised in Comments from Province
- Seven: Tasks to be Undertaken and Responsibility for each Task
- Eight: Proposals for the next IDP Review

## **ONE: IDP REVIEW: PROCESS FOLLOWED**

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*In this section* the process that was followed, is discussed and the outcomes listed.

### **Introduction**

The initial five-year IDP for the Mkhondo Local Municipality was prepared in a very short span of time, with a very small budget and, in the absence of a dedicated IDP Manager, by officials of whom none has extensive experience with IDP. Nonetheless they managed to prepare a document that encapsulates many of the requirements of IDPs as set out in Chapter 5 of the Systems Act and the 2001-Regulations passed in terms of the Act. (This IDP is attached to this document as Annexure 1.)

All of this changed in November 2007 when the municipality appointed an IDP and LED Manager, who immediately embarked on the process of setting up an IDP Office. At the same time she approached the Department of Town and Regional Planning at the University of Pretoria with the request that they assist her with the setting up of the IDP Office and capacity-building in the municipality, and also assist her with the 2008-2009 IDP Review. This set in motion a process, which culminated in an appointment of the University by the municipality for the IDP Review and support with the IDP Office midway through February 2008.

Even though the appointment was only concluded midway through February the IDP Manager and the University began work on the Review in mid-January 2008. This process and this document are thus again not the outcome of an ideal situation, but more an emergency, stop-gap measure. The IDP Manager is, however, very positive, and regards this Review as the beginning of a process in which IDP in Mkhondo will very soon be up to scratch and be living up to the developmental ethos and ideals for which it was created.

### **Actions undertaken**

A number of actions were planned for the IDP Review, of which all were undertaken, but not all achieved the desired outcome. The following table, Table 1, summarises the actions undertaken as part of the review and indicates what happened and what the outcome of the specific action was.

**Table 1: Summary of Actions planned & undertaken as part of the review and the Outcomes**

Planned Action	Actual Action	Outcome/Result
Obtain information from the various managers in the municipality with regards to progress with the implementation of the strategies, projects and programmes in the IDP.	Some Managers provided the information as requested, but by and largely this was not adequate to provide a clear picture as to what has been done on this score.	In the absence of this information it is not possible to assess the performance of the IDP and to make proposals as to how to amend the IDP to improve delivery.
Conduct ward-based meetings in which progress with the implementation of the IDP will be discussed, the validity of information in the IDP assessed and issues with the five-year IDP highlighted. At the same time communication channels between the ward committees and the municipality would be strengthened.	An extensive process of meetings in wards was engaged upon. A full report on these meetings is attached to this document as Annexure 2.	While the feedback from communities was by and large positive and useful information was gained, there were major shortcomings in the engagement process on the side of the municipality. For one, some senior officials and councillors were not very active in attending the meetings. Logistical arrangements were often also not good, and the absence of transport for community members attending the meetings was not well-received.
Develop a framework for the formulation of a 5-year Financial Plan by: <ul style="list-style-type: none"> <li>•1 Determining the current sources of income in the municipality and their roles in the size of the municipal budget;</li> <li>•2 Establishing and discussing the implications of the current municipal expenditure patterns;</li> <li>•3 Determining and explaining the financial resource constraints of the municipality; and</li> <li>•4 Determining and explaining the extent of potential, untapped areas of income for the municipality.</li> </ul>	Two meetings were held by the service provider with officials dealing with this aspect in the municipality during which time these issues were raised and discussed. The service providers thoroughly assessed the five-year plan as well as the many newly identified projects from the departments, the District Council, the Province and also some new projects identified by the communities.	The municipality lacks the kind of information that is required to do this task. This lack of information will need to be seriously addressed should progress on this score be desired. See later discussion on a proposed framework.
Build the capacity of the IDP and LED Manager by: <ul style="list-style-type: none"> <li>•1 Providing a mentoring role as and where requested by the IDP Manager;</li> <li>•2 Conducting joint work in the review process and the preparation of the reviewed IDP;</li> <li>•3 Introducing the Manager to some of the key players in the IDP and LED field across the spheres of government, the private sector, the development corporations, and development finance institutions in order to position the Manager such that she can access the latest information, thinking, programmes and developments on LED and IDPs,</li> <li>•4 Giving guidance and advice on strategies to strengthen the IDP and LED function in the municipality and on ways of mobilizing, engaging with and securing support from other senior managers within the local and district municipalities.</li> </ul>	This was engaged upon in both a formal and informal way, with one of the members of the project team spending more than two weeks with the IDP and LED Manager in the municipality. In addition to this the service provider engaged the IDP and LED Manager on a nearly daily basis. Finally the IDP and LED Manager attended a five-day certificated IDP training course on the premises of the service provider (University of Pretoria).	The IDP and LED Manager has shown a remarkable ability and a strong desire to learn. In a very short span of time she has advanced enormously, which bodes well for the future.
Re-work the institutional analysis of the municipality by deter-	This was explored, but not	With this section not fully

Once all the actions above had been undertaken the IDP Review document was prepared.



## TWO: VERDICT ON IDP DELIVERY

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*In this section* the perspectives of the community on the delivery of the IDP and the information on progress in relation to projects and programmes is discussed, and a verdict made on IDP Delivery.

### Introduction

It is often argued that a 'good' or 'credible' IDP is the one that is implemented. With IDPs generally failing the communities they are meant to benefit so badly, and the focus increasingly shifting to the assessment of the document by provincial officials the focus moved, the 'look'/appearance of the IDP seems to wrongly so have become all important.

This IDP Review document does not try to impress anyone with glossy paper and long lists of information that is of no meaning to communities. It merely seeks to provide an honest account on the process that was followed in review and on that which was found on IDP delivery in this process.

As noted throughout this document the short span of time that was available to plan and do the IDP Review resulted in a process that is not perfect. The team responsible for the IDP Review were also in certain cases hamstrung by for instance provincial or municipal officials not providing it with information requested on progress with projects and programmes, or with a community meeting being cancelled with no time to reschedule due to the March-deadline. This meant that the verdict on the delivery of the IDP was largely based on the inputs made at community meetings.

### Perspectives

By and large, communities expressed a general level of satisfaction with the delivery of basic services such as water and electricity, but were not happy with the absence of anything beyond this, as well as with the maintenance of services provided. In most ward meetings examples were provided as to the reasons for this feeling, such as roads not being tarred, housing not being built, jobs remaining very scarce and problems with water services not being attended to, sometimes for months on end.

The community meetings were not only negative events though, with in many meetings communities showing their appreciation for the meeting and expressing confidence in the new IDP Manager.

As for the input from the provincial and local officials, with very little received from either group, the only thing that can be reported is a perception that officials are not taking the IDP serious enough, or that there is not much to report. Either way, the views of communities seem to be vindicated in the weak response or inability from officials to put the necessary documents on delivery on the table.

## **Verdict**

This is simply that implementation of the IDP is not progressing as planned and that serious attention is required, either to scale down on the promises made in the IDP to make it more credible, or to seriously speed up delivery.

The above phased approach will add credibility to the IDP programme as it could reduce the long list of "wish list" projects which create unrealistic expectations, and which cannot be realistically achieved within the next three years. The emphasis will therefore be on identifying achievable projects within the short term. It will also provide the Municipality with an opportunity to address any shortcomings identified during the course of the assessment process which could then be rectified during 2008.

## THREE: VERDICT ON VALIDITY OF DATA IN THE IDP

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*In this section* an analysis of the validity of the information in the five-year IDP is provided.

### Introduction

One of the few issues that is raised in Section 34 of the Systems Act on the IDP Review deals specifically with the reality that conditions can change and that this should be factored into the process of review. Under this would be understood for example huge in-movements of migrants, a huge fire that destroys a local industry, such as forestry and tourism, a mine closure, etc.

In addition to this more dramatic side is a more mundane one, such as using the IDP Review to enrich, sharpen and build on the information in the initial IDP. Examples would be a new set of population figures being released by Stats-SA, or new economic data generated in an extensive study in the municipality, etc. In certain cases it may also be that the information in the IDP was incorrect, with the Review providing an opportunity to attend to this.

In the following paragraphs both aspects are considered and a verdict made.

### Analysis

#### New information

To the best of the knowledge of the IDP Manager and the team that assisted her with the review, there is no new, reliable information that would warrant an amendment of the IDP. Nor has there been any dramatic change in the country, province or municipality that requires an amendment to the information in the document.

What is however, worrying in the IDP is the absence of key information for planning purposes, such as information on land-uses, travel patterns and employment figures in the municipality.

#### Existing information

The data provided in the IDP is from Stats-SA, which is the source that is used throughout the country for State planning. With no new information available this information is regarded as in order.

### Verdict

With no dramatic changes in the broader environment or with no new information having become

available no changes are proposed in the IDP on this score. That which is provided in the existing IDP is deemed adequate.

What is, however, crucial is that the large chunks of crucial information required for planning purposes be generated as soon as possible.

## **FOUR: VERDICT ON PROPOSALS IN THE IDP**

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*In this section* the extent to which the current proposals in the IDP are still appropriate are discussed.

### **Introduction**

If a credible IDP is all about action and delivery then it is important to ensure that the proposals for action are appropriate, i.e. that they are the ones that the municipality and the communities need to make their lives better. As the initial IDP already provided a response in this regard in the form of a host of projects and programmes the IDP Review seeks to determine if these are still valid.

The two ways that were deployed in this review were to consider the proposals with the information on the conditions in the municipality, as well as the information gained through interactions with community members and to ask the communities whether the proposals still meet their needs.

### **Feedback and Verdict**

The ward meetings did not reveal any new needs or major changes in priorities. The concern was far more so with delivery of the commitments made in the plan, than with the strategies, projects or programmes.

It could be argued that, against the backdrop of the existing information in the IDP, that there is not a need for new or different projects or programmes and that attention should be give to the implementation and delivery of current programmes. However, if proper integration and alignment is done with the existing projects (and in relation to other departments from the Province or the district municipalities), it would be possible and desirable: to amend some of the existing projects; to re-allocate funds to other projects and also to introduce new projects. This can however only be done once and if a new proper financial plan, as suggested in this review, has been compiled. It is further suggested that the local authority should take cognisance of the newly identified projects, e.g. the proposed community radio station as well as the possibility of developing new projects in conjunction private sector – the establishment of Public Private Partnerships. Such a partnership could typically be formed with Mondi who has already presented interest in the development of the area.

The IDP is a living process and the document needs to be amended as and where the need arises. This however does not mean that existing projects should be neglected.

## FIVE: CHALLENGES AND ISSUES

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*In this section* an overview of the main challenges and issues for IDP and living up to the mandate of a better life for all, as identified through the Review are listed. It is envisaged that these be attended to through amendments to the IDP and/or any other avenues open to the municipality.

### Introduction

Throughout the IDP Review process a number of challenges and issues were identified that inhibit the implementation of the IDP. This in turn means that communities are suffering and not getting access to the better life they are anticipating. In the next section these are listed in the hope that they will be taken seriously and attended to by all those that can do something about them.

### What are the main challenges and issues?

The following were identified as the main challenges and issues:

- There seems to be a lack of commitment to the IDP in the municipality. Ward meetings were badly attended by municipal officials and requests for information were in many cases ignored.
- The municipality has been going through a long phase of either not having people in positions, or having people not stay on long enough in the institution to build a strong organisation and team geared up for development.
- Councillors are in some cases not showing the necessary commitment to the developmental cause. Being the political leaders in the municipality this is a worrying feature.
- Knowledge and understanding on the IDP in the municipality is not strong. This frustrates the development of a culture in which the IDP is seen for what it is, and it is actively pursued. Capacity-building on IDP is urgently required to address this.
- Provincial sector departments are not participating in the development of the municipality as they should. They are still in most cases not in a position to provide municipalities with an indication as to what they are planning in the municipality, or what they have done. With the limited resources available to the municipality, and its high dependence on provincial departments for funding, this is hugely problematic.
- Communication with communities is not up to scratch. This needs to be improved urgently. People are not unreasonable and will not become as agitated as many are becoming now, even if they are

told that progress with the implementation of projects and programmes is not up to date. Silence only makes them more furious and could lead to violent eruptions if not attended to.

- Information on economic aspects, land use and transport is not available, but urgently required for development planning that meets the needs of communities in a sustainable way.
- The municipality is in all likelihood not getting all the funds that are due to it. This needs to be investigated as a matter of urgency to enable it to do more for communities. The municipality needs to engage with Provincial government, Private sector as well as local and international donors (such as the World Bank or international investors) in order to seek funding for projects. This emphasises the need to establish joint ventures and Public Private Partnerships (PPP's) and also the need to effectively communicate and market the IDP (or the city or local authority).

## **SIX: PROGRESS ON ASPECTS RAISED IN COMMENTS FROM PROVINCE**

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*In this section* an indication is provided of the progress made by the municipality with the issues raised in the letter from the MEC on the five-year IDP.

### **Introduction**

The letter from province on the Mkhondo 2007-2011 IDP, dated 21 August 2007, lists a whole range of aspects to be attended to. In some cases significant progress was made; in others much still has to be done.

### **Overview of progress**

Table 2 below summarises the progress made with addressing the concerns raised in the letter from province.

**Table 2: Progress made with responses to the issues raised in the letter from Province**



Issue	Response
Develop a municipal five – year financial plan	The municipality lacks the kind of information that is required to do this task. This lack of information will need to be seriously addressed should progress on this score be desired. See later discussion on a proposed framework.
Develop and adopt the Spatial Development Framework (SDF)	Consultants appointed to compile SDF. A gap exists between the processes of the SDF preparation and the IDP Review. It is crucial that this engagement does take place and that the necessary alignment and influencing takes place. Such engagements have commenced.
Develop a disaster Management plan	To be dealt with by the Local Authority, see attached document on a proposed disaster management Plan
Establishing a fully fledged IDP office	IDP Manager has been appointed and trained. Specific attention should be given to the development of a proper IDP UNIT with the necessary support staff. The lack of such a capacitated IDP unit can in future hamper the implementation of the IDP. This aspect should be addressed by the Local authority as a matter of urgency.
Rework the Institutional analysis	This was explored, but not further undertaken due to the municipality being in a process of reviewing its institutional model and organograms. The service providers did, however explore the institutional situation in terms of staff numbers, competencies and commitment. With this section not fully done it is not possible to provide definitive answers. It can, however, be stated that the municipality is surely facing challenges in relation to its staffing situation, as well as the commitment and discipline of some officials.
Include projects of sector departments. Alignment of IDP with Provincial sector departments	The service provider made every attempt to secure this information, even attending a workshop for provincial officials, but to little avail. Sector departments either did not have or provide the information, or provided information that was in many cases not very useful. A separate report on the findings of this investigation is attached as annexure 3. The IDP and LED Manager and service provider can not prepare a proper five-year IDP or do a proper review without this information. It will have to be secured as soon as possible.
"Follow the IDP planning process..."	It is not clear what is meant by this comment as this process was followed in compiling the IDP.
Correct the duplication of the district IDP.	To be dealt with by the local authority
The organogram is too long	See revised Organogram

## SEVEN: TASKS TO BE UNDERTAKEN AND RESPONSIBILITY FOR EACH TASK

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*In this section* the tasks to be undertaken to ensure that the municipality better achieves its aims are listed and responsibilities for each task allocated.

### Introduction

While it is important that the municipality has an IDP that is credible, and which includes all the components as required in terms of the Systems Act and sector legislation, it is equally important that a range of other issues and challenges, many of which were listed in Section Five, are attended to. Unless these are attended to, the IDP, however good/credible it will be, will be meaningless, as it will not be implemented.

However, once these have been attended to, the chances are very good that the IDP will improve, that the actions of planning, budgeting, plan-implementation and liaison with communities, stakeholders and province will improve, and a better life for all in Mkhondo will become a reality.

In the following table, Table 3, these tasks and responsibilities for doing them are listed. The message is simple – the sooner these can be attended to, the sooner the lives of communities can improve.

**Table 3: Tasks and responsibilities**

Task	Responsibility
<b>Establish and capacitate the IDP office.</b> The IDP function can not be seen as a separate function or an add-on function that is managed on a part time basis. Apart from the appointed IDP manager (which was a major step in the right direction), specific attention should be given to providing technical and administrative support to the manager. Many of the problems and impediments to implementation are the result of the poor IDP support structure. This IDP office should also have sufficient budget for costs related to workshops, communication etc.	Local authority
<b>Develop and establish a "new" IDP culture in the local authority.</b> Apart from the fact that there is a lack of knowledge and understanding in the local authority, there seems to be a poor culture and a lack of commitment. Not all councillors, managers and officials are sufficiently "cultured" and committed to the implementation of the IDP.	Local authority (to be assisted by a service provider)
<b>IDP training for councillors, officials and managers.</b> Many of the problems related to the Mkhondo IDP, such as the lack of joint planning, poor integration, poor communication, lack of implementation are the result of what can be best described as a lack of knowledge and understanding. It has been suggested and considered that a comprehensive training course be presented to the councillors, officials and managers concerned with IDP.	University of Pretoria
Apart from building the capacity or a new IDP culture, specific attention should be given to the <b>definition and clarification of roles and responsibilities</b> . In Mkhondo there seems to be confusion about the roles and responsibilities of councillors, officials, and managers – about who is responsible for doing what. Closely related to the above is the aspect of leadership – an aspect that needs to be addressed in terms of the IDP and the new developmental role of government.	Local authority (to be assisted by a service provider)
<b>Improve relations and interaction with the district municipality and neighbouring municipality.</b> The IDP is or should be a joint venture between local municipalities. The integration of efforts and alignment of projects is crucial. In order to ensure this, it is important that there must be proper communication and relationships between these authorities. Apart from the above, it is also important that communication or joint planning or collaboration should not only be dealt with on an ad-hoc basis, but that more formal and proper alignment or coordination mechanisms be established to ensure proper communication at all times.	Local authority
<b>Improve relations and interaction with the Provincial Government.</b> The IDP is or should also be a joint venture between the local municipalities and the Province. The integration of efforts and alignment of projects is crucial. In order to ensure this, it is important that there must be proper communication and relationships between these authorities. Apart from the above, it is also important that communication or joint planning or collaboration should not only be dealt with on an ad-hoc basis, but that more formal and proper alignment or coordination mechanisms be established to ensure proper communication at all times.	Local authority and Province
<b>Obtain and integrate information required for spatial planning</b>	Local authority (planning department to provide

## PROPOSED FRAMEWORK FOR THE MUNICIPAL FIVE-YEAR PLAN

The IDP review process is or should be a dynamic process. It requires ongoing contingency planning and continuous review of not only the IDP, but specifically the five-year plan. This is specifically important to ensure flexibility and manage response to changes, without losing sight of the long term vision and developmental goals and objectives set in the IDP. This review process if it is done properly can ensure that: resources available are directed to priority projects and community needs; delivery is implemented in a planned manner; the local authority is utilizing its resources most efficiently; and the delivery impacts positively on the lives of the people in the district. To achieve this it is necessary to monitor, evaluate, measure and review the performance of the implementation (against indicators and targets). This evaluation process can assist local authorities to:

- make interventions and changes with regard to the allocation, delivery and management of resources;
- identify and address major blockages and obstacles; and
- guide future planning on developmental objectives and resource use.

Achieving this requires pro-active oversight and management through the performance management. This performance management can only be effectively done if the IDP has a proper municipal five-year plan or an integrated project implementation framework.

One of the biggest problems of the IDP relates to the capacity and relevance of the five-year plan. As also stated in the comments received from the Province, this framework component of the IDP lacks information and needs to be amended.

Although it never was the intention (or part of the brief) of the service providers to amend the five-year plan, or to construct a new one, it was rather the intention mainly to assess the five-year plan and newly identified projects in **order to provide a framework** for developing a new proper/credible five-year plan. Although the service providers indicated that they would assess this framework as part of the review process, it should be emphasised that the amendment of this framework should ultimately be done by the IDP unit in conjunction with the various departments. The service providers can however assist with this.

The service providers thoroughly assessed the five-year plan as well as the many newly identified projects from the departments, the District Council, the Province and also some new projects identified by the communities. Two meetings were also held by the service provider with officials dealing with this aspect in the municipality during which time these issues were raised and discussed. The municipality lacks the kind of information that is required to effectively do this task. This lack of information will need to be seriously addressed should progress on this score be desired. These assessments also revealed that much work is needed to refine and amend the five-year plan. One of the biggest and most frustrating

aspects regarding the above relates to the inconsistency in which the projects are developed and formatted, the lack of project information as well as the poor quality of project information in some cases. As a result of this it is not possible to integrate these projects in a meaningful manner with the five-year plan – not for the service providers or the departments. One of the major problems of the current financial plan is that the different departments, each have a different format or a different way in which they complete these tables. It is imperative that a standard table/spread sheet be used and completed by all departments and that all departments follow the same format and provide all the information. Apart from the above these projects are very much fragmented and there is very little evidence of integration or alignment. In an attempt to provide some guidance to the local authority, the following format or framework for reconstructing the five-year plan is presented:

This five-year plan needs to be amended regularly and should **provide all information regarding the implementation, costing, budgeting and progress of the projects**. The plan should also contain a consistent and thorough presentation of all capital and operational projects. Furthermore, this plan should also contain the projects identified by the District Council, the Province as well as projects to be implemented through partnerships. The following categories of information represent the minimum information that should be presented in the spread sheet part of the plan:

- The name, title and number of the project;
- A proper description of the project;
- The project manager in the sector department and/or the implementing agent and his/her contact details;
- The anticipated impact/contribution of the project on the development situation in the municipality;
- The objective of the project;
- The time frame of the project;
- A five year roll - out of the project
- The spatial location of the project;
- The allocated budget of the project including the capital and operational expenditure of the project;
- The source of funding for the project and the way in which the funds will be accessed;
- The key partners in implementing the project;
- The role of the municipality in the project.
- A column that provides for comments and reporting on the progress of the projects. (Very little and poor information was received on the progress of the projects). It was ironic to note that some information, only relating to the progress of some projects was included in the annual report, whilst no such information is included in the IDP, which is intended to implement and monitor the projects or progress.

Apart from just providing a spread sheet of projects as stated above, the local authority should also provide a strategy or description on aspects such as: determining the current sources of income in the municipality and their roles in the size of the municipal budget; establishing and discussing the

implications of the current municipal expenditure patterns; determining and explaining the financial resource constraints of the municipality; and determining and explaining the extent of potential, untapped areas of income for the municipality; how Public Private Partnerships can be established, etc.

In order to take the IDP a major step forward it is suggested that the above framework be made available to all departments as well as the District council and the Province. Only once these departments have completed the spread sheet and provided all the information (in the same format), will it be possible to compile, implement and manage a proper five-year plan. It is further suggested that the IDP office (with the support of the departments) be tasked to structure the new five-year plan

## **PROPOSALS FOR THE NEXT IDP REVIEW**

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*In this section* proposals for improving on the way in which the IDP Review is undertaken in the Mkhondo Municipality are proposed.

### **Introduction**

The current IDP Review was an emergency measure. It was managed by an IDP Manager who was only appointed in November 2007, and assisted by service providers appointed in February 2008. Much was, however learnt, which will be very useful in doing future reviews. At the same time, the IDP Manager has settled in very well and has many ideas to improve on the next cycle of review.

### **Proposals**

The proposals are based on evaluation of the current review and an exploration of the way it is done in other municipalities, both locally and abroad, and are meant to ensure that IDP and service-delivery in the municipality constantly improve.

The proposals are as follows:

- Start as soon as possible with the preparation of a longer term (25 - 30 year development strategy) for the municipality in accordance with the National Spatial Development Perspective and the Mpumalanga PGDS. This plan, which has to be prepared in a highly participatory way, will provide the context and long-term development objectives in terms of which the IDP has to be prepared. Once this has been done the IDP Review can also be done in terms of the extent to which the five-year IDP is pursuing the long-term objectives.

- Establish and capacitate the IDP office as discussed above
- Make sure that a work-plan for the review is developed in a participatory way as soon as possible, and has the support of communities, councillors, stakeholders and municipal and provincial officials. Then implement it accordingly.
- Use the media and word of mouth to ensure that there is strong awareness of the review process. The greater the awareness of and participation in the review process, the greater the chance that it will be a success. The communication's strategy as suggested above can play an important role in achieving these objectives
- Tie officials down to attendance at public meetings and secure commitment from senior management in the municipality that officials that do not attend meetings will be disciplined.
- Ensure that councillors are well aware of the process and of the dates of meetings where their attendance is required, and make every effort to ensure that they attend.
- Secure budget for lunches at and transport to community meetings in the review phase.

## LINKING THE REVIEW COMMENTS WITH THE IDP DOCUMENT

In order to indicate the link between the comments and proposals contained in the review comments above, with the relevant and corresponding sections of the IDP, comments are provided on certain sections of the IDP report. In an attempt to assist the local authority with the final review and to provide a further/better understanding of the comments and proposals (within the context of the review report), the relevant sections are highlighted in yellow, with a corresponding comment (COMMENT HIGHLIGHTED AND IN CAPS). Once the outstanding information is obtained and once the issues and concerns stated in the review report have been addressed, it is suggested that these parts (highlighted in yellow) be amended according to the review and the progress made on the review. The parts that are not highlighted, although not always perfect, seem to be in order for this review process. **The IDP Report with the comments is attached as annexure 1.**

## ESTABLISHMENT OF IDP, LED AND TOURISM OFFICES

The following project needs/requirements have been identified for the establishment of an IDP, an LED and a Tourism office respectively (please see above for reference to this establishment). Most of these projects can be seen as a first phase indication of the needs for the first year of these offices as the budget process had not commenced at the point in time when they were identified and consultation with the feasibility of funding for these projects has yet to be explored. These projects must thus be seen as a concept rather than final phase projects, and it is for this reason that they have not been included as final projects in the IDP.



Mkhondo Local Municipality

# Revised IDP Final Version



**DATE: MAY 2008**

**FIVE YEAR PLAN 2007-2011  
FINAL REVISED VERSION**

# MKHONDO LOCAL MUNICIPALITY

IDP 2007 - 2011  
Final Review 2008-2009



## INTERGRATED DEVELOPMENT PLAN

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# FOREWORD BY THE EXECUTIVE MAYOR



The vision and mission of Mkhondo Municipality is that of a community-driven and tranquil model municipality of excellence.

As a Municipality we are more than fortunate to have received training from province on issues around service delivery, budget implementation, IDP linkage and annual reports. This will assist us in effectively improving our service delivery through projects that are listed in our IDP for the benefit of the community of Mkhondo Municipality. This is accelerated service delivery.

We are now also in a position to effectively implement service delivery through the SCM (Supply Chain Management) processes as the respective committees are now in place and executing their responsibilities of awarding contracts as soon as possible, and thereby facilitating the implementation of projects without further delays.

As free basic services are provided to communities we are updating our indigent data base to ensure that all the needy people have access to the municipal basic services, such as:

- Water
- Sanitation
- Electricity

We are currently working on the anti corruption strategy that will assist the municipality to safe guard its limited resources and thereby making these resources available for service delivery.

We boosted our efforts in increasing our revenue collection by the implementation of our credit control and debit recovery policy, encouraging the community to pay their debts to enable the municipality to plough back in terms of providing better and advanced service.

We will win the struggle together as one and we shall share common destiny despite the diversity of our colour, race and creed.

**Clr. B Mary Khumalo**  
**EXECUTIVE MAYOR**  
**May 2007.**

# ***EXECUTIVE MAYOR'S IDP & BUDGET SPEECH - 2008/2009 FINANCIAL YEAR***

Presented to Mkhondo Municipal Council

By

Executive Mayor, Mrs Busisiwe Mary Khumalo

STATE OF THE COUNCIL ADDRESS BY THE EXECUTIVE MAYOR, HER WORSHIP COUNCILLOR BM KHUMALO, AT THE OCCASION OF DELIVERING THE 2008/09 IDP AND BUDGET IN THE MKHONDO COUNCIL CHAMBERS AT 09h00 ON 03 JUNE 2008.

Madam Speaker,  
Honorable Members of Council,  
All Officials of Mkhondo,  
Distinguished Guests,  
Ladies and Gentlemen  
Comrades and Friends

Madam Speaker, Honourable Members of Mkhondo Council, on 09 April 2008 we tabled our Draft Budget for 2008/09. We also tabled a review on our 2007 - 2011 Integrated Development Plan (the IDP). This Draft Review is important because it raises all the projects that were planned over this Council's 5-year political mandate from the planning to the implementation stage.

For implementation, we need to ensure that the projects falling within our 2008/09 budget year are fully funded. This will assist this Council to implement them; thereby ensuring we deliver the service we have promised our people.

The new Local Government: Municipal Property Rates Act, No. 6 of 2004, needs to be implemented by all municipalities in South Africa, latest by 01 July 2009. The implementation of this Act depends on specific processes having taken place in preparation for the July 2009 deadline.

As Mkhondo, we tabled to Council the required MPRA implementation plan and are convinced that, come the Implementation Day, Mkhondo will be in a position to fully implement and comply with this very important Act.

## **ELECTRICITY TARIFFS INCREASE**

Eskom is currently proposing to increase electricity tariffs by a whopping 53% in the very foreseeable future! As we all know, the challenges faced by our country in meeting electricity demands is far from being adequate as can be seen through the Load Shedding programme currently in operation.

The increase in electricity tariffs may be too much for the consumers in general, which then forces this Council to absorb some effects of the increase and propose to pass only 12% of the increase to the consumers. This means that electricity will have to be increased by only 12% come July 2008.

## **SALARY INCREASE**

The National Bargaining Council negotiated with the Employee Representatives to have the general salary increase set at around 8.3% for the 2008/09 financial year. As soon as there's agreement, that percentage increase will be absorbed by this Council and be filtered into the rates income for funding.

It is therefore imperative that the rates income get adjusted so as to enable this Council to continue paying salaries and manage its service delivery objectives on course and without any hindrance.

Madam Speaker, we embarked on a one-week intensive Public Participation Programme in an effort to make sure that the budget that is being tabled here for approval is informed by all stakeholders, especially the people whose lives we have to improve.

This will need us to constantly monitor the budget and IDP implementation and issue an evaluation by way of our next Mid-Term Budget Implementation and Performance Assessment Report.

#### CURRENT CHALLENGES:

Madam Speaker, we could not implement all our plans as per our 2007/8 IDP as a result of inherent challenges that the municipality faced. The following are some of the challenges that are being experienced by this municipality:

- Attraction and Retention of suitably qualified personnel
- Data cleansing
- Limited financial resources
- Inability to spend capital budgets by departments
- Dilapidated infrastructure, especially underground infrastructure

The expenditure challenge faced by this municipality, especially on capital projects, will no doubt be dealt with as soon as the Councillors and Officials recognize their supporting roles on each other's responsibilities.

This will ensure that the 2008/09 expenditure targets are met without too much of an effort. This can only happen as soon as Councillors recommit themselves into taking full charge of their various portfolios, and monitor the implementation of the 2008/09 budget as part of their fiscal responsibility.

I would like to take this opportunity to thank all the Portfolio Committees with a special emphasis on the Finance Portfolio Committee, the Management Team and all other role-players for their contributions and participation in the budget process that resulted into this Operational and Capital Budget Estimates for the Financial Year 2008/09.

To the members of the Public that braved cold nights and early mornings to attend our consultative meetings, we would not have been able to table this Budget if you did not attend those meetings. To you I say THANK YOU VERY MUCH; your attendance did not go unnoticed. Please bring your neighbours next time around!

#### THE 2008/09 BUDGET ESTIMATES

Madam Speaker, the Budget of Mkhondo Municipality for the 2008/09 financial year amounts to **R224 582 839** (*Two hundred and twenty four million five hundred and eighty two thousand eight hundred and thirty nine rands only*).

Of this amount, the Capital Budget constitutes **R81 628 029** (*Eighty one million six hundred and twenty eight thousand and twenty nine rands only*) with the Operating Budget standing at **R142 954 810** (*One hundred and forty two million nine hundred and fifty four thousand eight hundred and ten rand only*).

The Revenue for the 2008/09 financial year amounts to **R142 954 810** (*One hundred and forty two million nine hundred and fifty four thousand eight hundred and ten rand only*).

- **R45 941 742** (*Forty five million nine hundred and forty one thousand seven hundred and forty two rand only*) will be received from Grants and Subsidies including Equitable Share. This represents 32% of the Total Revenue estimates for the year.

From our own Sources of Revenue, the following amounts have been estimated to be collected in the 2008/09 financial year:

- Electricity Tariffs accounts for 28% of the total Revenue and has been estimated at R39 401 381 (*Thirty nine million four hundred and one thousand three hundred and eighty one rand only*).
- Water tariffs will accounts for 5% of the total Revenue and has been estimated at R7 393 307 (*Seven million three hundred and ninety three thousand three hundred and seven rand only*).
- Rates income will account for 9% of the total Revenue and has been estimated at R12 969 013 (*Twelve million nine hundred and sixty nine thousand and thirteen rand only*).
- Other sources of Revenue such as Interest, fines, plantations, etc.; accounts for 26% of the total Revenue and has been estimated at R37 249 367 (*Thirty seven million two hundred and forty nine thousand three hundred and sixty seven rand only*).
- The total Expenditure estimates for the 2008/09 financial year have been allocated as follows:
  - Municipal Manager accounts for 1% of the total Expenditure and has been estimated at R1 854 667 (*One million eight hundred and fifty four thousand six hundred and sixty seven rand only*).
  - Budget and Treasury office accounts for 16% of the total Expenditure and has been estimated at R22 619 665 (*Twenty two million six hundred and nineteen thousand six hundred and sixty five rand only*).
  - Engineering Services accounts for 42% of the total Expenditure and has been estimated at R60 425 597 (*Sixty million four hundred and twenty five thousand five hundred and ninety seven rand only*).
  - Corporate Services accounts for 21% of the total Expenditure and has been estimated at R29 825 185 (*Twenty nine million eight hundred and twenty five thousand one hundred and eighty five rand only*).
  - Public Safety accounts for 6% of the total Expenditure and has been estimated at R7 872 383 (*Seven million eight hundred and seventy two thousand three hundred and eighty three rand only*).
  - Council - General accounts for 14% of the total Expenditure and has been estimated at R20 357 313 (*Twenty million three hundred and fifty seven thousand three hundred and thirteen rand only*).

Madam Speaker, it is evident from this Budget that the bulk of it have been allocated to Engineering services mainly for the provision of Water, sanitation, Sewer, Roads and Stormwater. These form the core functions of this municipality without which there will not be any service delivery achieved by it.

It is therefore evident Madam speaker that this department needs to be supported at all cost to ensure our dream of a better life for all. The success of the millennium goals depend on the effective and efficient operation of this department.

Madam speaker, this department is also tasked with the implementation of our Capital projects, mainly financed through the Municipal Infrastructure Grant allocations, the Development Bank of



Southern Africa, the Departments of Local Government and Housing and from our very own contingency reserves.

The following Table shows the allocations to projects in various Wards with a clear identification of the funding source:

Project name	Ward	Funding source	Project amount
Upgrading of main bulk supply pipeline	11	MIG	R 2 130 000 ( <i>Two million one hundred and thirty thousand rand only</i> )
Construction of Bulk water supply KwaNgema west and Driefontein	3	MIG	R 1 528 767 ( <i>One million five hundred and twenty eight thousand seven hundred and sixty seven rand only</i> )
Bus and Taxi Route in eThandukukhanya	12, 13 & 14	MIG	R 9 241 750 ( <i>Nine million two hundred and forty one thousand seven hundred and fifty rand only</i> )
Water Borne Sewer (Nkonjaneni)	11	MIG	R 5 101 618 ( <i>Five million one hundred and one thousand six hundred and eighteen rand only</i> )
Rehabilitation of mark street	7	MKHONDO	R5 000 000 ( <i>Five million rands only</i> )
Dirkiesdorp Township Formalization	3	DBSA	R 2 205 592 ( <i>Two million two hundred and five thousand five hundred and ninety two rand only</i> )
eThandukukhanya ext 8 & 9 township formalization	14	DBSA	R 2 205 592 ( <i>Two million two hundred and five thousand five hundred and ninety two rand only</i> )
Piet Retief ext 7 Residential development	7	DLGH	R 4 019 796 ( <i>four million and nineteen thousand seven hundred and ninety six rands only</i> )
Bus and Taxi Route in KwaThandeka	5	MIG	R 5 977 500 ( <i>Five million nine hundred and seventy seven thousand five hundred rand only</i> )
Water reticulation eThanda ext 6 & 9	13 & 14	MIG	R 9 540 048 ( <i>Nine million five hundred and forty thousand and forty eighth rand only</i> )
Mayoral Projects	All	MKHONDO	R 3 350 000 ( <i>Three million three hundred and fifty thousand rand only</i> )
Piet Retief sewer treatment plant	10	MIG	R 19 548 366 ( <i>Nineteen million five hundred and forty eight thousand three hundred and sixty six rand only</i> )

From our Contingency reserves, we have identified an amount of R11 779 000 (*Eleven million seven hundred and seventy nine thousand rand only*) to finance projects identified by our various departments. This amount has been allocated as follows:

- Parks and Recreation has been allocated an amount of R1 300 000 (*One million three hundred thousand rand only*). This is mainly for the Rehabilitation of certain areas and Park Establishment.

- Community services has been allocated an amount of R2 580 000 (*Two million five hundred and eighty rand only*). This is mainly for the Refuse Transfer Station, Weigh Bridge at our dumping site and equipment such as tractors.
- Public works has been allocated an amount of R1 084 000 (*One million and eighty four thousand rand only*). This is allocated for costs related to a grader, staff transport and a copier for building plans.
- Electrical Services has been allocated an amount of R1 185 000 (*One million one hundred and eighty five thousand rand only*). This allocation is mainly for the Replacement of Transformers and the Electrification of Phola Park and eZiphunzini.
- Corporate Services has been allocated an amount of R120 000 (*One hundred and twenty thousand rand only*). This amount has allocated for the purchase of Plasma Screens for this Chamber and Office Furniture.
- Public Safety has been allocated an amount of R2 110 000 (*Two million one hundred and ten thousand rand only*). This allocation is mainly for Fire Truck, fencing, building upgrade and operational equipment.
- Budget and Treasury has been allocated an amount of R3 400 000 (*Three million four hundred thousand rand only*) for the municipal building we plan to build.

Originally we budgeted money for the municipality's new offices, of this budget an amount of R6 150 000 (*Six million one hundred and fifty thousand rand only*) had been rolled over into the 2007/8 financial year from the previous financial year.

An amount of around R3 000 000 (*Three million rand only*) will be spent during the 2007/08 financial year on the design and planning of this new building. The R3 400 000 (*Three million four hundred thousand rand only*) budgeted under Budget and Treasury will then be made available for the next Phase of the building in the 2008/09 financial year.

The building will be handled as a multi-phase project, with its completion planned over the Medium term Expenditure Framework. We will also seek additional funding for this project from other sources such as the Province as well as the Gert Sibande District.

## MILLESTONES ACHIEVED

Madam Speaker, in our continued effort to ensure services are delivered effectively and efficiently, we have established the Supply Chain Management committees required for procuring goods and services. These committees are now functional and we believe that all Council procurements will be positively affected by this development, from now moving forward.

We have also identified the need to ring-fence all monies that we are scheduled to receive in terms of our Municipal Infrastructure Grant allocation for the 2008/09 financial year. This money will assist us to ensure that the targets we have set ourselves in meeting the Millennium Goals are met by due date.

Madam Speaker, the winner of the 2006 Noble Peace Prize, Professor Muhammad Yunus of Bangladesh once said, and I quote:

*"We create institutions and policies on the basis of the way we make assumptions about us and others. We accept the fact that we will always have poor people around us. So we have had poor people around us. If we had believed that poverty is unacceptable to us, and that it should not belong to a civilized society, we would have created appropriate institutions and policies to create a poverty-free world",* and I close quote.

Madam Speaker, it is imperative that people must be encouraged to speak out on issues that affect them and their development. The Public Participation process we embarked on as part of this Budget and IDP consultation must be applauded and encouraged. It is therefore with pride that today we are here to table a Budget that we can proudly call the Budget of the people because of the participation we received from our people.

To all those that missed out on this very important part of our democracy, we say to you it is not too late. The trail has been set, you cannot go astray, all you need to do is FOLLOW THE TRAIL! *UMA ULANDELA UMKHONDO, UNGEKE WADUKA!*

## **BUDGET RELATED ITEMS**

### **REPORT AND RECOMMENDATIONS ON ITEM 08/05/51A APPROVAL OF FINAL REVIEW IDP 2008/09**

Madam Speaker, the purpose of this item is to submit the final reviewed Integrated Development Plan for 2008/09 to Council.

This serves as the final draft of the reviewed IDP, including comments received from the Department of Local Government, Councillors, members of the public and other stakeholders.

It is hereby recommended:

1. that Council adopts the reviewed copy of the IDP in respect of the 2008/09 financial year
2. That the IDP review for 2008/09 be started at the end of August 2008
3. That an IDP Steering Committee be established
4. That the IDP unit be staffed with two to three people at the level of Clerks, to assist in the monitoring and implementation of the IDP

### **REPORT AND RECOMMENDATION ON TIEM 08/05/48A BUDGET ESTIMATES**

Madam Speaker, it is further recommended that the 2008/09 Budget Estimates for this ensuing financial year be dealt with in terms of statutory provisions contained in the Municipal Finance Management Act and Circulars related thereto. This item is contained in the Council Agenda.

We hereby submit the following budgets by way of Estimates of Revenue and Expenditure in respect of the 2008/09 financial year for consideration and approval by Council:

1. The Proposed Operational budget for 2008/09
2. The Proposed Capital budget for 2008/09
3. The Proposed Tariffs for 2008/09

The Multi-year general salary increase as agreed to, at the bargaining chamber will be implemented at the agreed 8.3%. The projected salary bill in respect of the 2008/09 fiscal year has therefore been affected at that percentage growth.

We have a blanket approval given by NERSA to all municipalities that have electricity distribution licenses that allows us to increase our electricity tariffs by 12% from 01 July 2008.

This approval does not stop us from applying to the Regulator to raise our tariffs beyond this blanket approval in order to raise more money we may need to refurbish our electricity infrastructure.

The only condition is that any increase beyond 12% must be motivated at a public hearing forum before implementation. We have thus decided to comply with the general approval of 12% as anything more will cause us delays as the public hearing date has not even been determined as we speak.

The electricity income will, however, need to be ring-fenced in line with the REDs process.

In line with this reasoning, we thus implemented a 12% increase on the proposed electricity tariffs in respect of the 2008/09 financial year for Council to consider.

Personnel salaries have been factored-in on a 8.3% increase as the bargaining Council has already agreed on this percentage increase. On average, the increase on the Operational Budget is 5.6%.

Madam Speaker, it is therefore recommended that Council resolve on this item as follows:

1. The proposed budget of the Mkhondo Municipality for the 2008/09 financial year; and the indicative figures for the two MTREF outer years being 2009/10 and 2010/11 is approved as set-out in the following schedules:
  - 1.1. Operating Revenue by source - Schedule 1 (page 7);
  - 1.2. Operating Expenditure by Vote- Schedule 2 (page8);
  - 1.3. Capital expenditure by Vote - Schedule 3 (page 9);
  - 1.4. Capital funding by source - Schedule 4 (page 10).
2. The contribution to the provision of Free Basic Services be approved at R5.8 million (Five comma eight million rands only).
3. The Municipal Manager is to institute measures to ensure that the overtime allocation in this Budget will not be overspent.
4. The following Tariffs and consumer charges for the 2008/09 budget year will increase as follows:
  - Property Assessment Rates = 8%, details as per Annexure A
  - Refuse Removal = 8%, details as per Annexure A
  - Sewerage = 8%, details as per Annexure A
  - Water = 8%, details as per Annexure A
  - Electricity = 8%, details as per Annexure A
  - Other Fees and Charges = 8%, details as per Annexure A
5. Council reconfirms implementation of the policies set out below for the 2008/09 financial year. Amendments were made to the SCM as well as the Credit Control and Debt Management policies only. All the other policies as adopted during the 2007/08 financial year were not amended. Herewith the comprehensive list of the entire Budget related policies:
  - Budget Policy
  - Asset Management Policy
  - Tariff Policy
  - Credit Control and Debt Management Policy
  - Indigency Policy
  - Cash Management and Payment of Creditor Policy
  - Borrowing and Raising of Debt Policy'
  - Cash Receipts and Banking Policy
  - Subsistence and Travelling Policy
  - Supply Chain Management Policy & SCM Code of Conduct
  - Investment Policy
6. The Municipal Manager is to ensure the review of all the above policies during the course of the ensuing financial year in order to ensure that all applicable policies are in line with the municipality's operational requirements.
7. A provision of R5.4 million (Five comma four million rands only) has been set aside to cover possible bad debts from rates and charges not collected.

8. The Municipal Manager to concurrently assist Council in conducting a public awareness campaign to conscientize all consumers on the importance of service delivery as the success of this budget depends on consumers promptly paying their accounts for services.
9. The Council supports the Municipal Manager in the rigid enforcement of the Credit Control and Debt Management Policy following its adoption by Council.

Madam Speaker, at this point, may you please allow me to place on the table the following documents:

1. the 2008/09 to 2010/11 Revenue & Expenditure Budget
2. the Revised 2008/09 IDP

Madam Speaker, *Nginyabonga*, I Thank You!

Clr. B Mary Khumalo  
EXECUTIVE MAYOR

# FOREWORD BY THE MUNICIPAL MANAGER

We are the sphere of government closest to the people, mandated to deliver the basic services to our communities in order to deepen our democracy. Our victory is when we change the quality of life of our people for a better one by providing basic services for all and the free basic services to the poor.

Achievements in providing services as per our strategic objectives give us strength to face the numerous challenges.

The consolidation of good governance, administration and transformation is a continuous challenge. The application of the MFMA gives hope for the future in this regard.

Chapter 5 of the Local Government Municipal Systems Act, 2000 put emphasis on Integrated Development Planning and Co-operative Government. Implementation of our IDP is the key vehicle to change the lives of people.

## **Integrated Development Planning Municipal Planning**

We give effect to our objectives and developmental role as required by section 152 and 153 of the Constitution, municipal planning must be in a co-operative style, participation in National and Provincial Programmes as stipulated section 153(b) of Constitution. We are expected to comply with planning requirements; consult with communities and the Integrated Development Plan should be adopted by council.

As a newly elected Mkhondo Municipal Council, we must adopt the IDP and its framework.

We are fortunate to have the Municipal Infrastructure grant that assist us in delivering the services.

In conclusion the present IDP is directed to address the following roles.

**Finance** - Improve the Financial viability of Mkhondo.

**Water** - Provide clean water to the rural areas/ households of Mkhondo.

**Sanitation** - Provisioning of VIP toilets in rural areas

**Housing** - More houses are to be built.

**Electricity** - additional households will get electricity.

**Skills** - More skills are going to be imparted.

**Economic** - Economic growth and social progress is our key focus

**Safety and Security** - Improve safety and security measures

Improvement of health services

Education matters will be our focus with the oncoming election of School Governing Bodies

**Roads -** Improve the condition of or roads  
Operate with the principle of Batho Pele.

**Cemeteries -** Provisioning of cemeteries

**Waste management -** Establishing a new waste site

Let us join hands in our various committees to change the lives of Mkhondo Community.

MR R LEDWABA  
MUNICIPAL MANAGER

# IDP OVERVIEW

## Vision

*A community-driven and tranquil model municipality of excellence.*

## Mission

*The Mkhondo Municipality is committed to creating an institutional environment geared to provide quality services to all its customers.*

## Core Values

*The Core Values for the Mkhondo Local Municipality are:*





## THE PROCESS FOLLOWED

*According to the principles and methodology for Integrated Development Planning, the following community-based strategic process was followed:*

- i. Developing a strategic vision and mission
- ii. Establishing the key focus areas or strategic thrusts
- iii. Formulation of broad developmental goals in support of the vision
- iv. Formulation of objectives
- v. Developing strategies to achieve objectives
- vi. Developing an implementation plan and framework for the implementation and execution of strategies
- vii. Developing a framework for the ongoing evaluation and monitoring of the projects and strategies.

The above process was done within the context of a detailed and thorough status quo analysis of the municipality as well as the municipal area (and geographic context) and in terms of the social, economic, physical and institutional environments. The strategic planning process that was followed was largely informed by a thorough community/stakeholder participation process.

The 2007/2011 Mkhondo IDP was reviewed during March/ April 2008. See attached comments from the Mpumalanga Province as well as the review comments from the service providers. Based on these reviews and assessments, as well as the review - community participation process, a number of new issues, challenges, projects and problems were identified. **Although this reviewed/amended IDP is still in the process of continuously being amended, many of the review comments and community inputs are addressed in this IDP.** In view of the above, many of the objectives, strategies and projects were amended or revised in order to address the comments and concerns as well as the inputs from the communities and councillors. It should however be noted that the IDP is a living document and a process, which will be monitored, reviewed and amended as the need arises and on an ongoing basis. Having said this, this “new IDP” is a great improvement and also a thorough and honest reflection of the changed/ever changing environment of Mkhondo. Not only does this IDP set a platform and guideline for the future development of Mkhondo, but it is starting to acquire the characteristics of a credible IDP. It is strongly believed, that this new effort will spur an interest amongst sector departments, stakeholders and communities to become more involved with the IDP and for them to start contributing and participating to the continuous revision and building of the Mkhondo IDP - and also the implementation of the strategies and projects.

The 2007 - 2011 Integrated Development Plan is meant to guide development and planning for the political office bearers with emphasis on improving the socio-

economic situation, meeting millennium targets set by the National government, improving service delivery mechanisms, strengthening and improving inter-governmental relations and community participation.

## **Review Of Previous Municipal Commitments**

The Municipality will continue to focus on facilitating Public Private Partnerships in order to Accelerate Shared Economic Growth and Development, Tourism development and Marketing, Environmental Management, Youth and Woman Development, HAST programme, Promotion and Support of People with disability, Economic Diversification and Beneficiation of its Mineral and Agricultural Resources and community development.

The municipality will work closely with government institutions to create job opportunities (for example through EPWP), especially for the benefit of the unemployed and the poor. By 2010, when South Africa hosts the Soccer World Cup, all households will have access to running water and proper sanitation. The municipality aims to ensure that all households have access to electricity. The municipality also subscribes to honesty and will not tolerate corrupt activities, laziness and arrogance. The municipality aims to further accelerate service delivery so that no community will be using the bucket system for sanitation by the end of 2007.

All communities will have access to clean water and decent sanitation by 2010. All houses will have access to electricity by 2012. Housing developments are located closer to places of work. The municipality will strive to put more resources to build more and better roads, infrastructure for water and sanitation, and schools and clinics where they are needed, in rural and urban areas alike. By using the approach of the expanded public works programme in providing infrastructure, we will strive to ensure that more people have work opportunities and are given skills. Implement other special programmes in rural and urban areas where the poorest people live, including assistance in setting up food gardens and school gardens.

Mkhondo will continue to assist those who want to set up small businesses with skills, and other forms of support. The municipality has strengthened its public participation by making Ward Committees more effective. Comprehensive consultations are done through IDP processes; Imbizo's and ward meetings to ensure effective consultation with communities. However, some Provincial Departments are not participating and not fully committed in assisting the district to pave the way to a better future for all. (SEE PROPOSALS ON COMMUNICATION'S STRATEGY IN REVIEW DOCUMENT)

The municipality has taken a stand to develop concrete steps towards higher rates of local economic growth and poverty alleviation. The municipality will continue to strive to facilitate partnerships to accelerate programmes for women empowerment and improving the lives of young people, providing a better living environment, skills development and employment opportunities. The municipality will also ensure that

there is a One Stop Government Centre [MPCC] in every town where citizens can access government services and information on how to access the opportunities offered by democracy to improve their lives.

Annexure \* indicates the areas and components of the IDP that still needs to be addressed during the following financial year. See attached comments of DPLG.

## Vision

*The vision of Mkhondo is to become a community-driven and tranquil model municipality of excellence.*

## Focus areas

In support of this vision Mkhondo and its people identified the following focus areas or strategic thrusts to guide us to our desired future state:

FOCUS AREA 1: Organisation Restructuring and Transformation

FOCUS AREA 2: Financial Management

FOCUS AREA 3: Inter-Governmental Relations, Social and Community Services

FOCUS AREA 4: Corporate Services [organisational structure]

FOCUS AREA 5: Planning and Economic Development

FOCUS AREA 6: Bulk Infrastructure & Technical Services

FOCUS AREA 7: Water Services

FOCUS AREA 8: Sector Plans

FOCUS AREA 9: Performance Management

FOCUS AREA 10: Implementation priority areas

FOCUS AREA 11: Functional Relationship between Priority Issues, Objectives, Strategies and Projects

FOCUS AREA 12: The Annual Process of Reporting and Review

## Developmental goals

Within the context of our stated vision and the set focus areas, the following main developmental goals have been identified to guide us through our journey to the desired state:

1. Support government efforts to put the people at the centre of development, not merely as beneficiaries, but as drivers of transformation
2. Move faster and further in providing the better life for all
3. Halve unemployment and poverty by 2014
4. Provide the skills required by for economic development and growth
5. Provide infrastructure that will create an environment that is conducive to economic growth and development that facilitate and increase capacity to provide basic services, which will contribute to a safe and healthy environment
6. Ensure that all South Africans are fully able to enjoy the full dignity of freedom
7. Forge partnerships with our National and Provincial Governments to improve service delivery and access to basic services. (SEE ATTACHED REPORT ON ALIGNMENT)
8. Ensure participation of the people in developmental thrusts to allow citizens to identify the problems that their community faces, as well as work in partnership with the municipality so that solutions can be devised that will improve public service as well as the quality of life for our citizens (SEE PROPOSALS ON COMMUNICATION'S STRATEGY IN REVIEW DOCUMENT)
9. Speed up the delivery of free basic services
10. Build sustainable human settlements and viable communities
11. Create employment opportunities and fight poverty through infrastructure development and service delivery, procurement, support for SMME's, support of Broad Based Black Economic Development and other socio-economic development initiatives
12. Ensure that councillors are responsive, accountable and effective and that everybody involved in local government understands and honours the duty to respect and serve the people (SEE PROPOSALS IN THE REVIEW DOCUMENT ON IDP TRAINING AND CULTURE)

# Developmental Objectives and Strategies

The following section presents a list of the specific and more focussed and detailed objectives and supporting strategies in support of the development goals:

## Provision of Bulk Water, Sanitation, Roads and Storm Water and Electricity

To accelerate the Provision of Water, Sanitation, Roads & Storm Water & Electricity Services in partnership with key stakeholders to meet millennium targets and improve the living conditions for all.

### Strategies and intervention for key focus areas:

- The Municipality will implements projects that are identified in its water and sanitation blue print on annual basis in partnership with sector departments.
- The Municipality, in partnership with the relevant government tiers and sectors within those tiers, to ensure integrated planning and provision of roads and storm water, sanitation, water and electricity to all un-serviced communities.
- The Municipality will conduct annual audits to determine the level of services to be given to each community, effective mechanisms to deliver such services in consideration to spatial circumstances and other circumstances and available resources.

<i>Private sector</i>	<i>Sector Departments</i>
➤ Public Private partnerships in accelerating implementation and investment in infrastructure	➤ Support in the development and implementation of WSDP / Transport & Electricity Plans
➤ Skills transfer and training of municipal staff	➤ Co-funding for key projects to accelerate service delivery
➤ Form partnerships and provide technical expertise	➤ Provide advise and technical assistance (hands-on support)

➤ **Municipal Health Services**

To accelerate the Provision of quality Municipal health Services to all Communities in line with National Department of Health Guidelines, to ensure effective , affordable and accessible Municipal Health Services to all

**Strategies and Key intervention for key focus areas**

- The Municipality through its Integrated Waste Management Plan will address backlogs and in partnership with Sector departments fund key identified projects.
- The Municipality will undergo a Section 78 assessment in line with the MSA to determine the best service delivery mechanism for the delivery of Municipal Health Services.
- The Municipality will strive to develop a Comprehensive Municipal Health Plan, Air Quality Management Plan and an Integrated Environmental Framework Plan in Promoting , Protecting and Conserving the Environment

<i>Private sector</i>	<i>Sector Departments</i>
➤ Public Private Partnerships in accelerating Provision , Promotion of Municipal Health Services	➤ Support in the development and implementation of Municipal Health Plan, Integrated Environmental Plan, Air quality Management Plan.
➤ Skills transfer and training of municipal staff	➤ Co-funding for key Projects identified to Accelerate service delivery
➤ Form partnerships and provide technical expertise	➤ Provide advise and technical assistance (hands-on support)

## Disaster Management, Fire and Emergency Services

To provide a comprehensive Disaster Management, Fire and Emergency Services that will ensure that all communities are safe and can get timely and adequate assistance and responses in time of need.

- The Municipality in will strive to provide capacity through partnerships, infrastructure development, training and provision of critical equipment needed.
- The Municipality will investigate through provincial and national institute for disaster management and other recognised bodies an assessment mechanism for existing facilities, fleet and training needs.
- The Municipality will develop a standard service delivery mechanism to plan and improve current service delivery in its disaster management centre and satellite disaster management offices .

<i>Private Sector</i>	<i>Sector Departments</i>
➤ Public Private Partnerships in accelerating Provision disaster management, fire and emergency services	➤ Support in the development and implementation of Municipal and District Disaster Management Plans.
➤ Support municipalities with resources and technical assistance	➤ Provide resources to municipalities to improve their infrastructure and service delivery mechanism
	➤ Timeously guide the district in line with the Disaster Management Act

## Integrated Development Planning & Community Participation

To develop and implement a comprehensive Municipality IDP that will meet all the basic service backlogs, infrastructural shortages, institutional arrangement challenges, capacity building, etc that are facing municipalities within its area of jurisdiction in a holistic manner. To strengthens public participation through Izimbizo's, IDP Forums and other Communication platforms.

### Strategies and Key intervention for key focus areas

- The Municipality will ensure that gaps identified in terms of service backlog, institutional arrangements, developmental strategies, etc .



- The Municipality will strive to have positive stakeholder participation on the IDP Forums.
- The Municipality will strive to have sector department giving the necessary hands-on support and technical assistance through engagement

<i>Private Sector</i>	<i>Sector Departments</i>
➤ Public Private Partnerships in accelerating Provision of service delivery and addressing infrastructural challenges	➤ Support district and municipalities initiatives in addressing basic services backlog, infrastructural challenges, institutional arrangements in order to meet their municipal mandate
➤ Participate in local and district forums	➤ Participate in local and district forums
➤ Capacity building and technical support	➤ Share strategic plans and interventions in time with municipalities

#### Establishment and Control of Cemeteries, Municipal Airport, Fresh Produce Markets and Abattoirs

**To Facilitate Provision of Adequate Services to meet Community needs and Stimulate Economic Growth and Development**

- The Municipality in partnership with other stakeholders will investigate the feasibility and need for regional cemeteries , airports , fresh produce markets and abattoirs
- The Municipality will assess the current state of its local cemeteries in order to prepare for forward planning and future needs
- The Municipality through the Led forum will involve stakeholders in assessing the needs for regional markets and transport facilities

<i>Private Sector</i>	<i>Sector Departments</i>
➤ Public Private Partnerships in support the implementation and sustainability of these institutions and infrastructure	➤ Support the local municipality in developing business plans and capacity to implement and support these services
➤ Participate in local and district forums	➤ Facilitate partnerships and support for the local municipality
➤ Capacity building and technical support	➤ Share strategic plans and interventions in time with municipalities

## Promotion of Local Tourism

To increase the capacity of the Municipality, promote tourist attraction areas and increase the participation and beneficiation of the previously marginalised communities.

- The Municipality will strive to provide resources and facilitate partnerships for all role players to ensure good service to the tourism industry
- The Municipality will facilitate the formation of a platform for all role players to share skills and good practices, mentorship and shared growth
- The Municipality will strive in partnership with all stakeholders to have a comprehensive marketing drive to promote tourism in the Municipality

<i>Private Sector</i>	<i>Sector Departments</i>
➤ Public Private Partnerships in support the implementation and sustainability of these initiatives.	➤ Support the local municipality in developing business plans and capacity to implement and support these initiatives
➤ Participate in local and district tourism forums	➤ Facilitate partnerships and support for the local municipality
➤ Capacity building and technical support	➤ Share strategic plans and interventions in time with municipalities

## Transport Planning and Services

To increase the Capacity of the Municipality to have Comprehensive Transport Planning in Support of Economic Growth and Development

- The Municipality will in partnership with the sector departments to develop a comprehensive transport plan that will respond to the current developmental needs and economic growth.
- The Municipality will partner with private sector and the sector departments to meet the challenges posed by providing adequate transport facilities that meet the needs of the community including access to community facilities.
- The Municipality will in partnership with all stakeholders facilitate and promote integration of all transport modes.

<i>Private Sector</i>	<i>Sector Departments</i>
➤ Public Private Partnerships in support the implementation and sustainability of these initiatives.	➤ Support the Municipality in developing business plans and capacity to implement and support these initiatives
➤ Participate in local and district transport forums	➤ Facilitate partnerships and support for the local municipality key transport Projects
➤ Capacity building and technical support	➤ Share strategic plans and interventions in time with municipalities

## Organisational Restructuring and Transformation

To increase the capacity of the Municipality, promote tourist attraction areas and increase the participation and beneficiation of the previously marginalised communities.

- The municipality is undergoing institutional restructuring to be able to meet its new mandate , mission and vision.
- The restructuring is aim at bring capacity to the local municipality to improve service delivery and support to its local municipalities

## Financial Services

To ensure that the Municipality maintain its Clean Audit record and Good Financial Management

- The Municipality will strive to have Good Financial Management and Financial Control Systems.
- The Municipality will provide Technical Support to its Locals to build Capacity of its local Municipalities to have good financial Management Systems.
- The Municipality will strive to timeously comply to the requirements of Municipal Finance Management Act and related regulations.
- The Municipality will promote effective and efficient implementation of its Supply Chain Management Policy.

<i>Private Sector</i>	<i>Sector Departments</i>
➤ Public Private Partnerships in support the implementation and sustainability of these initiatives.	➤ Support the local municipality in developing business plans and capacity to implement and support these initiatives
➤ Participate in local and district tourism forums	➤ Facilitate partnerships and support for the local municipality
➤ Capacity building and technical support	➤ Share strategic plans and interventions in time with municipalities

## Inter-Governmental Relations, Social and Community Services

To Facilitate, Support provision of comprehensive services to the communities through Accelerated Services Delivery and Ensuring that Communities can have Access to Services which are closer to them.

- The Municipality will Facilitate and Contribute its Resources to Support Protection Services and Crime Prevention Initiatives and Police Forums.
- The Municipality will facilitate and contribute Resources to Promote and Support Sports and Recreation Development
- The Municipality will strive to Contribute Resources and Support for Youth Development, Gender and Disability and its Capacity Building Initiatives.
- The Municipality will support Government Comprehensive Plan on HIV / AIDS including Capacity Building of those Infected and Affected, Support Groups and Care Givers.
- The Municipality will strive to facilitate and source resources to ensure effective and adequate provision and maintenance of Community Facilities (MPCC's)
- The Municipality will offer support and contribute resources to ensure effective District House of Traditional Leaders
- The Municipality will facilitate a comprehensive Environmental Management plan and provide resources to promote and implement its key projects for Promotion, Protection and Conservation of the Environment.

- The Municipality will facilitate and support targeted Education and skills Training in partnership with all role players and SETA's to support economic and developmental challenges and needs.

<i>Private Sector</i>	<i>Sector Departments</i>
➤ Public Private Partnerships in support the implementation and sustainability of these initiatives.	➤ Support the local municipality in developing business plans and capacity to implement and support these initiatives
➤ Participate in local and district forums	➤ Facilitate partnerships and support for the local municipality
➤ Capacity building and technical support	➤ Share strategic plans and interventions in time with municipalities

## Corporate Services

To Increase the Capacity of the Municipality, to Provide Efficient and Effective Support Services to its Administration and Political Office Bearers.

- The Municipality will strive to have Effective and Efficient Administration and Human Resources Services
- The Municipality Aims to Promote Sound Labour Relations within its Local Municipalities
- The Municipality is striving to improve Communication and Marketing of its municipalities, between stakeholders and potential investors in support of its vision.
- The Municipality will strive to continuously provide effective and efficient Administration Support and Council Services

<i>Private Sector</i>	<i>Sector Departments</i>
➤ Public Private Partnerships in support the implementation and sustainability of these initiatives.	➤ Support the Municipality in developing business plans and capacity to implement and support these initiatives
➤ Participate in local and district tourism forums	➤ Facilitate partnerships and support for the local municipality
➤ Capacity building and technical support	➤ Share strategic plans and interventions in time with municipalities

## Planning and Economic Development Services

**To Increase the Capacity of the Municipality to Promote Tourist attraction Areas, Increase the Participation and Beneficiation of the Previously Marginalised Communities.**

- The Municipality will through its Integrated Development Plan strive to meet the Basic Needs of the community, Promote and encourage Economic growth and Development through Spatial Development Planning frame work to be reviewed.
- The Municipality will facilitate a Comprehensive and Integrated Approach to Rural, Town and Regional Planning in order to maximize the District Potential and Advantage.
- The Municipality will through its Economic Growth & Development Strategy seek partnership with all role players to promote Investments and economic Growth and development.
- The Municipality will invest in Geographic Information Management to improve its Planning and Service Delivery Mechanism.
- The Municipality will Support and Partner the Sector Department in its Land Restitution Program, Land Reform and Administration

<i>Private Sector</i>	<i>Sector Departments</i>
➤ Public Private Partnerships in support the implementation and sustainability of these initiatives.	➤ Support the Municipality with resources and capacity to implement and support these initiatives
➤ Participate in local and district planning forums	➤ Facilitate partnerships and support for the local municipality
➤ Capacity building and technical support	➤ Share strategic plans and interventions in time with municipalities

## Water and Sanitation Services

**To Accelerate Water Provision within the Municipality, Ensuring that all Residents have Access to Clean Water.**

- The Municipality in partnership with relevant stakeholders will strive to ensure effective and efficient administration of water services.
- The Municipality is in a process of developing a laboratory which will be used to assess and monitor water quality levels and supply to all municipalities
- The DWAF has currently appointed service providers to implement the Municipality's Water Services Development Plan which indicates service delivery backlog within the entire Municipality and its in a process of implementing key projects to meet the millennium goals.

<i>Private Sector</i>	<i>Sector Departments</i>
➤ Public Private Partnerships in support the implementation and sustainability of water services.	➤ Support the Municipality in developing business plans and capacity to implement and support water services
➤ Participate in local and district Technical Committee Forums	➤ Facilitate partnerships and support for the local municipality through the IDP Extended Technical Committee and IDP Representative Forum
➤ Capacity building, financial and technical support	➤ Share strategic plans and interventions in time with municipalities through technical task teams

## Infrastructure and Technical Services

**To enhance Municipality capacity to provide bulk infrastructure, and providing basic services and project management**

The Municipality will through its institutional arrangements in particular increasing its technicians and technical staff to enhance its capacity to provide the following services effectively and effectively.

- Bulk Infrastructure Development
- Project planning and Implementation
- Project Management
- Infrastructure Maintenance

➤ Housing

<i>Private Sector</i>	<i>Sector Departments</i>
➤ Public Private Partnerships in support the implementation and sustainability of these initiatives.	➤ Support the local municipality in developing sector plans, resources and capacity to implement and support these initiatives
➤ Participate in local and district planning and sector collaboration forums	➤ Facilitate partnerships and support for the local municipality
➤ Support the local municipality with specialised skills and technical expertises including skills transfer	➤ Share strategic plans and interventions in time with local municipality

### Sector plans and sector collaboration

To increase the capacity of the Municipality, promote tourist attraction areas and increase the participation and beneficiation of the previously marginalised communities.

<i>SECTOR PLAN</i>	<i>STATUS QUO</i>	<i>SUPPORT NEEDED</i>
Spatial Development Framework	Need to be reviewed and focused on the Mkhondo spatial location	Financial resources and technical support
Disaster Management Plan	The Municipality in consultation with the provincial department is in a process of drafting a disaster management plan	Financial resources and technical support



The following table further presents a list of the specific and more focussed and detailed objectives and supporting strategies within the context of the selected priority issues of the municipality:

<i>Priority Issue</i>	<i>Municipal Objective:</i>	<i>Municipal Strategies:</i>
<b>Water Provision</b>	<ul style="list-style-type: none"> <li>a) To ensure that all inhabitants of the area have adequate, reliable and affordable water infrastructure.</li> <li>b) To utilize existing services efficiently and to optimally utilize spare capacity where it is available.</li> <li>c) To ensure that sufficient sources are available to meet the demand in the Mkhondo Municipal area in the medium to long term (5-10 years).</li> </ul>	<ul style="list-style-type: none"> <li>a) Finalise the Water Services Development Plan for Mkhondo to satisfy the requirements of the Water Services Act (Act 108 of 1997).</li> <li>b) Provide water infrastructure according to affordability levels and as contained in proposed financial strategy.</li> <li>c) Increase the capacity of water reticulation plants</li> <li>d) Install bore holes</li> </ul>
<b>Sanitation Services</b>	<ul style="list-style-type: none"> <li>a) To ensure that all inhabitants of the area have adequate, reliable and affordable access to sanitation and that the provision of the service is undertaken in accordance with sound social, economic and sustainable principles.</li> </ul>	<ul style="list-style-type: none"> <li>a) Implement measures to eliminate night soil system with the view to provide uniform minimum service levels in all areas, taking into account affordability considerations.</li> <li>b) Address under-staffing problem and requirements for equipment.</li> <li>c) Implement a rehabilitation and upgrade programme for stressed and aged sewers.</li> <li>d) Provide VIP toilets in rural areas</li> </ul>
<b>Electrical Services</b>	<ul style="list-style-type: none"> <li>a) To ensure that all inhabitants of the area have adequate, reliable and affordable electricity infrastructure.</li> <li>b) To utilize existing services efficiently and utilize spare capacity where it is available.</li> </ul>	<ul style="list-style-type: none"> <li>a) Provide electricity infrastructure according to affordability considerations and in line with the recommendations of the financial strategy.</li> <li>b) To provide accurate invoices to all consumers.</li> <li>c) An educational programme for the use of electricity should be prepared and implemented to all potential consumers.</li> </ul>
<b>Roads and Storm Water</b>	<ul style="list-style-type: none"> <li>a) To upgrade the existing road and storm water network.</li> <li>b) To utilise local labour for</li> </ul>	<ul style="list-style-type: none"> <li>a) Devise detailed road upgrading and traffic management programme taking into account local area needs.</li> </ul>

	<p>construction and maintenance of road and storm water system where possible.</p> <p>c) To undertake the necessary planning to ensure an effective road and storm water hierarchy.</p> <p>d) To provide sufficient facilities for pedestrians.</p>	<p>b) Implement strategy for storm water management.</p> <p>Establish close linkages with land use planning aspects.</p>
<b>Waste Management and Refuse Removal</b>	<p>a) To provide adequate, reliable and affordable refuse services to all inhabitants of the area.</p> <p>b) To provide sufficient waste disposal containers.</p> <p>c) To achieve a regular, adequate refuse removal service that is not detrimental to the urban environment and that is applicable to the type of refuse to be removed.</p> <p>d) To ensure effective management of existing resources and provision of new facilities as and when required.</p> <p>e) To introduce a sustainable waste recycling system.</p> <p>f) To establish waste service centres.</p> <p>g) To manage and utilize the new waste site</p>	<p>a) Ensure the necessary capacity and resources to provide effective management of waste disposal services.</p> <p>b) Repair strategy to address human resource and equipment limitations.</p> <p>c) Investigate the viability and sustainability of introducing a waste recycling programme.</p> <p>d) Ensure utilisation of appropriate equipment at existing waste disposal sites to prolong lifespan thereof.</p> <p>e) Investigate need for and viability of a more centrally located new waste disposal sites in the various sub-regions</p>
<b>Public Safety</b>	<p>a) To ensure a safe, liveable environment for the people of Mkhondo Municipality</p> <p>b) To ensure easy and efficient access to the services that this department offers</p> <p>c) To offer protection in times of need from both natural and planned hazards</p>	<p>a) Completion of a Disaster Management Plan</p>
<b>Housing</b>	<p>a) To provide housing for all income groups in Mkhondo.</p> <p>b) To provide affordable housing in strategic</p>	<p>a) Create clear targets for housing delivery.</p> <p>b) Implement spatial development framework guidelines.</p>

	<p>development area close to job opportunities</p> <p>c) Promote public transport</p> <p>d) To facilitate the delivery of houses at a sufficient rate to address current backlogs.</p> <p>e) To institute measures to address the problem of informal settlement / land invasions.</p>	<p>c) Prepare and implement consistent policy to deal with land invasions and informal settlements.</p> <p>d) Ensure that provision of housing contribute to job creation and economic upliftment and disadvantaged communities.</p> <p>e) Establish a strategy for dealing with households living under stressful and dangerous conditions.</p>
<b>Cemeteries</b>	<p>a) To upgrade facilities at existing cemeteries.</p> <p>b) To ensure sufficient capacity of cemetery facilities.</p> <p>c) Provide cemetery facilities centrally located throughout the municipal area.</p>	<p>a) Provide security fencing at existing cemeteries.</p> <p>b) Identify cemeteries where upgrading of roads and landscaping is most urgently required.</p> <p>c) Identify new sites in the municipal sub-regions as and when necessary.</p>
<b>Environmental Services</b>	<p>a) To integrate all aspects of environmental management with Council.</p> <p>b) To protect, conserve and care for the natural environment to the benefit of the community.</p> <p>c) To preserve and conserve natural areas.</p> <p>d) To manage development in Mkhondo in an environmentally sustainable and transparent manner and ensure that all development complies with current legislation.</p> <p>e) To increase the awareness of the community of environmental issues</p> <p>f) .To limit, and where possible, prevent potential sources of air and water pollution</p>	<p>a) Prepare and implement a policy on environment conservation in Mkhondo.</p> <p>b) Implement a greening programme.</p> <p>c) Develop environmental expertise (human and other resources).</p> <p>d) Undertake appropriate research on critical environmental aspects.</p> <p>e) Develop and implement appropriate pollution control strategies.</p>
<b>Financial Services</b>	<p>a) The Council should aim and ensure that services are provided in accordance with household affordability levels in the Council's area.</p>	<p>a) Establish an inter-departmental development management information system.</p> <p>b) Develop a strategy for funding short term operating shortfalls.</p>

	<ul style="list-style-type: none"> <li>b) To manage the future cash position of the Council in such a way that envisaged capital investment programmes can be sustained and acceptable liquidity levels can be sustained at a minimum cost for the Council.</li> </ul>	<ul style="list-style-type: none"> <li>c) The development of a cash flow management system.</li> <li>d) Refining and extending the Councils credit control system</li> <li>e) Develop and implement a financial risk management system</li> </ul>
<b>Health Services</b>	<ul style="list-style-type: none"> <li>a) To ensure that all residents of Mkhondo receive health services according to National Standards.</li> <li>b) To initiate or change services according to the needs of the community.</li> <li>c) To ensure optimum utilization and extension of appropriate technology, knowledge and skills in the interest of the community.</li> <li>d) To provide staff with training to stay abreast with all services and trends.</li> <li>e) To manage the HIV/AIDS programmes.</li> <li>f) To ensure that the official handover of clinics is done amicable.</li> </ul>	<ul style="list-style-type: none"> <li>a) Undertake needs analysis for health and welfare facilities according to standards.</li> <li>b) Need for appropriate health and welfare by-laws to respond to changing urban environment.</li> <li>c) Implement programme to undertake social impact analysis.</li> <li>d) HIV/AIDS programmes be monitored.</li> </ul>
<b>Social Welfare</b>	<ul style="list-style-type: none"> <li>a) To provide appropriate and accessible welfare facilities to meet the needs of the community.</li> <li>b) To ensure that social welfare services are adequately co-ordinated.</li> </ul>	<ul style="list-style-type: none"> <li>a) Liaise with relevant Provincial Department for the provision of old age home facilities.</li> <li>b) Undertake audit of all facilities available for the disabled and use results to identify suitable projects for implementation.</li> <li>c) Provide appropriate facilities at pension payout points.</li> </ul>
<b>Education</b>	<ul style="list-style-type: none"> <li>a) To ensure proper maintenance of the present education facilities.</li> <li>b) To improve facilities (e.g. Libraries, laboratories, halls) available at existing schools.</li> <li>c) To liaise with the Mpumalanga Department of Education to ensure the</li> </ul>	<ul style="list-style-type: none"> <li>a) Institute measures for frequent and ongoing liaison with the Department of Education regarding needs and priorities in Mkhondo.</li> <li>b) Existing municipal facilities such as sport and library facilities must be made available to schools that are not provided with such facilities.</li> </ul>

	<p>timeous provision of facilities based on needs determined by Mkhondo e.g. in new housing developments.</p> <p>d) To co-ordinate the provision of adult basic education and training so as to reduce costs and make these services as widely available and accessible as possible.</p> <p>e) To focus development and upgrading initiatives in the areas of the highest need</p>	
<b>Local Economic Development</b>	<p>a) To provide support for informal traders and SMME's.</p> <p>b) To ensure a net increase in job opportunities for all sectors of the community.</p> <p>c) To broaden and diversify the economic and hence the tax base to improve provision of services to the entire community.</p> <p>d) To maximize the location benefits of Mkhondo.</p> <p>e) To increase the attractiveness of Mkhondo for new investment.</p> <p>f) To improve the local business climate to facilitate new business formation and establishment.</p>	<p>a) Support for local and emerging contractors.</p> <p>b) Develop an appropriate industrial policy.</p> <p>c) Develop strategy and mechanisms to re-enforce extend tourist infrastructure.</p> <p>d) Strategy to manage informal traders.</p> <p>e) Revise regulatory and land use management mechanisms.</p> <p>f) Implement procedures to establish a skill register of unemployed residents in Mkhondo.</p>
<b>Disaster Management</b>	<p>a) To plan and manage the disaster</p>	<p>a) Build a disaster team that is represent in all 15 Wards.</p> <p>b) Establish a disaster call centre.</p> <p>c) Fully equipped DM centre.</p>
<b>Transport</b>	<p>a) To ensure the provision of affordable, efficient and convenient public transport system, which will support the integration and development strategy of the area.</p> <p>b) To provide adequate facilities in support of public transport e.g. bus and taxi shelters and stops</p>	<p>a) Prepare an implementation strategy for the provision of appropriate new public transport facilities like taxi ranks &amp; stops, bus ranks, shelter, etc.</p> <p>b) Undertake audit of existing facilities</p> <p>c) Determine areas of need</p> <p>d) Identify suitable locations for implementation of projects</p> <p>e) Institute measures to ensure increased collection of issued traffic fines.</p>

	<ul style="list-style-type: none"> <li>c) To undertake timeous transport planning to ensure access to economic opportunities and social services for all</li> <li>d) To provide sufficient facilities for pedestrians</li> <li>e) To improve road safety, with specific reference to public transport providers</li> <li>f) To make the public transport system more accessible to the elderly and disabled</li> <li>g) To ensure that the public transport network serves the entire Mkhondo area.</li> </ul>	
<b>Land Use</b>	<ul style="list-style-type: none"> <li>a) To devise a spatial framework for development which will support the notion of integration and optimal utilisation of resources.</li> <li>b) To provide a streamlined and easily understandable land use management system that expedites the processing of applications and development</li> <li>c) To ensure accountability and transparency in land use management</li> <li>d) To devise a clearly defined policy and strategy to deal with land invasions</li> <li>e) To facilitate and manage the rapid release of land</li> <li>f) To provide for the establishment and ongoing upgrading of a Geographic Information System in order to manage urban and rural growth and development</li> <li>g) To optimise the benefits provide by the strategic location of Mkhondo Municipality in terms of major markets and important tourism regions.</li> </ul>	<ul style="list-style-type: none"> <li>a) Prepare new land use management mechanisms in accordance with DFA principles</li> <li>b) Information to be made more accessible to community</li> <li>c) Ensure enforcement of appropriate procedures and by-laws</li> <li>d) Prepare spatial development framework and update IDP.</li> <li>e) Streamline town planning procedures</li> <li>f) Prepare an appropriate strategy to deal with land invasions</li> <li>g) Establish townships</li> </ul>
<b>Sports and</b>	a) To make provision for the	a) Ensure that provision of sport facilities

<b>Recreation</b>	<p>practice and pursuing of sport and recreational activities.</p> <p>b) To provide informal training as well as providing in the need of leisure activities of the community.</p> <p>c) To promote integration of sport and recreation facilities and activities.</p> <p>d) To maintain existing park and public open space and develop underdeveloped public open space to improve environmental quality of the area.</p> <p>e) To indulge in trees for home drives</p> <p>f) To carry out greening activities.</p>	<p>and open spaces are in accordance of accepted standards in a manner, which is financially and socio-economically sustainable.</p> <p>b) Identify measures to actively engage community in planning and maintenance of open spaces.</p> <p>c) Upgrade safety and security at public open spaces and sport and recreation facilities.</p> <p>d) Develop appropriate sport development programmes for implementation in Mkhondo.</p>
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## Projects

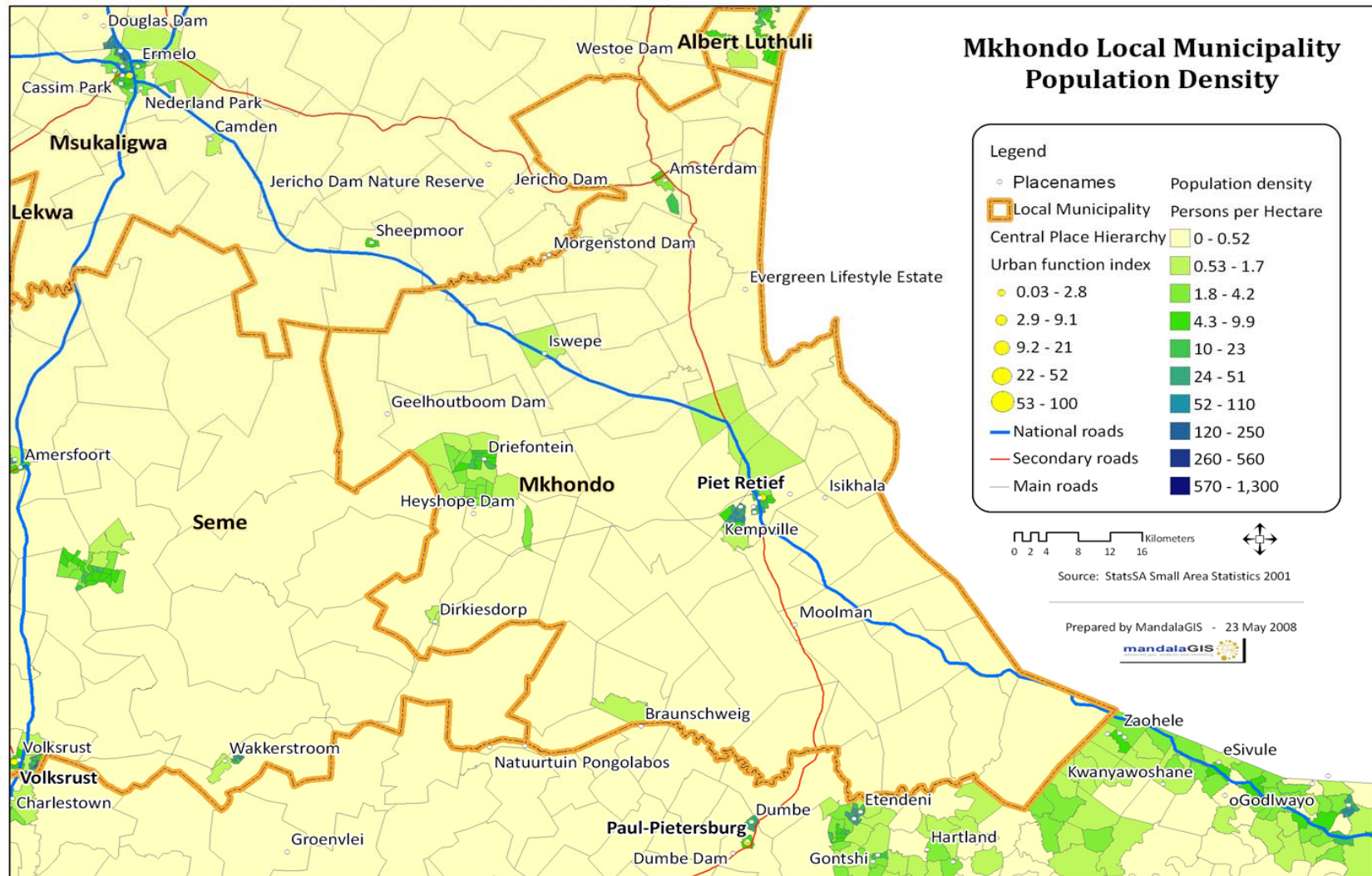
According to the objectives and strategies set out in the above table a number of integrated operational and capital projects were formulated. These projects are presented in the spread sheet in part \*\*\*





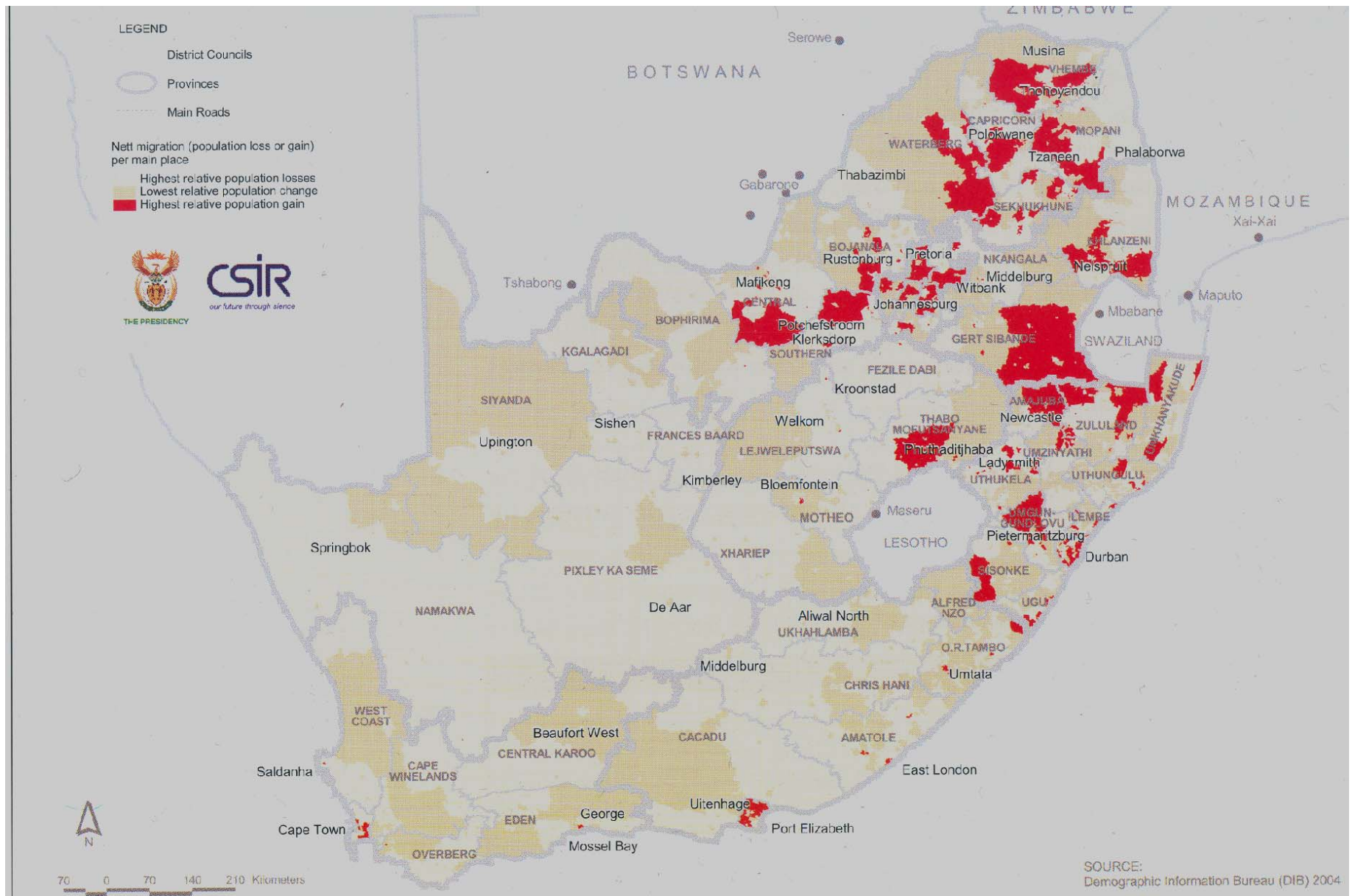
# Key Features

## *Population Density*



(MandalaGIS 2008)

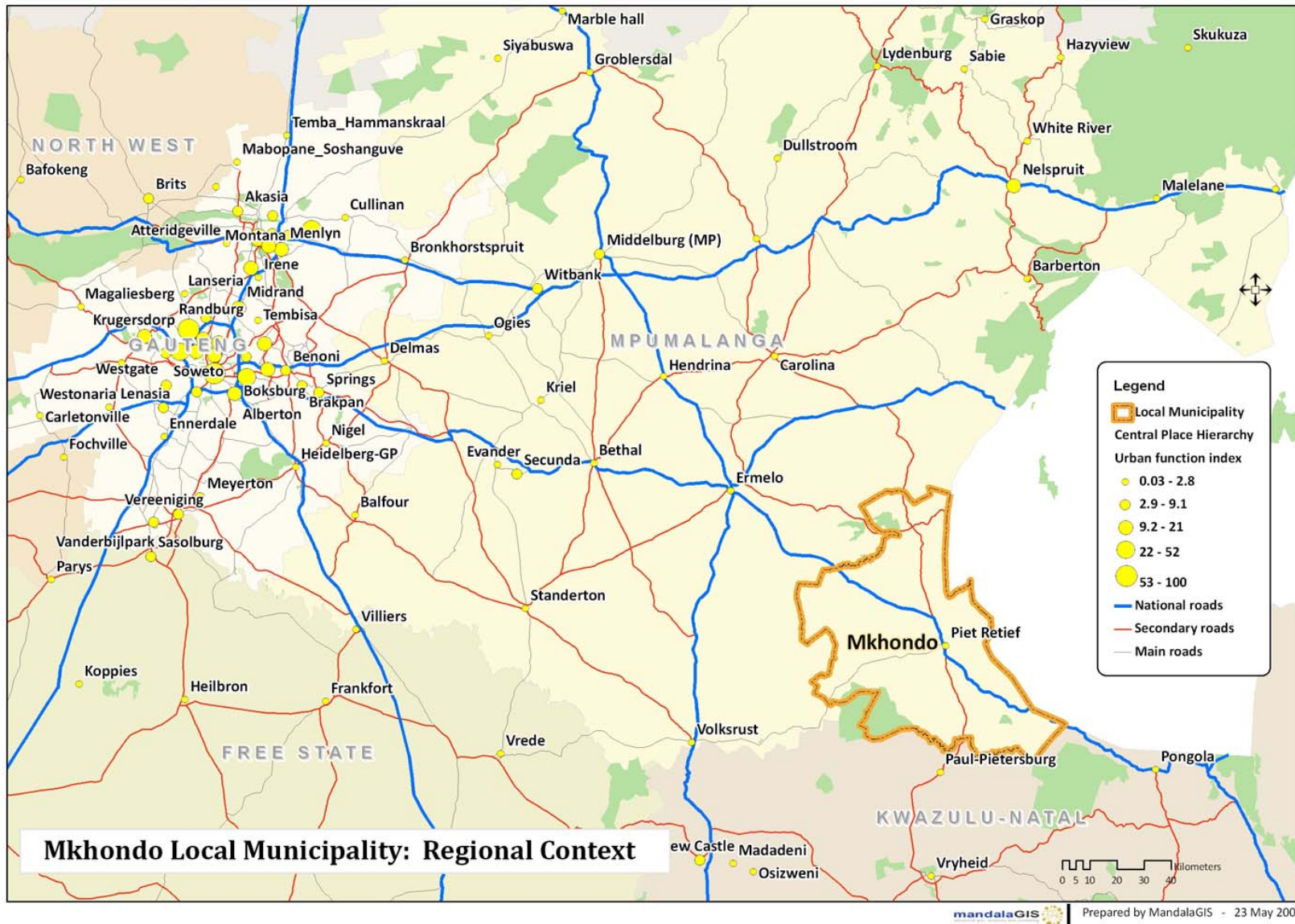
According to the NSDP figures (2006), Gert Sibande (including Mkhondo) has experienced an influx of 2.2% from 1994 to 2006.



(NSDP, 2006:26)

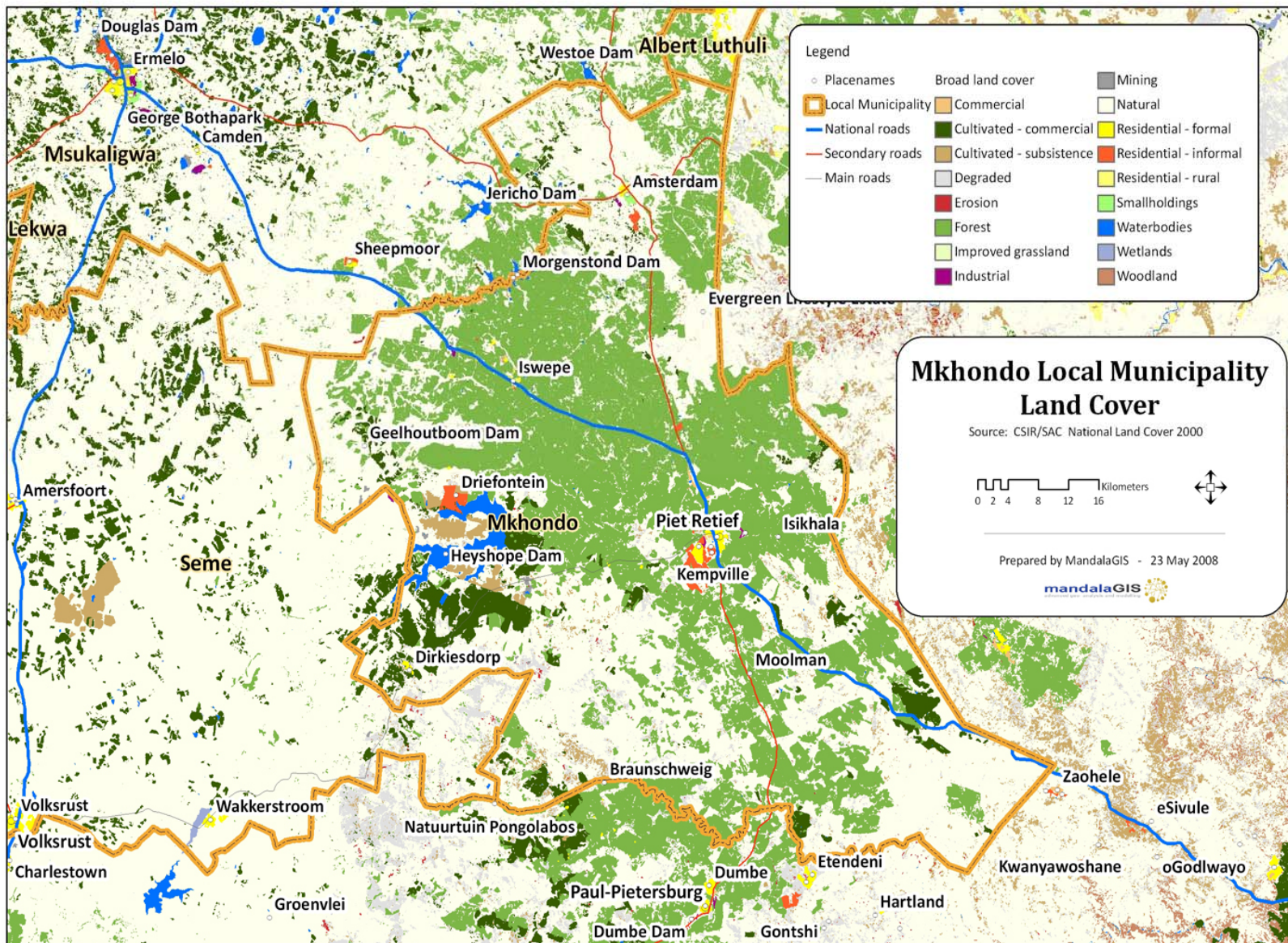


## Economic Features



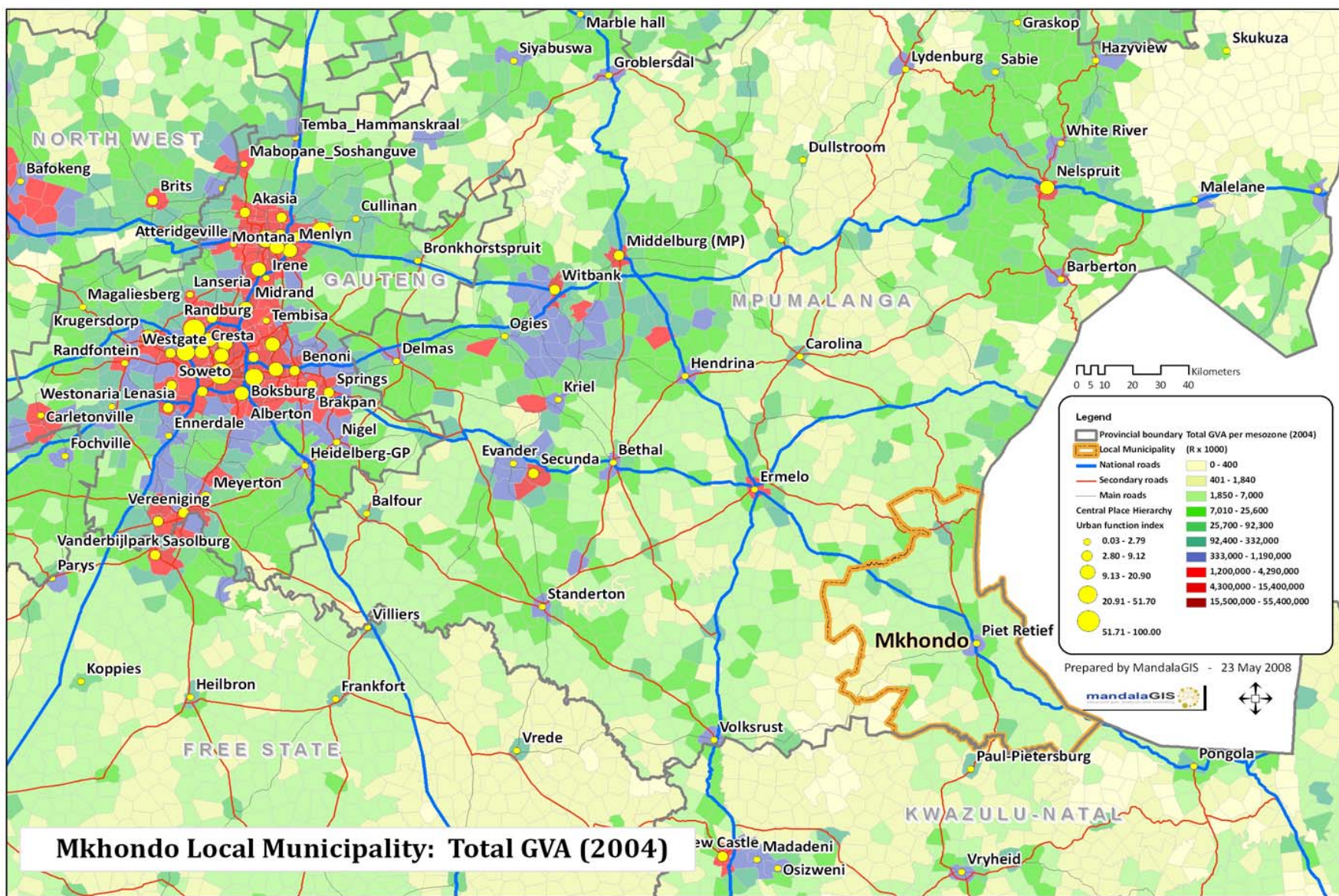
(MandalaGIS 2008)





(MandalaGIS 2008)





(MandalaGIS 2008)

## ***Economic Attractions: Heritage***

Mkhondo contains a wealth of heritage sites; these include the farms, Mooihoek west of Piet Retief forms part of a South African National Heritage Site, and also forms part of a proposed Biosphere. The farm Wagendrift is also registered as a National Heritage Site. The area in which the Anglo-Boer war skirmish took place, now known as nTombe Battlefields, has very recently become part of a provincial pilot project. This project by the Department of Culture, Sports and Heritage, in partnership with this municipality will be completed by December 2008.

## **Environmental Parameters:**

### ***Climate and Air Quality***

The study area being situated in the summer rainfall area experiences an above average annual rainfall of 837mm in Amsterdam and 892mm in Piet Retief. The average monthly rainfall varies between 145mm for Amsterdam and 160mm for Piet Retief during January and 8,7mm and 13mm during June respectively. The average daily temperature varies between 3,7°C and 26,1°C for July and January respectively.

*The above-mentioned information was obtained from the National Weather Bureau for Amsterdam No 04442774 for the period 1903 - 1996 and for Piet Retief No. 04445706 for the period 1961 to 1990.*

### ***Topography and Geology***

The study area generally slopes in a south-easterly direction. Several valleys and hills occur throughout the area with fairly undulating terrain forming the balance of the study area. The study area ranges from 600m above sea level in the southeast to between 1600 and 1700 in the west and north-west. The study area is drained by several major rivers such as the Usutu, Hlelo, Assegai, Pongola, Ngwempisi and Komati rivers.

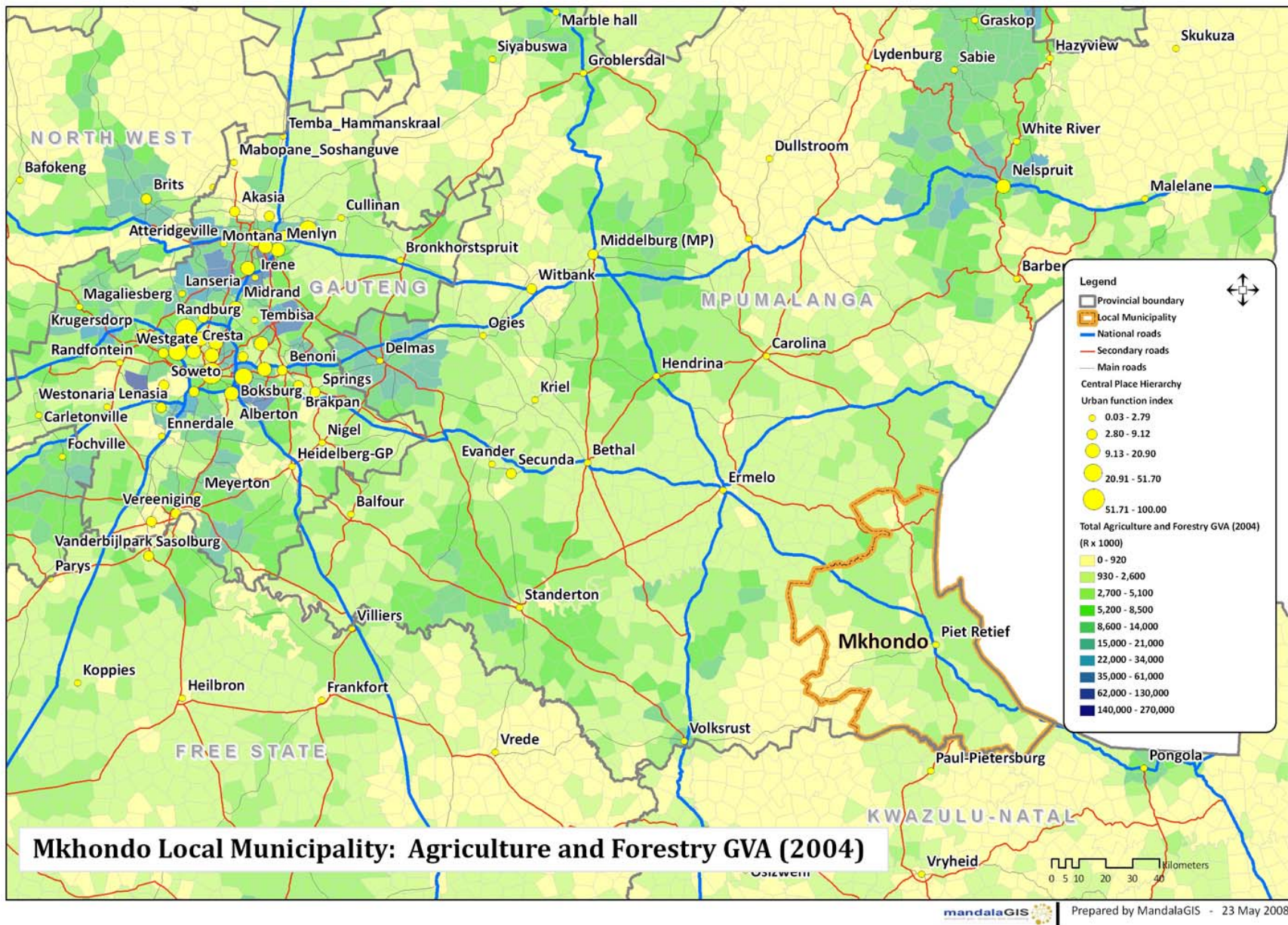
The Amsterdam region is situated on the contact of the Shale Formation Eccca and shales of the Groups Dwyka. The shale of this formation occurs as dark grey hard rock shale. Underlying the Eccca shale is soft, medium to highly weathered shale of the Dwyka formation.

Soils consist of fine gravely yellow to grey silt loam on the higher lying areas. Lower lying areas experiences higher clay contents towards flood plains.

## *Biodiversity*

Within a regional context, the study area falls within the Grassland Biome. A single layer of grasses therefore dominates the landscape. Although this biome occurs from a height of 300 m above sea level in the eastern parts of the country, it is especially characteristic of the central Plato up to heights of 2 850m. More in particular, the study area is, according to Barry Low et. al, situated in the North-eastern Mountain Grassland. This veld type represents a sour veld type and generally contains many endemic plant species. The fairly high rainfall and mist, with low temperatures, play an important role as forming agent to this vegetation type.





(MandalaGIS 2008)



## Mkhondo Local Municipality Analysis

The municipality still has a huge legacy in terms of addressing the basic needs of its community, much has been done to accelerate the provisions of free basic services and more people are enjoying the benefits of a new democracy and access to basic services. The municipality notes also due to its spatial nature the main challenge is in ensuring that rural communities also enjoy the same rights as urban communities in terms of basic services, much has been done to provide water [ bore holes] and sanitation [ VIP toilets ] in most farms despite the resistance by some farm owners.

The issue around the access to free basic electricity, housing is still a major challenge, the level of access [Roads & Transport] to key service facilities [clinics, schools, government services etc. as the district is rural by its spatial nature these pose serious challenges the district is faced with. The legacy of service provision in most district locals need attention with the challenges of low payment rates for services , small tax base , little investment in economic activities .

Community involvement and key stakeholders participation remain a challenge, ward based planning has not yet found its meaningful root. There is still a challenge to have some ward committees [affluent areas] to function effectively. The level of participation also is still dominated by issue based especially provision of basic services and service delivery mechanism in most local municipalities.

The municipality is still having a challenge when it comes to integrated planning especially integration of programs and projects from some sector departments (SEE REPORT ON PROVINCIAL PARTICIPATION).

### Water Provision and Sanitation

The municipality will through the district's water blue print will strive to meet the millennium targets of ensuring access of water to all by 2011 through partnership with all spheres of government.

#### Estimated backlog on Bulk Infrastructure

<i>Municipality</i>	<i>Water No of household</i>	<i>% of Total District Backlog</i>	<i>Sanitation No of household</i>	<i>% of Total District Backlog</i>
Mkhondo	5251	19,88	12855	14,13

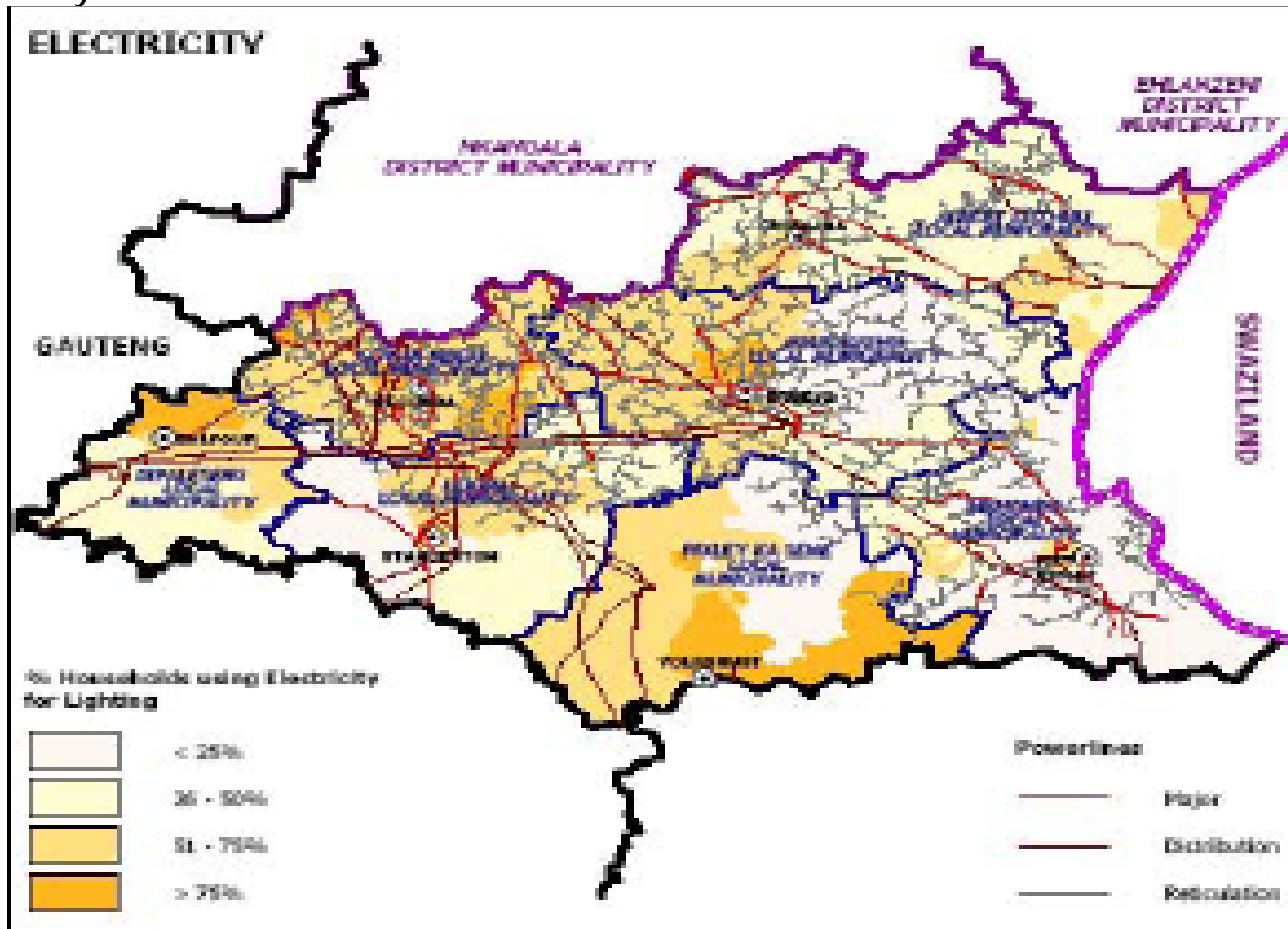
Source: GSDM - WSDP May 2006

The above table reflects the situation per local municipalities and their challenges to meet the water and sanitation needs of the communities in pursuit of the millennium targets and human dignity.

Proper sanitation provision still remains a challenge in the municipality. There is a high number of households in dire need of proper sanitation facilities. Provision of clean drinking water (potable) is still also a challenge and this can be as a result of failure of the municipality to meet drinking water standards in addition to a lack of understanding of the requirement for effective drinking water quality management and adequate management.

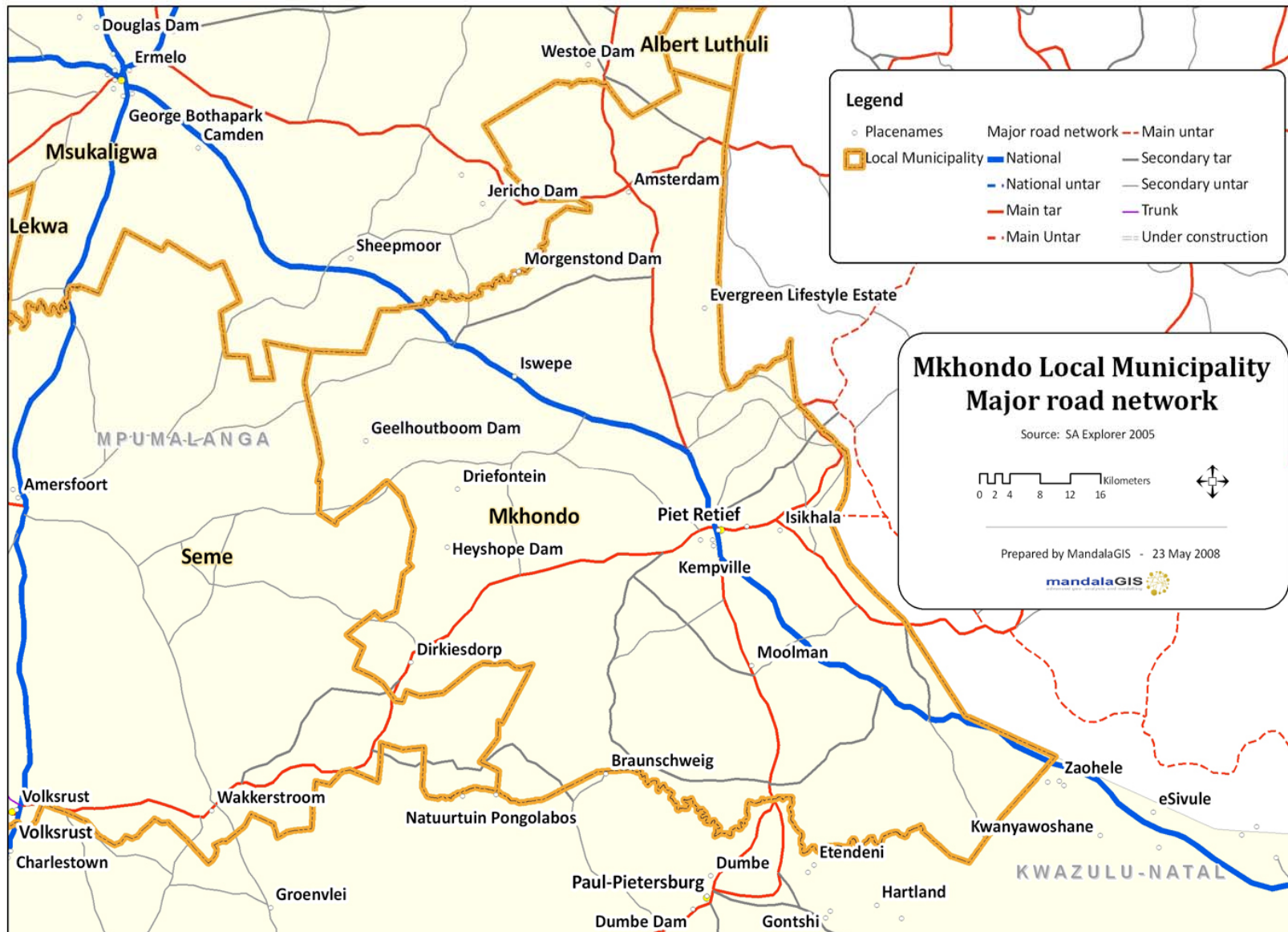
This also includes a lack of the monitoring of drinking water quality, inadequate asset management, inadequate maintenance of infrastructure, inadequate institutional capacity, and/or lack of initiatives to continuous monitoring and the evaluating of water quality.

## Electricity



(GSDM IDP, 2008)

# Roads and Storm Water



(MandalaGIS 2008)

The majority of roads in Piet Retief and the bus routes in eThandakukhanya are tarred. A National Route - the N2 runs through Mkhondo, connecting it to major national economic hubs like Richardsbay, Kwa-Zulu Natal and Gauteng as well as to many tourist destinations, for example Sodwana Bay and certain game reserves. This route is a major contributor to the area's economic well-being, but unfortunately, not many government-driven initiatives to encourage or support this have been undertaken.

All other roads in eThandakukhanya are gravel or graded with limited surface storm water drainage. In Piet Retief an underground storm water system exists.

The two Provincial roads, R65 and R33, bisecting Amsterdam are the only tarred roads. All other roads including those in KwaThandeka are graded. No proper storm water system exists in Amsterdam.

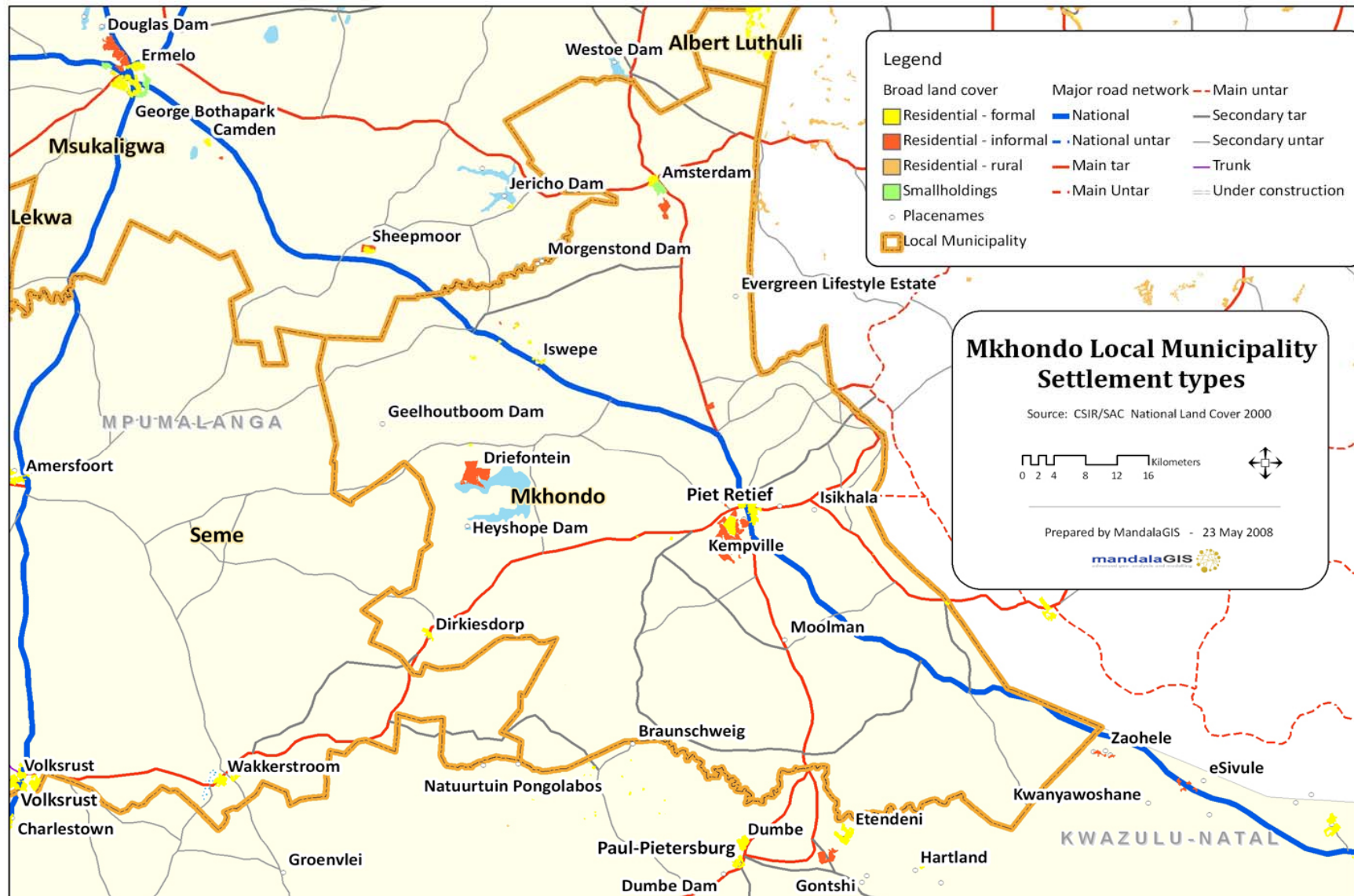
Many of the Provincial roads crossing the area of jurisdiction of this Council are in a fair to poor state of repair. The gravel roads also require regular maintenance, especially during the rain season.

#### Mkhondo Municipal Roads

	<i>Total Km per municipality</i>	<i>Improvements per km from 2000</i>	<i>Budget spent since 2000</i>	<i>Informal areas</i>	<i>Gravel roads</i>	<i>Tarred roads</i>
STATUS	477,6 km	120 km	R28 815	350,4 km	50 km	127,2 km

*Source: DWAF / Locals figures - April 2005*

# Housing



(MandalaGIS 2008)

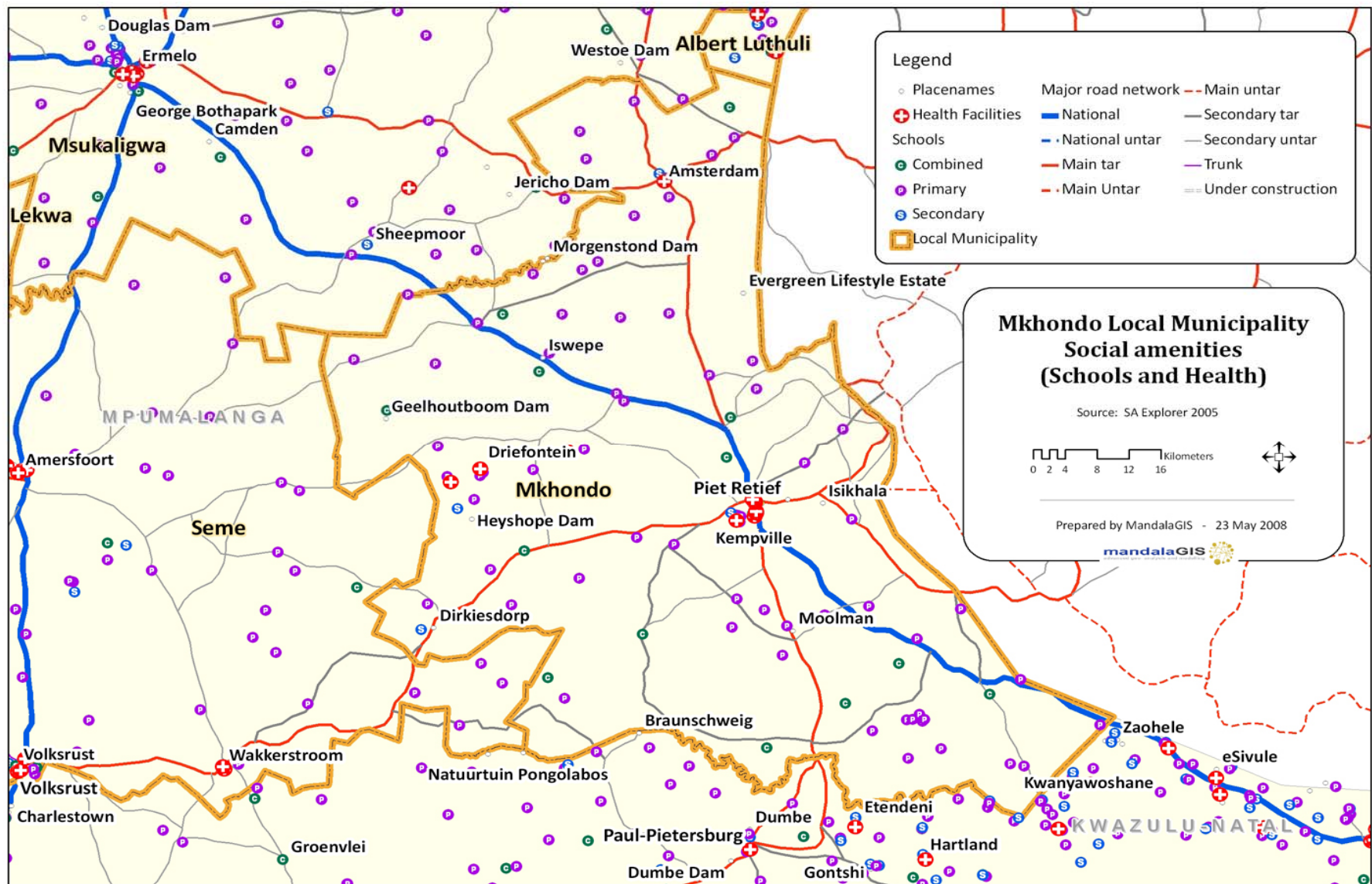
## Land availability for housing purposes (Township establishment)

There is a great demand for housing developments and the formalisation of former townships amongst all income groups.

State subsidised housing and social housing need to be speeded up as the need for these type of houses has increased dramatically. The Department of Housing, in partnership with the municipality needs to come up with a comprehensive plan to address the growing demand using normal methods (including the new characteristics of the Breaking New Ground policy) as well as alternate methods of housing provision such as Agri- villages.



# Health Facilities



(MandalaGIS 2008)



The Mpumalanga Province holds the third place in terms of HIV/AIDS infections in the country (estimated at 30.8%) after KwaZulu Natal and Gauteng. To target this, the municipality has a number of health facilities (provincial, national and local) consisting of hospital and clinic facilities; complemented by private health service providers, traditional healers and specialists (including mobile health clinics) to service the rural communities.

The municipality in partnership with its stakeholders and civil society will partner to:

1. *Implement its Comprehensive HIV & AIDS Strategy*
2. *Support Civil Society and other Stakeholders in assisting and supporting Orphans , Child headed Homes*
3. *Facilitate and Coordinate Social and Spiritual support for those affected and infected*
4. *Promote Good Health and Wellbeing*
5. *Coordinate Local Municipalities efforts and partnerships*
6. *Support Government efforts and its Comprehensive Health Strategy*

#### Education Facilities

<i>LEVEL OF SERVICE</i>	<i>NUMBER of Institutions</i>
No. of Primary Schools	68
No. of High School	5
No. of Combined Schools	4
No. of Secondary Schools	8
No. of Tertiary Education Facilities	0
No. of Training Centres/Adult Education	1
Total	86

*Source: Locals figures - April 2005*

The Municipality will partner with the community, private sector and other government sector departments to facilitate promote and support an environment that is free and safe, promote human dignity and human rights. The district will support all efforts both government and civil society that seek to attain the ideals of the rights contained in the bill of rights. The District will in partnership with other spheres of government strive to provide infrastructure that will enhance provision of social services and other related programs. (SEE PROPOSALS ON PARTNERSHIPS AND LIAISON WITH PRIVATE SECTOR IN REVIEW DOCUMENT)

# Waste Management

## *Refuse Removal*

Piet Retief has a solid waste disposal site. To combat the growing need for waste disposal in other areas, a new solid waste disposal site next to the road to Pongola has been built and is currently running. Waste is transported from the various towns and settlement areas to the new permitted waste disposal site. Door-to-door waste removal takes place in Piet Retief, Amsterdam and eThandakukhanya.

No refuse removal takes place in the Driefontein, KwaNgema and KwaNgema North as no formal solid waste disposal site exists. Each household is responsible for their own waste removal.

The Municipality notes the challenge it faces in providing waste management services. It is faced not only with a legacy of un-permitted landfill site, unclosed and rehabilitated landfill sites, shrinking air space in the current existing sites. Further challenges include the mounting operational expenses coupled with huge negative environmental risks and challenges posed by these sites, and the management of the generation of increased waste due to increase economic development, urbanization, mining and industrial activities within the district.

The Municipality will develop an integrated waste management strategy in the next financial year in order to meet and achieve the following goals:

1. *Recycling*
2. *Waste Management and Minimization*
3. *Waste control and eradication awareness*
4. *Efficient Waste Management [planning and control]*
5. *Promotion of environmentally friendly waste management practices*

Landfill Location	20 year Air space (m <sup>3</sup> )	Classification**
Mkhondo		
Piet Retief	3 256 933	G.S.B <sup>-</sup>
Amsterdam	65 171	G.C.B <sup>-</sup>

TOWN / DISTRICT	MASS - 2006 (Tons)	MASS - 2026 (Tons)	AIR SPACE
MKHONDO	38,880	57,780	475,392
Piet Retief	49,056	312,480	3,256,933
Amsterdam	2,508	15,972	65,171

Table 4.1.1: Landfill classification and Airspace for site at each town

# REVIEWED IDP AND SWOT ANALYSIS, SELF ASSESSMENT AND INSTITUTIONAL PLANS

## SWOT Analysis

<i>STRENGTHS</i>	<i>WEAKNESSES</i>
<b>MUNICIPAL INTERNAL ENVIRONMENT</b>	
Financially sound	Lack of municipal capacity, specifically equipment
Land availability	High unemployment rate
Little violence or crime	Unequal access to economic opportunities
Satisfactory level of payment for services	Poverty and unemployment
	Lack of skills and working environment
Availability of external funding for development and infra structure	Lack of co-operation from Government departments which?
Strong sense of community and friendliness	Lack of centralised information system
Established economic activities	Lack of infrastructure, degraded existing infrastructure
Culturally rich population	Low density, spatially distant communities
A number of recently appointed professionals	Lack of current database
Pleasant natural environment	Spatially not connected to economic hubs
	Uncompetitive urban area
	Lack of clear vision
<b>MUNICIPAL EXTERNAL ENVIRONMENT</b>	
<b>OPPORTUNITIES</b>	<b>THREATS</b>
National road that cuts through the area	Small, aging population
Batho Pele principles	Dissatisfaction of customers
Updated policies and by-laws	Poverty based on high rate of unemployment/
High residential demand	Forest fires / natural disasters
Recently established Tourism Centre	Staff recruitment / lack of suitably qualified applicants
Training of Councillors and Officials	Salaries that are not market related
High tourism potential	Poor pedestrian control in main street of main urban area
Established markets	
No opposition to new development ideas	

## Self Assessment

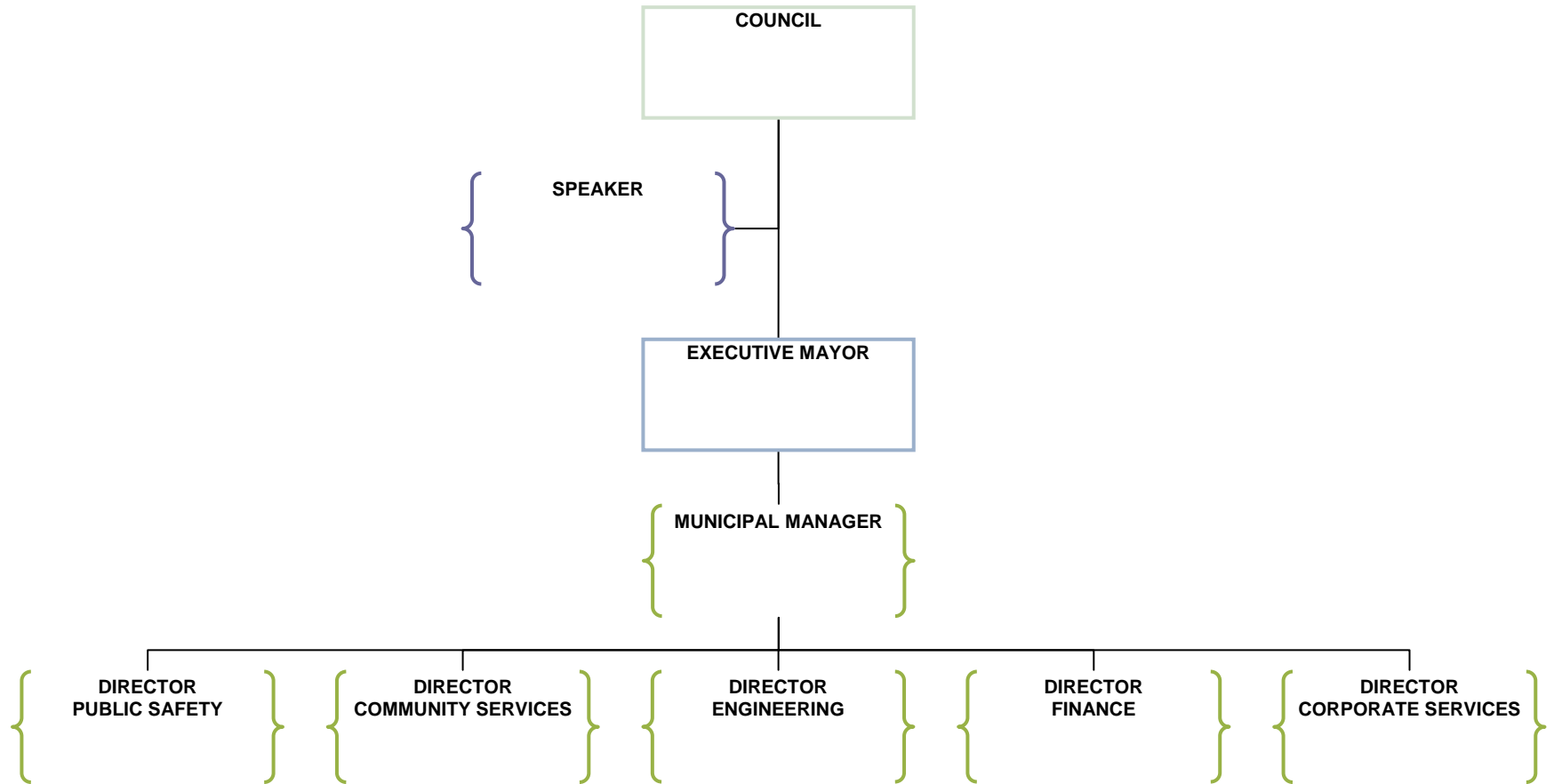
<i>Issue</i>	<i>Challenges &amp; Institutional Arrangements 2007</i>	<i>Responses 2007 and Challenges 2008</i>
Institutional Arrangements	The Municipality has a huge challenge in filling critical vacant post especially on management level in most of its satellite administrative units	<i>Many posts have been filled during the last year. However, the municipality still suffers from a high staff turnover which is detrimental to the IDP process especially as much information is carried away by resignees and cannot be located thereafter</i>
IDP Technical Committee/Steering committee	The IDP forums and committees not established.	This committee is in the process of being established and will be up and running by the end of August 2008
IDP Representative Forum	None	<p>Much interest was shown in this forum by communities during the public participation conducted in 2008. A list of names has been drawn up and is being considered. This committee will consist of members of the public, Councillors, Ward committee members and relevant government officials from all sectors (the latter included if deemed necessary)</p> <p>A date for IDP training for Councillors and officials has been set, but due to complications, it has had to be rescheduled. This training will be completed by the end of August 2008. The IDP manager has already undergone and attained certification on the strategic IDP course and will be able to assist Councillors and Officials in some ways during the training process</p>

Community Participation	<ul style="list-style-type: none"> <li>Inconsistent participation of role players is still a challenge, community based planning at ward level still need to develop and take developmental root as it is still issue based.</li> <li>All ward councillors are to undergo training in addressing IDP issues</li> </ul>	Community members received the notion of the IDP very well (see full report attached). It is safe to say that a spirit of "IDP culture" is being born within Mkhondo
Service delivery mechanisms	<ul style="list-style-type: none"> <li>The locals are still phased with a huge challenge to improve the quality of service delivery, the investigations on the best method to provide services [Section 78 processes MSA]</li> </ul>	Service delivery is still a problem which is voiced by Councillors and the community of Mkhondo. However, some progress is evident from last year

## Institutional Capacity/Institutional Plans

<i>Plan/Strategy</i>	<i>Status/Availability</i>
Gender Equity Plan	Available
Employment Assistance Plan	Available
Occupational Health And Safety Plan	Available
Website	Under construction
Communication Plan	Proposed by this review
Customer Care Strategy (Batho Pele)	No
Indigent Policy	Available
HIV/AIDS Plan	Under review
Focus Groups Programme (Youth, Gender, Disability)	Available
Financial Delegations	Available
Financial Plan	Available
Economic Development Plan	Under construction
Procurement Framework	Available

# MUNICIPAL STRUCTURE



# Institutional Arrangements, Roles and Responsibilities

## 1.1. *Corporate Services*

- 1.1.1. Legal and properties - Facilitation of meetings (Council, Mayoral committee, Management, Bid committee, Portfolio committee)
- 1.1.2. Contracts management - Lease, sale of properties, staff contracts, by-laws and policies)
- 1.1.3. Records management
- 1.1.4. General office correspondence
- 1.1.5. Legal advise and seeking of legal opinions
- 1.1.6. Disciplinary matters
- 1.1.7. Evictions
- 1.1.8. Township establishment
- 1.1.9. Advertisements
- 1.1.10. Management of properties - sale of stands, registration and transfers, legal certificates, hiring of halls, lease of flats, houses and hostels
- 1.1.11. Human resources - Organogram, recruitments, benefits management, leave management, job descriptions, equity issues, etc
- 1.1.12. Human resource development - Skills development
- 1.1.13. Labour relations - Disciplinary, CCMA cases, industrial actions
- 1.1.14. Libraries - render library services to the community
- 1.1.15. Housing - Informal settlement control, beneficiary identification, allocation of sites, contractor support and monitoring and transfers

## 1.2. **Financial Services**

This department will focus on municipal budgets, accounting, financial management and supply chain management issues.

## 1.3. **Engineering Services**

- 1.3.1. This department will focus on the infrastructure development, projects, provision of bulk services, project management, and maintenance of infrastructure
- 1.3.2. PMU (Project Management Unit) - The management of capital projects and MIG (Municipal Infrastructure Grant) funded projects
- 1.3.3. Bulk Services - The supply of bulk water, sanitation and roads
- 1.3.4. Water and sanitation - To ensure quality and control measures for portable drinking water for all residents. To provide sanitation services and ensure the quality of effluent that is released into the streams
- 1.3.5. Maintenance - To maintain all infrastructure assets, buildings and facilities belonging to Mkhondo Local Municipality
- 1.3.6. Town Planning - Land use management, upgrading of informal settlements, administration and approval of new developments. Initiating land development, building control and providing advise on land reform programme.

## **1.4. Community Services**

1.4.1. Parks - Establishment and maintenance of greens in residential areas and conservation of riverine/wetlands

1.4.2. Render municipal health services as defined in the Health Act: - Safe drinking water

- Safe drinking water
- Food safety
- Communicable diseases surveillance
- Inspection of health care centre, pre schools and places of care
- Waste management
- Primary Health Care Services

## **1.5. Public Safety**

### **1.5.1. Fire and Disaster**

1.5.1.1. To attend to all emergency situations where lives and property are in danger

1.5.1.2. Conduct inspections at various shops to monitor compliance with fire regulations

1.5.1.3. Conduct inspections in new buildings

1.5.1.4. Monitor compliance in gas installations

### **1.5.2. License Office**

1.5.2.1. Booking and issuing of learners and drivers licenses

1.5.2.2. Issuing and renewal of drivers license cards

1.5.2.3. Registration of motor vehicles

1.5.2.4. Processing applications and issuing of PrdP

1.5.2.5. Capturing of Section 56 and 341 and warrants of arrest

### **1.5.3. Traffic Department**

1.5.3.1. Issuing of traffic fines

1.5.3.2. Special duties - vehicle checks, working with SAPS at road blocks

1.5.3.3. Attend accident scenes

1.5.3.4. Mayoral duties

1.5.3.5. Escort duties - Abnormal vehicles, Funerals and VIP

### **1.5.4. Testing Station**

1.5.4.1. Examinations of drivers and learners licenses by Examiners

1.5.4.2. Eye tests and finger prints for drivers license renewals

1.5.4.3. Examining of heavy and light vehicles for roadworthiness



# Roles and Responsibilities of Institutional Arrangements and Structures

STRUCTURE	TERMS OF REFERENCE / ROLES & RESPONSIBILITIES
Executive Mayor and Mayoral Committee	<p>The Mayoral Committee must:</p> <ul style="list-style-type: none"> <li>Decide on the Process Plan for IDP Review</li> <li>Responsible for overall political direction of the IDP process, and may assign responsibilities to the Municipal Manager</li> <li>Submit reviewed IDP framework and draft IDP to Council</li> </ul>
Municipal Manager with delegated powers to the IDP Manager**	<p>The Municipal Manager is responsible for the management and co-ordination of the preparation and of the IDP process which include but not limited to the following:</p> <ul style="list-style-type: none"> <li>Responsible for the day to day management of the planning process plan;</li> <li>Responsible for the day to day management of the planning process and ensuring that timeframes are being adhere to and resources are and managed effectively and efficiently;</li> <li>Co-ordinate the involvement of all different role players;</li> <li>Ensuring the horizontal and vertical alignment in the process, including Sectors;</li> <li>Ensure that the links between the processes of performance management, monitoring, evaluation and review are maintained;</li> <li>Ensuring the horizontal and vertical alignment in the process, including Sectors;</li> <li>Ensure that the links between the processes of performance management, monitoring, evaluation and review are maintained;</li> <li>Ensuring compliance with National and Provincial requirements, legislations and IDP Guide Packs;</li> <li>Ensure appropriate participation;</li> <li>Ensure proper documentation of outcomes;</li> <li>Chairing the Steering Committee, Extended Technical Committee; and</li> <li>Management of consultants.</li> </ul>

\*\*THE MUNICIPAL MANAGER IS REPSONSIBLE FOR THIS, BUT OBVIOUSLY CAN NOT EXECUTE THESE FUNCTIONS. HE THEREFORE DELEGATES THESE FUNCTIONS (AND SOME POWERS) TO OTHER OFFICIALS, INCLUDING THE IDP MANAGER - HENCE THE NEED FOR A PROPER WELL CAPCITATED IDP OFFICE, SEE COMMENTS ON THIS IN THE REVIEW DOCUMENT

STRUCTURE	TERMS OF REFERENCE/ROLES & RESPONSIBILITIES
Municipal Council	<ul style="list-style-type: none"> <li>The Municipal Council will have final say or comment and approval of the reviewed IDP</li> <li>Will consider the process plan which should set out the process for the IDP Review</li> <li>A member of the committee or council to formally submit to the municipal council a proposal to amend the IDP and also give reasons why it should be amended</li> <li>Considers and adopts revised IDP</li> </ul>
IDP Technical Committee/ Steering committee	<ul style="list-style-type: none"> <li>Provides terms of reference for the various planning activities</li> <li>Commissions research studies or investigations</li> <li>Considers and comments on: <ul style="list-style-type: none"> <li>Inputs from sub-committee/s, study teams and consultants</li> <li>Inputs from provincial sector departments and support providers</li> <li>Analyse inputs from stakeholders</li> </ul> </li> </ul>
IDP Representative Forum	<ul style="list-style-type: none"> <li>Inform interest groups, communities and organisations, on relevant planning activities and their outcomes;</li> <li>Analyse issues, determine priorities, negotiate and reach consensus;</li> <li>Participate in the designing of project proposals and/or assess them;</li> <li>Make recommendations on planning issues to the municipal council</li> </ul>

## Consultative Forums for Community Participation

#	ROLE PLAYERS	ROLES AND RESPONSIBILITIES
1.	Municipal Council	<ul style="list-style-type: none"> <li>The Municipal Council will approve the reviewed IDP.</li> <li>Will consider the process plan which should set out the process for the new IDP cycle.</li> </ul>
2.	Executive Mayor and Mayoral Committee	<ul style="list-style-type: none"> <li>Decide on the Process Plan for IDP Review</li> <li>Responsible for overall management, co-ordination and monitoring of the review process, and may assign responsibilities to the Municipal Manager</li> <li>Submit review IDP framework and draft IDP to Council</li> <li>Develop terms and criteria for Representative Forum.</li> </ul>
3.	Municipal Manager with delegated powers to the IDP Manager	<ul style="list-style-type: none"> <li>Responsible for the day to day management of the planning process plan;</li> <li>Responsible for the day to day management of the planning process and ensuring that timeframes are being adhere to and resources are and managed effectively and efficiently;</li> <li>Co-ordinate the involvement of all different role players;</li> <li>Ensuring the horizontal and vertical alignment in the process, including Sectors;</li> <li>Ensure that the links between the processes of performance</li> </ul>

		<p>management, monitoring, evaluation and review are maintained;</p> <ul style="list-style-type: none"> <li>• Ensuring the horizontal and vertical alignment in the process, including Sectors;</li> <li>• Ensure that the links between the processes of performance management, monitoring, evaluation and review are maintained;</li> <li>• Ensuring compliance with National and Provincial requirements, legislations and IDP Guide Packs;</li> <li>• Ensure appropriate participation;</li> <li>• Ensure proper documentation of outcomes;</li> <li>• Chairing the Steering Committee, Extended Technical Committee; and Management of consultants.</li> </ul>
4.	IDP Steering Committee	<ul style="list-style-type: none"> <li>• Process Plan management body;</li> <li>• Allocation of duties and monitoring;</li> <li>• Overall management including the appointment of technical consultants;</li> <li>• Decision on roles and responsibilities;</li> <li>• Identification of consultation with other role-players/ adverts;</li> <li>• Manage draft action programme;</li> <li>• Commission research studies and recommend appointment of service providers;</li> <li>• Decide on matters to be referred to the extended to the extended technical committee for alignment and integration.</li> </ul>
5.	IDP Representative Forum	<ul style="list-style-type: none"> <li>• The Executive Mayor or Representative chair the forum meeting.</li> <li>• The IDP manager/coordinators/CBO's/NGO's/Business Forums/Community Forums/Youth /Woman Org./ Political parties/ Disabled/Traditional Leadership</li> <li>• This Forum consist of community participation structure/stakeholders and are to represent the interests of all stakeholders and ensure proper communication to guarantee representative participation during the review process;</li> <li>• Will provide an organizational mechanisms for discussion, negotiations and decision making between the stakeholders including municipalities and government departments during the review process;</li> <li>• Monitor the performance of the planning and implementation process.</li> <li>• Make recommendations to the council on planning and development priorities.</li> </ul>
6.	IDP Technical Sub-Committees <ul style="list-style-type: none"> <li>• Finance</li> <li>• Corporate Services;</li> <li>• Engineering and related services; and Planning Environment;</li> <li>• Disaster Management;</li> <li>• LED and Tourism</li> </ul>	<ul style="list-style-type: none"> <li>• Advising the Steering Committee on terms of reference for the various planning activities;</li> <li>• Consider inputs, deliberate on reports and consider inputs from the relevant stakeholders. (study teams and consultants, and also inputs from provincial sector on sector departments and support providers);</li> <li>• processes, summarizes and document outputs;</li> <li>• consider report department outputs;</li> <li>• makes content recommendations,</li> <li>• prepare, facilitate and document meetings</li> <li>• provide IDP progress report when need.</li> <li>• Discuss challenges encountered and recommend possible solutions</li> <li>• Ensure alignment regarding technical matters, agree on the programme for the following meeting and goals be achieved.</li> </ul>
7.	IDP Extended Technical Committee	<ul style="list-style-type: none"> <li>• Will be chaired by the District Municipal Manager/District IDP Manager. Consists of all municipal managers and heads of departments as well as representatives from sector departments.</li> <li>• Will deal with matters relevant and relating to district wide issues;</li> <li>• Consider district wide programs and integration to PGDS;</li> <li>• Consider and advise the SC on the evaluation of sector plans;</li> <li>• Attend to the alignment of the LM's and IDP's to that of the GSDC;</li> <li>• Deliberate on inter sectoral programs and recommendations to the Representative Forum;</li> </ul>

	<ul style="list-style-type: none"> <li>• Give advise to municipalities and foster sectoral alignment; and</li> <li>• Will timeously and report on progress which then be forwarded to the Steering Committee</li> </ul>
8. PIMSS Centre	<ul style="list-style-type: none"> <li>• Provide methodological guidance and support to local and district municipalities during the IDP implementation and review as well as other planning processes;</li> <li>• Support the planning and implementation management process of local municipalities and district municipalities;</li> <li>• Establish and maintain close links with public and private service providers for proper programme alignment in municipal planning;</li> <li>• Provide information to municipalities on relevant national and provincial policy and legislative frameworks;</li> <li>• Organize/conduct relevant training events for municipalities to build their planning and implementation management capacity;</li> <li>• Liaise with donors and other state agencies for funding the municipalities; and</li> <li>• Render secretarial service to all Municipal Committees and Sub-Committees.</li> </ul>
9. Traditional leaders	<ul style="list-style-type: none"> <li>• Amakhosi/izinduna should work close councillors on identifying priority issues.</li> <li>• Facilitate community consultation in collaboration with ward councillors.</li> </ul>
10. Mayoral Outreach	<ul style="list-style-type: none"> <li>• Through road shows / Outreach programmes to get community inputs and to provide feedback</li> </ul>
11. Ward Committees	<ul style="list-style-type: none"> <li>• Consulted via the Executive Mayoral outreach</li> </ul>
12. CBW's/NGO's	<ul style="list-style-type: none"> <li>• To provide vital information and support during planning, evaluation, monitoring through the Representative Forum</li> </ul>

## Performance Management

The council will annually approve to the IDP, Budget and any other policy directive to ensure that administration is provided with resources to implement policy and provide services to the community.

<b>LEVEL OF SERVICE</b>	<b>KPI's [Municipal Manager]*</b>	<b>Budget Link MFMA [ Chapter 4 ] IDP References</b>
Administration and Financial Management	<ul style="list-style-type: none"> <li>• As head of administration the municipal manager is subject to policy directions of the District Council , is responsible and accountable for provision as stipulated in the Municipal Systems Act 32 of 2000 chapter 7 ( 55 ) ( a - q )</li> <li>• As Accounting officer the Municipal Manager is responsible and accountable for as provided in Municipal Systems Act 32 of 2000 chapter 7 ( 2 ) ( a -c)</li> <li>• As Accounting officer must exercise the function and powers assigned to an accounting officer in terms of the Municipal Finance Management Act 56 of 2003 chapter 8 ( 60 -75)</li> </ul>	[010, 025, 030, 040, 045, 050, 110, 120, 150, 160,496]

\*The Municipal Manager will enter in to a Performance Contract with the Executive Mayor in terms of Section 57(1) of the Local Government Municipal Systems Act 32 of 2000 and in line with guidelines for contracts for Section 57 Employees issued by the Department of Provincial and Local Government (DPLG), which will reflect the key performance indicators per financial year in line with the IDP, and budget allocation subject to compliance to the requirements of the Municipal Finance Management Act 56 of 2003 chapter 8 part 2 Financial administration (77 - 78) Top Management and Senior Managers of the Municipalities Roles and Responsibilities

<i>LEVEL OF SERVICE</i>	<i>KPI's [ Finance Department (CFO)]*</i>	<i>Budget Link MFMA [ Chapter 4 ] IDP References</i>
Financial Management	<ul style="list-style-type: none"> <li>• 100% Compliance to the MFMA and other Financial Regulations</li> <li>• Capacity building for Local Municipalities in Partnership with Sector Departments</li> <li>• Support of Provision of Basic Service Delivery [budgeting/funding / financial control ]</li> <li>• Municipality Financial Viability and Management</li> <li>• Institutional Development and Transformation [ HR &amp; management]</li> <li>• Supply - Chain Management [ Procurement &amp; Support for SMME's , BBBEE ]</li> </ul>	[Vote 060, 105, 165]

\*The Municipal Manager will enter in to a Performance Contract with the Chief Financial Officer in terms of Section 57(1) of the Local Government Municipal Systems Act 32 of 2000 and in line with guidelines for contracts for Section 57 Employees issued by the Department of Provincial and Local Government (DPLG), which will reflect the key performance indicators per financial year in line with the IDP, and budget allocation subject to compliance to the requirements of the Municipal Finance Management Act 56 of 2003 chapter 8 part 2 Financial administration (77 - 78) Top Management and Senior Managers of the Municipalities Roles and Responsibilities.

<i>LEVEL OF SERVICE</i>	<i>KPI's [Planning &amp; Infrastructure Development ]*</i>	<i>Budget Link MFMA [ Chapter 4 ] IDP References</i>
Planning and Infrastructure Development	<ul style="list-style-type: none"> <li>• Urban &amp; Rural Planning [ IDP / Infrastructure development &amp; Township establishment inputs]</li> <li>• Spatial Development Framework [ monitor &amp; control land use ]</li> <li>• Planning of Bulk infrastructure [ Local municipalities bulk services ]</li> <li>• Project Management [Municipal infrastructure projects &amp; EPWP ]</li> <li>• Transport [ transport planning &amp; facilitation &amp; support of forums]</li> <li>• Technical support for local municipalities [ projects ]</li> <li>• Coordination and support for sector plans</li> </ul>	Vote [510,520,530]
Community Services	<ul style="list-style-type: none"> <li>• MPCC [ Coordination of support and management of community centres]</li> <li>• LED [ support and development of SMME's / contractors &amp; suppliers ]</li> </ul>	

\*The Municipal Manager will enter in to a Performance Contract in terms of Section 57(1) of the Local Government Municipal Systems Act 32 of 2000 and in line with guidelines for contracts for Section 57 Employees issued by the Department of Provincial and Local Government (DPLG), which will reflect the key performance indicators per financial

year in line with the IDP, and budget allocation subject to compliance to the requirements of the municipal Finance Management Act 56 of 2003 chapter 9 (81) roles of chief financial officer.

<i><b>LEVEL OF SERVICE</b></i>	<i><b>KPI [ Corporate Services ]*</b></i>	<i><b>Budget Link MFMA [Chapter 4 ] IDP References</b></i>
Management & Corporate Services	<ul style="list-style-type: none"> <li>• Administration (Council and Mayoral Services)</li> <li>• Human Resources</li> <li>• Legal Resources</li> <li>• Industrial Relations</li> <li>• Communication and Marketing</li> <li>• Youth, Gender and Disability Programmes</li> <li>• Information Technology</li> </ul>	(Vote: [010, 025, 030, 040, 045, 050, 110, 120, 150, 160,496])

\*The Management and Corporate Services division will give policy and administrative support to Council, Executive Mayor, and Senior Managers in performance of their duties and provision of services and technical assistance to local municipalities. The Executive Director will enter into a performance with the Municipal Manager in line with guidelines for contracts for Section 57 Employees issued by the Department of Provincial and Local Government (DPLG).

<i><b>LEVEL OF SERVICE</b></i>	<i><b>KPI [Intergovernmental Relations]*</b></i>	<i><b>Budget Link MFMA [Chapter 4] IDP References</b></i>
Social services and external Relations	<ul style="list-style-type: none"> <li>• Municipal Health Services</li> <li>• Community participation</li> <li>• Protection Services and Crime Prevention</li> <li>• Disaster Management, Fire &amp; Emergency services</li> <li>• Sports and recreation</li> <li>• Youth, Gender and Disability Programmes</li> <li>• HIV &amp; AIDS</li> <li>• Community facilities [ MPCC ]</li> <li>• District House of Traditional Leadership</li> <li>• Environmental Management</li> <li>• Training and Education</li> <li>• Tourism</li> </ul>	Vote: [065,070,075,125,130,484,485,491]

\*The Municipal Manager will enter in to a Performance Contract in terms of Section 57(1) of the Local Government Municipal Systems Act 32 of 2000 and in line with guidelines for contracts for Section 57 Employees issued by the Department of Provincial and Local Government (DPLG), which will reflect the key performance indicators per financial year in line with the IDP, and budget allocation subject to compliance to the requirements of the Municipal Finance Management Act 56 of 2003 chapter 9 (81) roles of Executive Director Intergovernmental Relations.

# SUMMARY OF COMMUNITY & STAKEHOLDER INPUTS

Part of the credibility of the IDP process is determined by the extent to which people living in the municipal area have taken part in its formulation. It is also mandated by both the Municipal Systems and Structures Acts that the municipality needs to consult its residents on development matters that will have an impact on their lives. The ethos and implementation of the IDP will have an impact on the lives of communities living in the municipal area of Mkhondo, hence the community consultation meetings that were undertaken.

During the review process of the IDP, a comprehensive IDP consultation and awareness process place in all the wards in the municipality with the exception of wards 7 and 8<sup>1</sup>. The aim of these meetings were four-fold<sup>2</sup>,

- firstly, the meetings sought to create basic knowledge on the IDP to the community members. The IDP basic knowledge sharing was on the definition, aims, benefits and challenges often facing the IDP;
- secondly, the meetings explained how the IDP Review Process of Mkhondo is going to take place;
- thirdly, the meetings confirmed the top five development challenges that are contained in the current IDP document and obtained feedback from the communities members regarding the present development challenges and opportunities in their respective wards; and
- lastly, the meetings introduced the establishment of an IDP communication structure for future engagements on the IDP process.

All the IDP meetings were organised in collaboration with the Office of the Speaker. Members of the public were invited by:

- placing an advert with all the IDP meeting dates in the local newspaper<sup>3</sup> and
- there was a hailer in each of the wards prior to each ward meeting.

Transport was provided in most of the required such, although in some areas were faced in this regard. All ward played a crucial role during the Furthermore, almost all meetings were both Zulu, the local language and The meetings were facilitated jointly by representative of the IDP Consultants the IDP Manager. Most of the were held in local schools either in the during the week or at various times weekend. Some of the meetings were trees as depicted in the Picture 1. Furthermore, most of the meetings well attended with an average of about per ward meeting. See Table 1 for a breakdown of the estimated number of people who attended the meetings. It can be seen from Table 1 that over a 1000 community members were consulted during the IDP Review process.



Picture 1: The IDP meeting in Ward 15

wards that challenges councillors meetings. held in English. a Team and meetings afternoons during the held under were very 100 people

<sup>1</sup> In ward 7 the scheduled IDP consultation meeting did not take place due to the fact that only two community members came to the meeting. The IDP consultation meeting did not take place in ward 8 due to the fact that the meeting was cancelled in order to cater for a provincial Imbizo on security and crime.

<sup>2</sup> Refer to the IDP pamphlet attached herewith in Annexure A

<sup>3</sup> Refer to Annexure B for all the IDP meeting dates, times and places



Even if most of these members came from the predominantly black communities, the representation and participation of the various community groups at the meetings was satisfactory. Despite the absence of the disabled, both the young and elderly men and women were represented. While this was the case, the white community was not reached in the municipal area. It is also worth mentioning that the private sector was consulted in a haphazard manner in this round of consultation. In some wards, headmen were also present in the meetings. They also participated in a fair manner. Due to these large numbers of people who attended these meetings, there was no through debate on the development trends. The meetings were also not planned in order to provide a platform such debates. Whilst most of the meetings were peaceful, there were incidents where residents expressed a level of dissatisfaction with the performance of some of the councillors and the fact that they were invited under false pretences that the Mayor will be present.



While the attendance of municipal officials was critical in these meeting in order to deal with certain service delivery issues that the community members raised, most municipal official tended not to attend the meetings. In instances where they did there was little contribution made. The poor attendance of some of the municipal officials tended to lead to frustration due to the fact that some of the issues raised by community members could have been resolved instantly. This would leave a positive impression on the community members and a sense of hope in the performance of the administration but contrary to this such behaviour led to a longer process of resolving these concerns and also led to negativity from the communities.



	Attendance
Ward 1 & 2	239
Ward 3	100
Ward 4	132
Ward 5	75
Ward 6	71
Ward 7	NA
Ward 8	NA
Ward 9	117
Ward 10	102
Ward 11, 12, 13	208
Ward 14	50
Ward 15	201
<b>Total</b>	<b>1,295</b>

Table: IDP Meeting Attendance figures

In order to obtain more in-depth understanding of some of the development issues and needs in various wards and to complement the IDP meetings, the ward councillors were asked to complete templates to this effect. A brief session was held with most of the councillors to explain the information required from the template and the rationale behind the template. After the meeting all ward councillors were given time to complete these templates. Since not all the ward councillors completed the template, Annexure B only consists of the templates received from the ward councillors who were able to complete the template. Most of the information contained in the templates is useful in guiding the way forward. The information provides a better level of details that may be useful to craft development objectives and strategies. This information gives specific and localise information on the development challenges that the communities are facing.

## Ward Development Priority Needs and Issues

The report will provide a holistic picture of the key development issues affecting the communities of Mkhondo due to the fact that most issues indicated by different community in all the wards are similar and equally important. These issues are similar in a sense that they almost all are concerned with the basics of human life and need to survive. It is also crucial that these basic issues/challenges and needs be seen as a collective since they are all related and have an impact on one another. Addressing of one of the issues indicated below will have an impact on other issues and this impact may be a positive or negative one due to the approach adopted in the process of addressing the issues. It is therefore crucial to understand and engage these issues, *(a) in terms of their location,*

*(b) a strategic future development long-term framework, (c) the current resources available, especially infrastructure and (d) the spin-offs of addressing each of them.* Any process of engaging these issues must be done so in collaboration with the current Spatial Development Framework process that is currently underway, the Local Economic Development Process that will be kick-started shortly and the Master Planning process that is almost complete. In essence an integrated outlook and mindset cannot be emphasized enough when engaging the issues indicated by communities.

The community meetings in the various wards confirmed that all the issues that are currently contained in the current IDP (2007/2008) document are still priority issues to them. The issues that were presented to the community to confirm and priorities are the following:

- 1. A lack of access to clean drinking water,*
- 2. A shortage and lack of proper shelter such as housing,*
- 3. No/poor provision and maintenance of sanitary services such as toilets,*
- 4. There is still a lack of electricity provision, and*
- 5. Poor access to and a lack of clinics in most areas.*

This implies that the local municipality, the provincial government and national government, i.e. government as a whole still has the mammoth task of tackling service delivery related issues in most of the wards. The only issue where progress seems to have been made is that of electricity provision. It was indicated in most wards that there were very few and very specific areas where electricity connection was still outstanding. In such cases, ward councillors appeared to be in control because they indicated that they needed to get the names of the residents in the ward who were still in need of electricity. In essence, it emerged from the meetings that there was a well functioning system in place in order to address the electricity need.

Due to the quality of the meetings, most of these issues may need to be followed up in order to get some deeper understanding of the causes of these needs and challenges. There were instances where ward councillors indicated that there were plans under way to deal with some of the challenges that the community members needed. One such example is that of water. It was mentioned in a few wards that plans are underway to increase the water availability since a new reservoir has been built, while on the other hand the community felt that water was their most important need because they did not have access to clean drinking water. Despite the communication challenges that emerged in this regard it is worth explaining the trend on the most frequent explanations provided on these top service delivery needs of the community members of the Municipality of Mkhondo.

## Priority Issues for 2008

<i>Development challenge/need</i>	<i>Causes of the need /Reasons for the challenge</i>
Water	<p>There is no access to clean drinking water. In some wards, community depends on water from the river for all household purposes. It was also explained that the same water is often shared with livestock such as cattle. This sharing of water with animals results in illness such as diarrhoea</p> <p>There were wards where the major challenge regarding water was that even if the entire infrastructure is available, there are times where the taps do not provide water.</p>
Housing	<p>In almost all wards, issues relating to housing were on access to decent shelter. Some of the community members complained of empty promises on information regarding housing delivery from the municipal officials. Other issues to housing were related to limited and/or no access to land where these houses could be built. It was also indicated that there are areas where the most suitable land to erect houses is privately owned.</p>
Sanitation	<p>Sanitation in this case was used to refer to the lack of toilets. This is a major challenge in all wards, especially rural wards. Most community members indicated that they just do not have any toilets and that they "help themselves" in the bushes. There were cases where issues of maintenance were cited as challenges in the sense that some VIP toilets were not being maintained, which causes a range of health hazards.</p>
Electricity	<p>There are not many people in the ward meetings who expressed a shortage on electricity. In cases where this was stated as a challenge and a priority, the ward councillors indicated they would assist in addressing the need.</p>
Health services such as: clinics and ambulances	<p>Other than access, the biggest challenge mentioned regarding clinics was the fact that most of these facilities were not accessible due to poor road conditions. There were instances where operating times of some of the facilities were a major stumbling block for the community members to obtain proper services. It was also explained that in most communities, there is a serious lack of ambulances.</p>

# MKHONDO LOCAL MUNICIPALITY KEY PROJECTS

As stated in the introduction of this report, a number of operational and capital projects were developed. The programming, costing and roll-out of these projects are presented in the following spreadsheets:

WITH REGARD TO THE REST OF THE DOCUMENT AND SPECIFICALLY THE FOLLOWING SPREAD SHEET, REFERENCE IS MADE TO THE COMMENTS AND CRITIQUE PRESENTED IN THE REVIEW DOCUMENT, AS WELL AS THE PROPOSED FRAMEWORK FOR SUCH IMPLEMENTATION PLANS.

## Programmes and Plans

Priority issue/Programme 1: Water												
Project ID	Project Name	Project Location/Beneficiaries	Project Objectives	Key Performance Indicators	Total Cost R,000	Budget Allocation R ,000					Source of Funding	Implementing Agency
						2006/07	2007/08	2008/09	2009/10	2010/11		
1/1/3 WC7	Extension to Driefontein WTP	Ward 1,2,15	To provide adequate and reliable water	Functioning water reticulation system	R4500	R4500					GSDM	GSDM
2/1/3 WC8	Construction of Reservoir Driefontein	Ward 1,2,15	To provide adequate and reliable water		R2500			R2500			MIG	MKHONDO
3/1/3 WC8	Construction of balancing dam Driefontein	Ward 1,2,15	To provide adequate and reliable water	To increase flow	R2500			R2500			MIG	MKHONDO
4/1/3 WCI4.	Water reticulation Nkosinati	Ward 1	To provide adequate and reliable water	Functioning water reticulation system	R2200			R2200			MKHONDO	MKHONDO
5/1/3 WC1	Phasing out of Bulk water meters (Replace with conventional meters)	Ward 1	Improve flow	To monitor flow	R7470	R 1200		R 2200	R 1670	R 1200	GSDM	GSDM
6/1&2 /3WC P	Installation water reticulation & house connections K&DD	Ward 3&15	To provide adequate and reliable water	To increase flow	R3420	R 1710					GSDM	GSDM
7 /1&2/ WCI/7	Valve maintenance	Ward 1&2			R1000		R1000					

Priority issue/Programme 1: Water												
Project ID	Project Name	Project Location/Beneficiaries	Project Objectives	Key Performance Indicators	Total Cost R,000	Budget Allocation R ,000					Source of Funding	Implementing Agency
						2006/07	2007/08	2008/09	2009/10	2010/11		
8/3/3 WCP5	Boreholes (28) Hartebeesfontein	Ward 4	To provide adequate and reliable water	Improve service delivery	R1860	R540	R180	R180	R450	R500	MKHONDO	MKHONDO
MIG/M P0449 /W/03 /12	Internal water reticulation to Kwangema West &Dirkiesdorp		To provide adequate and reliable water	To increase flow	R 21 275	R 2700	R17,781	R 2300			MIG	MKHONDO
11/4/3WCP 5.	Boreholes(28)Driepan,Idalia,Geluk	Ward 4	To provide adequate and reliable water	Improve service delivery	R1980						DWAF	
12/4/3WCP 7	Water reticulation 500 Erven Hlelo	Ward 4	To provide adequate and reliable water	To increase flow	R1680	R660	R180	R180	R460	R500	MKHONDO	MKHONDO
13/5/3WCP 5	Water pressure tower Kwatandeka	Ward 5	To provide adequate and reliable water	To increase flow	R200			R200			GSDM	MKHONDO
MIG/M P0510 /W/06 /08	Upgrade Waterworks Amsterdam & valve refurbishment	Ward 5	To provide adequate and reliable water	To increase flow	R 4275	R 600	R 3 677					
14/6/3WCI5	Boreholes (41) Rustplaas, Amsterdam Sarahof Starford Thokozane	Ward 6	To provide adequate and reliable water	Improve service delivery	R1680		R180	R540	R460	R500	DWAF/ GSDM	GSDM
15/7/3WCP 6.	Reticulation - Nkojaneni neighbours	Ward 7	To provide adequate and reliable water	To increase flow	R100			R100				
17/3WCP8	Replace Asbestos pipes	Ward 5&7	To improve flow	Improve quality	R3000			R1500	R 1500		GSDM	MKHONDO
18/8/3WCI6	Boreholes (44) Ajax Houdkop	Ward 8	To provide adequate and reliable water	Improve service delivery	R1860	R540	R180	R180	R460	R500	DWAF/ GSDM	GSDM
20/13/3WCI 6	Water to Welverdiend (eThanda Ext. 5 & 9)		To provide adequate and reliable water	To increase flow	R5900				R2200	R2200	MIG/MKHONDO	MKHONDO
21/14/3WC	Water reticulation eThandakukhanya	Ward 10	To provide adequate and	To increase flow	R2451			R2451			MIG	MKHONDO

Priority issue/Programme 1: Water												
Project ID	Project Name	Project Location/Beneficiaries	Project Objectives	Key Performance Indicators	Total Cost R,000	Budget Allocation R ,000					Source of Funding	Implementing Agency
						2006/07	2007/08	2008/09	2009/10	2010/11		
P7.	Ext. 6 – AND 7		reliable water									
22/15 /3WC P5	Boreholes (39) at schools Nederland Libhaba Ntithane Ntombe	Nederland Libhaba Ntithane Ntombe	To provide adequate and reliable water	To increase flow	R1000			R540	R460	R500	DWAF	MKHONDO
23/General/ 3WCP 6.	Supply line to reservoirs 5 and 6	Ward 7	To provide adequate and reliable water	To increase flow	R5000			R 2500	R 2500		MIG/GSDM	MKHONDO
24/General/ 3WCP 5	Water purification & link lines Piet Retief & valve refurbishment	Ward 7	To provide adequate and reliable water	To increase flow	R9260	R 2260	R 7000				MIG	MKHONDO
26/GENERAL /3WC P8	Installation of Rural Boreholes	All rural wards	To provide adequate and reliable water	Improve service delivery	R 6000		R1500	R1500	R1500	R1500	MIG/MKHONDO	MKHONDO
27/GENERAL /WCI6	Maintenance of Rural Boreholes	All rural wards	To provide adequate and reliable water	Improve service delivery	R950			R950			GSDM	GSDM
1/1/3 WCI4.	Water reticulation Nkosinati	Ward 1 & 2	To provide adequate and reliable water	Functioning water reticulation system	R3 200			R1 440	R1770		Council / GSDM / CMIP	Mkhondo Local Municipality
34 /rural /3 WC P5	Repair rural boreholes pumps and tanks	All rural wards	To improve water supply	Functional boreholes	R783		R783				GSDM	Mkhondo Local Municipality
1/ WC /20 07	Bulk Pipeline from Morgenstand Dam to Driepan	Ward 4	To provide adequate and reliable water	Functional water reticulation system	R8 000			R8 000			MIG/ GSDM/Council	Municipality
2/WC/ 2007	Upgrade Driepan Water Treatment Plant	Ward 4 Driepan	To provide adequate and reliable water	Functional water reticulation system	R 6 120			R6120			MIG/ GSDM/Council	Municipality
3/WC/	Water Reticulation	Ext 8	To provide	To increase	R2 400			R2 400			MIG/	Municipality

Priority issue/Programme 1: Water												
Project ID	Project Name	Project Location/Beneficiaries	Project Objectives	Key Performance Indicators	Total Cost R,000	Budget Allocation R ,000					Source of Funding	Implementing Agency
						2006/07	2007/08	2008/09	2009/10	2010/11		
2007		eThanda	adequate and reliable water	flow							GSDM/Council	
4/WC/2007	House Connections	Ext 8 eThanda	Improved access	Improved access	R600			R600			MIG/GSDM/Council	Municipality
5/WC/2007	House Connections	Ward 1 Driefontein	Improved access	Improved access	R 1 200			R1 200			MIG/ GSDM	Municipality
6/WC/2007	House Connections	Ward 3 KwaNgema North	Improved access	Improved access	R 600			R600			MIG/GSDM/Council	Municipality
7/WC/2007	House Connections	Ward 3 KwaNgema South	Improved access	Improved access	R 600			R600			MIG/GSDM/Council	Municipality
8/WC/2007	Water Reticulation	Dirkiesdorp	To provide adequate and reliable water	To increase flow	R 3 600			R3 600			MIG/GSDM/Council	Municipality
9/WC/2007	House Connections	Dirkiesdorp	To provide adequate and reliable water		R 1 200			R1 200			MIG/GSDM/Council	Municipality
10/WC/2007	Water Reservoir	Mahamba Road	To provide adequate and reliable water	To increase flow	R 2 400			R2 400			MIG/GSDM/Council	Municipality
11/WC/2007	Water Reticulation	Osloop	To provide adequate and reliable water	To increase flow	R 1 920			R 1 920			MIG/GSDM/Council	Municipality
12/WC/2007	Water Reticulation	Ext 5 Piet Retief	To provide adequate and reliable water	To increase flow	R 1 100			R 1 100			MIG/GSDM/Council	Municipality
	Water Treatment Plant	Hartebeesfontein			R 7 200			R 7 200			MIG/GSDM/Council	Municipality
	Water Reticulation	Hartebeesfontein	To provide adequate and reliable water	To increase flow	R 2 400			R 2 400			MIG/GSDM/Council	Municipality
	Extension Water Reticulation	Ext 7 Piet Retief	To provide adequate and reliable water	To increase flow	R 600			R 600			MIG/GSDM/Council	Municipality
	Water Supply	Amsterdam	To provide adequate and reliable water	To increase flow	R 1 000			R 1 000			MIG/GSDM/Council	Municipality
	Bulk water supply-Rusplaas	Ward 6	To provide adequate and	Functioning water	R 2 037				R 2 037		Council / GSDM /	Mkhondo Local

Priority issue/Programme 1: Water												
Project ID	Project Name	Project Location/Beneficiaries	Project Objectives	Key Performance Indicators	Total Cost R,000	Budget Allocation R ,000					Source of Funding	Implementing Agency
						2006/07	2007/08	2008/09	2009/10	2010/11		
			reliable water	reticulation system							CMIP	Municipality
	Water reticulation-Rustplaas	Ward 6	To provide adequate and reliable water	Functioning water reticulation system	R 2000			R 500	R 500	R 1000	MIG	Mkhondo LM
	Water reticulation-Maphepheni	Ward 8	To upgrade water metering system	New meters installed	R 2000			R 500	R 500	R 1000	GSDM	Mkhondo LM

Priority issue/Programme 2: Sanitation												
Project ID	Project Name	Project Location/Beneficiaries	Project Objectives	Key Performance Indicators	Total Cost R,000	Budget Allocation R,000					Source of Funding	Implementing Agency
						2006/07	2007/08	2008/09	2009/10	2010/2011		
13/General/3SCP7	Upgrade purification plant Piet Retief	Total population	Upgrade sewer network	Improve sanitation	R 22000		R 1000	R 12000	R 9000		MIG	Municipality
15/11/SCP	Construction water borne sewer Nkonjaneni	Ward 11	Upgrade sewer network	Improve sanitation	R 4000		R 1000	R 3000			MIG	Municipality
1/1/3SCP6	Sanitation VIP toilets (544)	Ward 1	Proper sanitation to all	Improve sanitation	R1624			R 406	R 406	R 406	MIG/GSDM	Municipality
2/2/3SCP6	520 VIP toilets Driefontein	Ward 2	Proper sanitation to all	Improve sanitation	R1462			R 366	R 366	R 366	MIG/GSDM	Municipality
3/3/3SCP6	416 VIP toilets Kwangema	Ward 3	Proper sanitation to all	Improve sanitation	R1162			R 291	R 291	R 291	MIG/GSDM	Municipality
4/4/3SCP6	560 VIP toilets	Ward 4	Proper sanitation to all	Improve sanitation	R1299			R 325	R 325	R 325	MIG/GSDM	Municipality
5/6/3SCP6	480 VIP Toilets	Ward 6	Proper sanitation to all	Improve sanitation	R1299			R 325	R 325	R 325	MIG/GSDM	Municipality



Priority issue/Programme 2: Sanitation												
Project ID	Project Name	Project Location/Beneficiaries	Project Objectives	Key Performance Indicators	Total Cost R,000	Budget Allocation R,000					Source of Funding	Implementing Agency
						2006/07	2007/08	2008/09	2009/10	2010/2011		
7/8/SCP6	160 VIP toilets	Ward 8	Proper sanitation to all	Improve sanitation	R1327			R 332	R 332	R 332	MIG/GSDM	Municipality
8/9/CIP4	Toilets 242 VIP toilets Sulphur Springs Comondale Mahamba	Ward 9	Proper sanitation to all	Improve sanitation	R1546			R 387	R 387	R 387	MIG/GSDM	Municipality
9/13/3SCP5	Toilets eTH x 4 & 5	Ward 13&14	Proper sanitation to all	Improve sanitation	R12260	R1300	R1200	R6260	R3500		GSDM	Municipality
10/13/3SCP6	Sewer network Eth x5 & 9	Ward 14	Upgrade sewer network	Improve sanitation	R11850	R3283	R1500	R4167	R2900		GSDM	Municipality
11/14/3SCP6	Sewer network eThanda x 6 (600 units & X 8 - 800 units)	Ward 14	Upgrade sewer network	Improve sanitation	R3500			R2000	R1500		GSDM	Municipality
12/14/SCP6	Toilet Top Structures Eth x 4	Ward 14	Proper sanitation to all	Improve sanitation	R4000		R1500	R2500			GSDM	Municipality
14/4/3SCP7	VIP Toilets 500 erven Hlelo	Ward 4	Proper sanitation to all	Improve sanitation	R1250					R1250	GSDM	Municipality
16/GENERAL/SCI6	VIP Maintenance	Ward 13&14	Proper sanitation to all	Improve sanitation	R45			R45			GSDM	Municipality
17/SCP/2006	Outfall Sewer-300 mm diameter	Greater Piet Retief	Upgrade sewer network	Improve flow	R 2 000			R 1 000	R 1 000		GSDM / MIG	Municipality
18/SCP/2006	Sewer pump station to Piet Retief	Greater Piet Retief	Upgrade sewer network	Increase flow	R 850 000			R 850			MIG/GSDM	Municipality
19/SCP/2006	Amsterdam STP-with 1.1MI to 2.1MI	Amsterdam	Upgrade sewer network	Increase flow	R 2 750 000			R 2 750			MIG/GSDM	Municipality

Priority issue/Programme 2: Sanitation												
Project ID	Project Name	Project Location/Beneficiaries	Project Objectives	Key Performance Indicators	Total Cost R,000	Budget Allocation R,000					Source of Funding	Implementing Agency
						2006/07	2007/08	2008/09	2009/10	2010/2011		
20/SCP/2006	Outfall Sewer-20 mm diameter	Amsterdam	Upgrade sewer network	Increase flow	R 1 200 000			R 1 200			MIG/GSDM	Municipality
21/SCP/2006	Sewer pump station to Amsterdam	Amsterdam	Upgrade sewer network	Increase flow	R 600			R 600			MIG/GSDM	Municipality
22/SCP/2006	Internal Sewer Reticulation	Driepeanlswepe	Upgrade sewer network	Improve sanitation	R 4 740			R 1 580	R 1 580	R 1 580	MIG/GSDM/Council	Municipality
23/SCP/2006	Sewer Purification Plant	Driepean	Upgrade sewer network	Increase flow	R 9 000			R 3 000	R 3 000	R 3 000	MIG/GSDM/Council	Municipality
24/SCP/2006	Maintenance of reticulation	All	Upgrade sewer network	Improve sanitation	R 5 500			R 1 000	R 2 500	R 2 000		
25/SCP/2006	Waterborne toilets	Ward 13	Upgrade sewer network	To provide acceptable sanitation service	R 1 200			R 1 200			GSDM	Municipality
26/SCP/2006	Internal Sewer Reticulation	Driefontein	Upgrade sewer network	Improve sanitation	R 13 524			R 6 762	R 6 762		MIG/GSDM/Council	Municipality
27/SCP/2006	Sewer Treatment Plant	Driefontein	Upgrade sewer network	Increase flow	R 22 000			R 8 750	R 3 750	R 2 000	MIG/GSDM/Council	Municipality
28/SCP/2006	Sewer pump station	Driefontein	Upgrade sewer network	Increase flow	R 850			R 850			MIG/GSDM/Council	Municipality
29/SCP/2006	Internal Sewer Reticulation	Amsterdam/Kwathandeka Ward 5	Upgrade sewer network	Improve sanitation	R 7 440			R 5 000	R 2 440		MIG/GSDM/Council	Municipality
30/SCP/2006	Internal Sewer Reticulation	Dirkiesdorp	Construct sewer network	Improve sanitation	R 9 244			R 3 310	R 3 310	R 3 310	MIG/GSDM/Council	Municipality
31/SCP/2006	Sewer Treatment Plant	Dirkiesdorp	Construct new sewer plant	Increase flow	R 15 000			R 5 000	R 5 000	R 5 000	MIG/GSDM/Council	Municipality

Priority issue/Programme 2: Sanitation												
Project ID	Project Name	Project Location/Beneficiaries	Project Objectives	Key Performance Indicators	Total Cost R,000	Budget Allocation R,000					Source of Funding	Implementing Agency
						2006/07	2007/08	2008/09	2009/10	2010/2011		
32/SCP/2006	Sewer Reticulation	Ext 6 eThanda	Upgrade sewer network	Improve sanitation	R 5 000			R 2 500	R 2 500		MIG/GSDM/Co uncil	Municipality
33/SCP/2006	Sewer Reticulation	Ext 8 eThanda	Upgrade sewer network	Improve sanitation	R5 000			R 2 500	R 2 500		MIG/GSDM/Co uncil	Municipality
34/SCP/2006	Sewer Reticulation	Osloop	Upgrade sewer network	Improve sanitation	R 3 000			R 3 000			MIG/GSDM/Co uncil	Municipality
35/SCP/2006	Sewer Reticulation	Ext 5 Piet Retief	Upgrade sewer network	Improve sanitation	R 2 000			R 2 000			MIG/GSDM/Co uncil	Municipality
36/SCP/2006	Sewer Reticulation	Hartebeesfontein	Upgrade sewer network	Improve sanitation	R 2 000			R 2 000			MIG/GSDM/Co uncil	Municipality
37/SCP/2006	Sewer Transfer Station	Hartebeesfontein	Upgrade sewer network	Improve sanitation	R 8 000			R 1 000	R 3500		MIG/GSDM	Municipality
38/SCP/2006	Extension of sewer network	Ext 7 Piet Retief	Upgrade sewer network	Improve sanitation	R 750			R 750			MIG/GSDM	Municipality
39/SCP/2006	Bulk sewer and reticulation -	Rusplaas,	Provide sewer network	Improve sanitation	R15 000			R5 000	R5 000	R5 000	MIG/MKHONDO	MIG/MKHONDO
40/SCP/2006	Bulk sewer and reticulation -	Maphepheni	Provide sewer network	Improve sanitation	R15 000			R5 000	R5 000	R5 000	MIG/MKHONDO	MIG/MKHONDO
41/SCP/2006	Bulk sewer and reticulation -	Malayinini	Provide sewer network	Improve sanitation	R15 000			R5 000	R5 000	R5 000	MIG/MKHONDO	MIG/MKHONDO
42/SCP/2006	Provide VIP to all rural wards	Rrural wards	Provide basic sanitation	Improve sanitation	R 1500			R1 500			MKHONDO	MKHONDO

Priority issue/Programme 3: Electrification											
Project Name	Project Location/Beneficiaries	Project Objectives	Key Performance Indicators	Total Cost R,000	Budget Allocation R ,000					Source of Funding	Implementing Agency
					2006/07	2007/08	2008/09	2009/10	2010/11		
ST. HELENA / NKOSINATHI 153 STANDS	Ward 1	Electrification	14 Stands Electrified			R1 530				DME	Municipality
MASIHAMBIJANE 147 STANDS (PR)	Ward 2	Electrification	14 Stands Electrified			R1 470				DME	Municipality
NGEMA NORTH PHASE 2 180 STANDS (COM)	Ward 3	Electrification	14 Stands Electrified			R1 800				DME	Municipality
ETSHENI / EMATAFULENI 201 STANDS (PR)	Ward 3	Electrification	14 Stands Electrified					R1 608		DME	Municipality
HEYSHOPE 13 STANDS (PR)	Ward 3	Electrification	14 Stands Electrified					R 104		DME	Municipality
AMSTERDAM 2 14 STANDS (PR)	Ward 3	Electrification	14 Stands Electrified						R 112	DME	Municipality
AMSTERDAM 1 13 STANDS (PR)	Ward 3	Electrification	14 Stands Electrified							DME	Municipality
KAFFERKRAAL 11 STANDS	Ward 3	Electrification	14 Stands Electrified				R 88			DME	Municipality
EERSTE GELUK 22 STANDS (PR)	Ward 3	Electrification	14 Stands Electrified					R 176		DME	Municipality
MOAZINI 12 STANDS (COM)	Ward 3	Electrification	14 Stands Electrified				R 96			DME	Municipality
NKULULEKO 2 53 STANDS (COM)	Ward 3	Electrification	14 Stands Electrified			R 424				DME	Municipality
NKULULEKO 1 36 STANDS (COM)	Ward 3	Electrification	14 Stands Electrified				R 288			DME	Municipality
MASAKHANE 9 STANDS (COM)	Ward 3	Electrification	14 Stands Electrified				R 72			DME	Municipality
KWA-KOBHO 34 STANDS (COM)	Ward 3	Electrification	14 Stands Electrified				R 272			DME	Municipality

Priority issue/Programme 3: Electrification											
Project Name	Project Location/Beneficiaries	Project Objectives	Key Performance Indicators	Total Cost R,000	Budget Allocation R ,000					Source of Funding	Implementing Agency
					2006/07	2007/08	2008/09	2009/10	2010/11		
HOLSPRUIT 15 STANDS (PR)	Ward 3	Electrification	14 Stands Electrified					R 120		DME	Municipality
ST HELEN 2 5 STANDS (PR)	Ward 3	Electrification	14 Stands Electrified			R 40				DME	Municipality
ST HELEN 1 28 STANDS (PR)	Ward 3	Electrification	14 Stands Electrified				R 224			DME	Municipality
GROOT RIETVLEI 22 STANDS (PR)	Ward 3	Electrification	14 Stands Electrified						R 176	DME	Municipality
BRUWER 5 STANDS (PR)	Ward 3	Electrification	14 Stands Electrified						R 40	DME	Municipality
DAVEL 9 STANDS (PR)	Ward 3	Electrification	14 Stands Electrified					R 72		DME	Municipality
ALZU 8 STANDS (PR)	Ward 3	Electrification	14 Stands Electrified					R 64		DME	Municipality
BOSSIE ALLEEN 8 STANDS (PR)	Ward 3	Electrification	14 Stands Electrified						R 64	DME	Municipality
MASAKHANE 9 STANDS (COM)	Ward 3	Electrification	14 Stands Electrified				R 72			DME	Municipality
VAAL BANK 15 STANDS (COM)	Ward 3	Electrification	14 Stands Electrified				R 120			DME	Municipality
ROOIKOP 25 STANDS (PR)	Ward 3	Electrification	14 Stands Electrified						R 200	DME	Municipality
JWILI 6 STANDS (PR)	Ward 3	Electrification	14 Stands Electrified						R 48	DME	Municipality
POOTJIE 24 STANDS (PR)	Ward 3	Electrification	14 Stands Electrified						R 192	DME	Municipality
PAMPOEN 25 STANDS (PR)	Ward 2	Electrification	14 Stands Electrified					R 200		DME	Municipality

Priority issue/Programme 3: Electrification											
Project Name	Project Location/Beneficiaries	Project Objectives	Key Performance Indicators	Total Cost R,000	Budget Allocation R ,000					Source of Funding	Implementing Agency
					2006/07	2007/08	2008/09	2009/10	2010/11		
DUM DUM COMP 37 STANDS (PR)	Ward 4	Electrification	14 Stands Electrified						R 296	DME	Municipality
MAGOBONGWANE 34 STANDS (COUNCIL)	Ward 4	Electrification	14 Stands Electrified				R 272			DME	Municipality
DRIEPAN (PR) 102 STANDS	Ward 4	Electrification	14 Stands Electrified					R 816		DME	Municipality
KWAMFUTHI (PR) 20 STANDS	Ward 4	Electrification	14 Stands Electrified					R 160		DME	Municipality
PHUMLA (PR) 19 STANDS	Ward 4	Electrification	14 Stands Electrified					R 152		DME	Municipality
MISSION (PR) 9 STANDS	Ward 4	Electrification	14 Stands Electrified					R 72		DME	Municipality
KLOPPERRUST (PR) 14 STANDS	Ward 4	Electrification	14 Stands Electrified					R 112		DME	Municipality
TAFELKOPPIES (PR) 4 STANDS	Ward 4	Electrification	14 Stands Electrified					R 32		DME	Municipality
MAHLOMEKA (PR) 22 STANDS	Ward 4	Electrification	14 Stands Electrified					R 176		DME	Municipality
KHALAMBAZO (PR) 36 STANDS	Ward 4	Electrification	14 Stands Electrified					R 288		DME	Municipality
ESIBUSISWWENI (PR) 100 STANDS	Ward 4	Electrification	14 Stands Electrified					R 800		DME	Municipality
WATER SMEET 96 STANDS (PR)	Ward 4	Electrification	14 Stands Electrified						R 768	DME	Municipality
WITRAND 104 STAND (PR)	Ward 4	Electrification	14 Stands Electrified					R 832		DME	Municipality
IDALA 101 STANDS (PR)	Ward 4	Electrification	14 Stands Electrified						R 808	DME	Municipality

Priority issue/Programme 3: Electrification											
Project Name	Project Location/Beneficiaries	Project Objectives	Key Performance Indicators	Total Cost R,000	Budget Allocation R ,000					Source of Funding	Implementing Agency
					2006/07	2007/08	2008/09	2009/10	2010/11		
MSINYANI ZOAR 43 STANDS (PR)	Ward 4	Electrification	14 Stands Electrified					R 344		DME	Municipality
MAVUMBUKA 36 STANDS (PR)	Ward 4	Electrification	14 Stands Electrified						R 288	DME	Municipality
BUSHMAN BENZ 58 STANDS (PR)	Ward 4	Electrification	14 Stands Electrified						R 464	DME	Municipality
MORGENSTON FARM 70 STANDS (PR)	Ward 4	Electrification	14 Stands Electrified					R 560		DME	Municipality
NGWEMPISI 71 STANDS (PR)	Ward 4	Electrification	14 Stands Electrified						R 568	DME	Municipality
PANBULT, MSINYANE 170 STANDS (PR)	Ward 4	Electrification	14 Stands Electrified					R1 360		DME	Municipality
ZOAR ESTATE 1 13 STANDS (PR)	Ward 4	Electrification	14 Stands Electrified					R 104		DME	Municipality
ZOAR ESTATE 2 14 STANDS (PR)	Ward 4	Electrification	14 Stands Electrified					R 112		DME	Municipality
HARTEBEEFONTEIN 85 STANDS (PR)	Ward 4	Electrification	14 Stands Electrified						R 680	DME	Municipality
MLAZI VILLAGE 65 STANDS (PR)	Ward 4	Electrification	14 Stands Electrified						R 520	DME	Municipality
PAMPOEN KRAAL 29 STANDS (PR)	Ward 4	Electrification	14 Stands Electrified					R 232		DME	Municipality
TAAIBOSCHSPRUIT 1 98 STANDS (PR)	Ward 4	Electrification	14 Stands Electrified						R 784	DME	Municipality
TAAIBOSCHSPRUIT 2 34 STANDS (PR)	Ward 4	Electrification	14 Stands Electrified					R 272		DME	Municipality
DRIE HOEK 72 STANDS (PR)	Ward 4	Electrification	14 Stands Electrified						R 576	DME	Municipality



Priority issue/Programme 3: Electrification											
Project Name	Project Location/Beneficiaries	Project Objectives	Key Performance Indicators	Total Cost R,000	Budget Allocation R ,000					Source of Funding	Implementing Agency
					2006/07	2007/08	2008/09	2009/10	2010/11		
HARLEM FARM 70 STANDS (PR)	Ward 6	Electrification	14 Stands Electrified					R 560		DME	Municipality
RUSTPLAAS 223 STANDS (COUNCIL)	Ward 6	Electrification	14 Stands Electrified				R17 840			DME	Municipality
THOKOZANI 227 STANDS (COM)	Ward 6	Electrification	14 Stands Electrified			R 1 816				DME	Municipality
RIVER SIDE 33 STANDS (PR)	Ward 6	Electrification	14 Stands Electrified						R 264	DME	Municipality
RIKLIFMASWAZINI 99 STANDS (PR)	Ward 6	Electrification	14 Stands Electrified					R 792		DME	Municipality
RUSTPLAAS 2 69 STANDS (PR)	Ward 6	Electrification	14 Stands Electrified				R 552			DME	Municipality
KROMRIVIER FARM 58 STANDS (PR)	Ward 6	Electrification	14 Stands Electrified					R 464		DME	Municipality
EZINTANDANENI 57 STANDS (PR)	Ward 6	Electrification	14 Stands Electrified						R 456	DME	Municipality
RIKLIFF VILLAGE 54 STANDS (PR)	Ward 6	Electrification	14 Stands Electrified						R 432	DME	Municipality
KWADLOTHOVU FARM 84 STANDS (PR)	Ward 6	Electrification	14 Stands Electrified					R 672		DME	Municipality
WESTO VILLAGE 64 STANDS (PR)	Ward 6	Electrification	14 Stands Electrified					R 512		DME	Municipality
DAVID FORBS FARM 31 STANDS (PR)	Ward 6	Electrification	14 Stands Electrified						R 248	DME	Municipality
WESTO DAM VILLAGE 15 STANDS (PR)	Ward 6	Electrification	14 Stands Electrified					R 120		DME	Municipality
STAFFORD FARM 1 178 STANDS (GOV)	Ward 6	Electrification	14 Stands Electrified			R1 424				DME	Municipality

Priority issue/Programme 3: Electrification											
Project Name	Project Location/Beneficiaries	Project Objectives	Key Performance Indicators	Total Cost R,000	Budget Allocation R ,000					Source of Funding	Implementing Agency
					2006/07	2007/08	2008/09	2009/10	2010/11		
STAFFORD FARM 2 106 STANDS (GOV)	Ward 6	Electrification	14 Stands Electrified				R 848			DME	Municipality
WOLWENKOP 100 STANDS	Ward 6	Electrification	14 Stands Electrified						R 800	DME	Municipality
UHLELO (PR) 500 STANDS	Ward 6	Electrification	14 Stands Electrified						R4 000	DME	Municipality
HARLEM (PR) 70 STANDS	Ward 6	Electrification	14 Stands Electrified						R 560	DME	Municipality
YELLOW STONE 18 STANDS	Ward 6	Electrification	14 Stands Electrified						R 144	DME	Municipality
MALAYININI 57 STANDS (COM)	Ward 8	Electrification	14 Stands Electrified			R 456				DME	Municipality
DR POLS FARM 64 STANDS (PR)	Ward 8	Electrification	14 Stands Electrified						R 512	DME	Municipality
MAPHEPHENI 592 STANDS (COUNCIL)	Ward 8	Electrification	14 Stands Electrified				R4 736			DME	Municipality
MALAYININI 150 STANDS (COUNCIL)	Ward 8	Electrification	14 Stands Electrified				R1 200			DME	Municipality
KWACILO / NEW PITOL 20 STANDS (PR)	Ward 8	Electrification	14 Stands Electrified						R 160	DME	Municipality
NEW HOME 150 STANDS (PR)	Ward 8	Electrification	14 Stands Electrified							DME	Municipality
BELFAST 60 STANDS (PR)	Ward 8	Electrification	14 Stands Electrified						R480	DME	Municipality
KWASIGYDADA 150 STANDS (PR)	Ward 8	Electrification	14 Stands Electrified							DME	Municipality
MAMPONDWENI 150 STANDS (PR)	Ward 8	Electrification	14 Stands Electrified						R1 200	DME	Municipality

Priority issue/Programme 3: Electrification											
Project Name	Project Location/Beneficiaries	Project Objectives	Key Performance Indicators	Total Cost R,000	Budget Allocation R ,000					Source of Funding	Implementing Agency
					2006/07	2007/08	2008/09	2009/10	2010/11		
MOOIHOEK 80 STANDS (PR)	Ward 8	Electrification	14 Stands Electrified						R 640	DME	Municipality
MATSHENI 30 STANDS (PR)	Ward 8	Electrification	14 Stands Electrified						R 240	DME	Municipality
ATALIA 50 STANDS (PR)	Ward 8	Electrification	14 Stands Electrified							DME	Municipality
BOTHASHOOP 40 STANDS (PR)	Ward 8	Electrification	14 Stands Electrified						R 320	DME	Municipality
DR POLS FARM 100 STANDS (PR)	Ward 8	Electrification	14 Stands Electrified					R 800		DME	Municipality
EMCITHINI 60 STANDS (PR)	Ward 8	Electrification	14 Stands Electrified						R 480	DME	Municipality
KROMFONTEIN 150 STANDS (PR)	Ward 8	Electrification	14 Stands Electrified						R1 200	DME	Municipality
DERBY (MADALASA) 43 STANDS (PR)	Ward 8	Electrification	14 Stands Electrified					R 344		DME	Municipality
NTINTINYANE 70 STANDS (PR)	Ward 8	Electrification	14 Stands Electrified						R 560	DME	Municipality
EDLOZANE 80 STANDS (PR)	Ward 8	Electrification	14 Stands Electrified					R 640		DME	Municipality
HOUDKOP 23 STANDS (PR)	Ward 8	Electrification	14 Stands Electrified						R 184	DME	Municipality
BLESBOKSPRUIT 150 STANDS (PR)	Ward 8	Electrification	14 Stands Electrified						R1 200	DME	Municipality
KEMPSIDING 100 STANDS	Ward 8	Electrification	14 Stands Electrified					R 800		DME	Municipality
KLEIN VRYSTAAT 100 STANDS	Ward 8	Electrification	14 Stands Electrified						R 800	DME	Municipality

Priority issue/Programme 3: Electrification											
Project Name	Project Location/Beneficiaries	Project Objectives	Key Performance Indicators	Total Cost R,000	Budget Allocation R ,000					Source of Funding	Implementing Agency
					2006/07	2007/08	2008/09	2009/10	2010/11		
AJAX 500 STANDS	Ward 8	Electrification	14 Stands Electrified					R 800		DME	Municipality
EBNODWENI 26 STANDS (COM)	Ward 9	Electrification	14 Stands Electrified				R 208			DME	Municipality
CONGO VILLAGE 56 STANDS (PR)	Ward 9	Electrification	14 Stands Electrified							DME	Municipality
MOOLMAN 100 STANDS	Ward 9	Electrification	14 Stands Electrified						R 800	DME	Municipality
KROMFONTEIN 150 STANDS (PR)	Ward 8	Electrification	14 Stands Electrified						R1 200	DME	Municipality
DERBY (MADALASA) 43 STANDS (PR)	Ward 8	Electrification	14 Stands Electrified					R 344		DME	Municipality
NTINTINYANE 70 STANDS (PR)	Ward 8	Electrification	70 Stands Electrified	R 560					R 560	DME	Municipality
EDLOZANE 80 STANDS (PR)	Ward 8	Electrification	80 Stands Electrified	R 640				R 640		DME	Municipality
HOUDKOP 23 STANDS (PR)	Ward 8	Electrification	23 Stands Electrified	R 184					R 184	DME	Municipality
BLESBOKSPRUIT 150 STANDS (PR)	Ward 8	Electrification	150 Stands Electrified	R1 200					R1 200	DME	Municipality
KEMPSIDING 100 STANDS	Ward 8	Electrification	100 Stands Electrified					R 800		DME	Municipality
BLOEMENDAL 75 STANDS	Ward 9	Electrification	75 Stands Electrified	R 600					R 600	DME	Municipality
COMMONDALE 200 STANDS	Ward 9	Electrification	1200Stands Electrified	R1 600				R1 600		DME	Municipality
BERBICE / CANA 100 STANDS	Ward 9	Electrification	100 Stands Electrified	R 800					R 800	DME	Municipality

Priority issue/Programme 3: Electrification											
Project Name	Project Location/Beneficiaries	Project Objectives	Key Performance Indicators	Total Cost R,000	Budget Allocation R ,000					Source of Funding	Implementing Agency
					2006/07	2007/08	2008/09	2009/10	2010/11		
OSLOOP 38 STANDS	Ward 10	Electrification	38 Stands Electrified	R 304				R 304		DME	Municipality
HONGWANE 30 STAND (PR)	Ward 11	Electrification	30 Stands Electrified	R 240					R 240	DME	Municipality
VERVADINI 30 STANDS (PR)	Ward 11	Electrification	30 Stands Electrified	R 240					R 240	DME	Municipality
NKONYANENI 30 STANDS (PR)	Ward 11	Electrification	30 Stands Electrified	R 240					R 240	DME	Municipality
ETHANDAKUKHANYA 1200 STANDS (COUNCIL)	Ward 13	Electrification	1200 Stands Electrified	R6 000			R6 000			DME	Municipality
NTOMBE MISSION 150 STANDS (COM)	Ward 15	Electrification	150 Stands Electrified	R1 200			R1 200			DME	Municipality
DONKERHOEK 35 STANDS (COM)	Ward 15	Electrification	35 Stands Electrified	R 280			R 280			DME	Municipality
SAAIHOEK 74 STANDS (COM)	Ward 15	Electrification	74 Stands Electrified	R 592			R 592			DME	Municipality
BAKENKOP 25 STANDS (COM)	Ward 15	Electrification	25 Stands Electrified	R 200			R 200			DME	Municipality
LIBABA 15 STANDS (COM)	Ward 15	Electrification	15 Stands Electrified	R 120			R 120			DME	Municipality
SQINTINI 10 STANDS (PR)	Ward 15	Electrification	10 Stands Electrified	R 80				R 80		DME	Municipality
NDUBAZI 10 STANDS (PR)	Ward 15	Electrification	10 Stands Electrified	R 80				R 80		DME	Municipality
CTC 19 STANDS (PR)	Ward 15	Electrification	19 Stands Electrified	R 152					R 152	DME	Municipality
MONDI 16 STANDS (PR)	Ward 15	Electrification	16 Stands Electrified	R 128				R 128		DME	Municipality

Priority issue/Programme 3: Electrification											
Project Name	Project Location/Beneficiaries	Project Objectives	Key Performance Indicators	Total Cost R,000	Budget Allocation R ,000					Source of Funding	Implementing Agency
					2006/07	2007/08	2008/09	2009/10	2010/11		
VETO 7 STANDS (PR)	Ward 15	Electrification	7 Stands Electrified	R 56					R 56	DME	Municipality
ETHANDAKUKHANYA 1200 STANDS (COUNCIL)	Ward 13	Electrification	1200 Stands Electrified	R6 000			R6 000			DME	Municipality
NTOMBE MISSION 150 STANDS (COM)	Ward 15	Electrification	150 Stands Electrified	R1 200			R1 200			DME	Municipality
DONKERHOEK 35 STANDS (COM)	Ward 15	Electrification	35 Stands Electrified	R 280			R 280			DME	Municipality
SAAIHOEK 74 STANDS (COM)	Ward 15	Electrification	74 Stands Electrified	R 592			R 592			DME	Municipality
BAKENKOP 25 STANDS (COM)	Ward 15	Electrification	25 Stands Electrified	R 200			R 200			DME	Municipality
LIBABA 15 STANDS (COM)	Ward 15	Electrification	15 Stands Electrified	R 120			R 120			DME	Municipality
SQINTINI 10 STANDS (PR)	Ward 15	Electrification	10 Stands Electrified	R 80				R 80		DME	Municipality
NDUBAZI 10 STANDS (PR)	Ward 15	Electrification	10 Stands Electrified	R 80				R 80		DME	Municipality
CTC 19 STANDS (PR)	Ward 15	Electrification	19 Stands Electrified	R 152					R 152	DME	Municipality
MONDI 16 STANDS (PR)	Ward 15	Electrification	16 Stands Electrified	R 128				R 128		DME	Municipality
VETO 7 STANDS (PR)	Ward 15	Electrification	7 Stands Electrified	R 56					R 56	DME	Municipality
WITKLIP COMM 50 STANDS (PR)	Ward 15	Electrification	50 Stands Electrified	R 400					R 400	DME	Municipality
AMAKHAYA 100 STANDS	Ward 15	Electrification	1004 Stands Electrified	R 800			R 800			DME	Municipality

Priority issue/Programme 3: Electrification											
Project Name	Project Location/Beneficiaries	Project Objectives	Key Performance Indicators	Total Cost R,000	Budget Allocation R ,000					Source of Funding	Implementing Agency
					2006/07	2007/08	2008/09	2009/10	2010/11		
NEDERLAND 50 STANDS	Ward 15	Electrification	50 Stands Electrified	R 400					R 400	DME	Municipality
WEEBER / MADABUKELA 50 STANDS	Ward 15	Electrification	50 Stands Electrified	R 400					R 400	DME	Municipality
SALEM 25 STANDS	Ward 15	Electrification	25 Stands Electrified	R 200			R 200			DME	Municipality
TSHONDO 50 STANDS	Ward 15	Electrification	50 Stands Electrified	R 400			R 400			DME	Municipality
MISPAH 100 STANDS	Ward 15	Electrification	100 Stands Electrified	R 800			R 800			DME	Municipality
WITTERAW 50 STANDS	Ward 15	Electrification	50 Stands Electrified	R 400					R 400	DME	Municipality
BERGPLAAS 100 STANDS		Electrification	100 Stands Electrified	R 800			R 800			DME	Municipality
DELFKOM 53 STANDS		Electrification	53 Stands Electrified	R 424				R 424		DME	Municipality
VESUBUHLE 82 STANDS		Electrification	82 Stands Electrified	R 656					R 656	DME	Municipality
DONKERHOEK 42 STANDS		Electrification	42 Stands Electrified	R 336			R 336			DME	Municipality
STREET LIGHTS	WARD 12	Electrification	Streets Electrified	R						Mkhondo	Municipality
MAFRED 5 STANDS	WARD 12	Electrification	5 Stands Electrified	R 40		R 40				Mkhondo	Municipality
MAPHAYININI 5 STANDS	WARD 12	Electrification	5 Stands Electrified	R 40		R 40				Mkhondo	Municipality
SBETHA 6 STANDS	WARD 12	Electrification	6 Stands Electrified	R 48		R 48				Mkhondo	Municipality



Priority issue/Programme 3: Electrification											
Project Name	Project Location/Beneficiaries	Project Objectives	Key Performance Indicators	Total Cost R,000	Budget Allocation R ,000					Source of Funding	Implementing Agency
					2006/07	2007/08	2008/09	2009/10	2010/11		
LONG HOMES 4 STANDS	WARD 12	Electrification	4 Stands Electrified	R 32		R 32				Mkhondo	Municipality
STREET LIGHTS MAFRED	WARD 12	Electrification	Streets electrified							Mkhondo	Municipality
STREET LIGHTS RICHARDSBAY	WARD 12	Electrification	Streets Electrified	R500						ESKOM	Municipality
STREET LIGHTS MAPHAYININI	WARD 12	Electrification	Streets Electrified	R500			R500			Mkhondo	Municipality
STREET LIGHTS LONG HOMES	WARD 12	Electrification	Streets Electrified	R500				R500		Mkhondo	Municipality
STREET LIGHTS THANDUKUKHANYA	WARD 12	Electrification	Streets electrified	R500					R500	Mkhondo	Municipality
STREET LIGHTS	WARD 2	Electrification	Streets Electrified	R 350		R 350					

Priority Issue/Programme 4: Roads and Storm Water												
Project ID	Project Name	Project Location/Ben eficiaries	Project Objectives	Key Performance Indicators	Total Cost R,000	Budget Allocation R,000					Source of Fundi ng	Impleme nting Agency
						2006/07	2007/08	2008/09	2009/2010	2010/2011		
1/1/3RCI5.	Roads/gravel Taxi Route - Driefontein	Ward 2	To upgrade Taxi Route	Upgraded Taxi Route	R 500			R 500			GSDM	Mkhondo Local Municipal ity
2/1	Bridges	Ward 3 & 11	Improve road accessibility	New bridge	R 700				R 700		Provin cial	Mkhondo Local Municipal ity
34/RS/2007	Construction of 2 bridges	Rustplaas	Improve road accessibility	New bridge	R1000			R500	R500		MIG GSDM	Mkhondo Local Municipal ity
3/2/3RCP7.	Roads construction : Driefontein	Ward 1	To construct road	New constructed road	R 1 500			R 500	R 500	R 500	GSDM	Mkhondo Local Municipal

Priority Issue/Programme 4: Roads and Storm Water												
Project ID	Project Name	Project Location/Beneficiaries	Project Objectives	Key Performance Indicators	Total Cost R,000	Budget Allocation R,000					Source of Funding	Implementing Agency
						2006/07	2007/08	2008/09	2009/2010	2010/2011		
												ity
4/2/3RMP7	Road maintenance/regra vel rural roads	All rural wards	To maintain existing roads	Maintained roads	R 207		R 207		R 207		GSDM	Mkhondo Local Municipal ity
6/3	Bridge - Berbies	Ward 9	Improve road accessibility	New bridge	R 700				R 700		Provincial	Mkhondo Local Municipal ity
7/3/3RMP7.	Construction of gravel roads	All rural wards	To construct gravel roads	New constructed gravel road	R 206				R 206		GSDM	Mkhondo Local Municipal ity
35/RS/2007	Construction of tar roads 30km	Ward 1,2 4 & 5	To upgrade road	Upgraded road	R 4500			R 1500	R 1500	R 1500	MIG/GSDM	Municipal ity
36/RS/2007	Drainage Kwathandeka-Taxi rank	Ward 5	To upgrade road	Upgraded road	R 4 830			R 1610	R 1610	R 1610	GSDM	GSDM
8/4/3RM7.	Road maintenance Drie pan Idalia Geluk	Ward 4 & 6	To maintain existing roads	Maintained road	R 225			R 75	R 75	R 75	Council	Mkhondo Local Municipal ity
9/4/RCP7	Hlelo informal graded roads	Ward 4 & 6	Upgrading of road	Upgraded road	R 300				R 300		GSDM	Mkhondo Local Municipal ity
10/5/3RCI4.	Kwathandeka Access road	Ward 5	Improve access road	Improved access road	R 1 000				R 500	R 500	GSDM	Mkhondo Local Municipal ity
11/5/3RCP5.	Pedestrian bridge Amsterdam	Ward 5	To provide a pedestrian bridge	Pedestrian bridge	R 480					R 500	Provincial	Dept Edu Municipal ity
23/9/3RMP5	Small bridge - Osloop	Ward 10	To provide a small bridge	Small bridge	R 250					R 250	Provincial	Dept Edu Local Municipal ity
25/10/3RMP7	Road maintenance Kempville	Ward 10	To maintain existing roads	Maintained roads	R 200			R 200			Council	Mkhondo Local Municipal ity

Priority Issue/Programme 4: Roads and Storm Water												
Project ID	Project Name	Project Location/Beneficiaries	Project Objectives	Key Performance Indicators	Total Cost R,000	Budget Allocation R,000					Source of Funding	Implementing Agency
						2006/07	2007/08	2008/09	2009/2010	2010/2011		
26/10	Pedestrian bridge Thokozani / Old town	Ward 11	To provide a pedestrian bridge	Pedestrian bridge	R 480			R 480			Provincial	Mkhondo Local Municipality
28/10	Reseal Savmore Road	Ward 11	Maintain road	Maintained road	R 250			R 250			Council	Mkhondo Local Municipality
30/11/3RCP5	Pedestrian bridge - Starford	Ward 6	To provide a pedestrian bridge	Pedestrian bridge	R 450				R 450		GSDM	Mkhondo Local Municipality
31/11/3RCP5	Tar 1km. road/storm water - Amsterdam	Ward 5	Upgrade road	Tarred road	R 1 500				R 1 500		GSDM	Mkhondo Local Municipality
32/11	Grading internal roads	Ward 6	Maintain road	Maintained roads	R 50				R 50		Council	Mkhondo Local Municipal
33/7	Rebuild Mark & Kotze street	Ward 7	Rebuild HMV road	Rebuilt HMV road	R8 000		R 3000	R 5000			GSDM	Mkhondo Local Municipality/
35/12/3RCP5	Tarring roads leading to Phila Myeni street	Ward 10, 11 & 12	To upgrade existing road	Tarred road	R 1 400			R 1 400			GSDM	Mkhondo Local Municipality
36/13/3RCP5	Roads and Storm water (Various Streets)	Ward 2	Upgrade road	Upgraded roads	R 1 050				R 1 050		GSDM	Mkhondo Local Municipality
37/13/3RCP7	Taxi route Ext. 5	Ward 11, 13 & 14	To upgrade Taxi Route	Upgraded Taxi route	R 3 000				R 3 000		GSDM	Mkhondo Local Municipality
38/14	Gravel internal roads (7,5km)	Ward 5	To maintain gravel roads	Maintained gravel roads	R2 350				R2 350		Council	Mkhondo Local Municipality
40/14	Road construction(taxi route) eThandakukhanya Ext 4 Ext 5	Ward 11, 12 & 13	To construct new roads	Newly constructed road	R 2 500			R 2 500			Provincial	Mkhondo Local Municipality

Priority Issue/Programme 4: Roads and Storm Water												
Project ID	Project Name	Project Location/Beneficiaries	Project Objectives	Key Performance Indicators	Total Cost R,000	Budget Allocation R,000					Source of Funding	Implementing Agency
						2006/07	2007/08	2008/09	2009/2010	2010/2011		
	Ext 7											
41/15	Ntombe pedestrian bridges	Ward 15	To provide a pedestrian bridge	Pedestrian bridge	R 480			R 480			Provincial	Mkhondo Local Municipality
42/15	2 Pedestrian bridges - Dirkiesdorp	Ward 3	To provide a pedestrian bridge	Pedestrian bridge	R 960				R 960		Provincial	Mkhondo Local Municipality
43/15	Road maintenance - Commondale	Ward 9	To maintain existing roads	Maintained road	R 50			R 50			Council	Mkhondo Local Municipality
44/General/3RCP7	Tar 1km existing roads per annum - Ntombe	Ward 15	To upgrade existing road	1 km tarred road	R 1 000			R 1 000			GSDM	Mkhondo Local Municipality
45/General/3RMP5	Gravel road maintenance	Ward 4	Maintain the existing road	Maintained road	R 150			R150			GSDM	Mkhondo Local Municipality
1/RS/2007	Taxi Route	Driefontein	Maintain the existing road	Maintained road	R 4 000				R 2 000	R 2 000	MIG/GSDM/Council	Municipality
2/RS/2007	Taxi Route	Ext 7 eThanda	Maintain the existing road	Maintained road	R 2 000			R 2 000			MIG/GSDM/Council	Municipality
3/RS/2007	Road Network	Ext 5 eThanda	Maintain the existing road	Maintained road	R 1 000				R 1 000		MIG/GSDM	Municipality
4/RS/2007	Road Network	Ext 9 eThanda	Maintain the existing road	Maintained road	R 1 000			R 1 000			MIG/GSDM	Municipality
5/RS/2007	Road Network	Ext 4 eThanda	Maintain the existing road	Maintained road	R 500			R 500			MIG/GSDM	Municipality
6/RS/2007	Road Network	Ext 6 eThanda	Maintain the existing	Maintained road	R 500				R 500		MIG/GSDM	Municipality

Priority Issue/Programme 4: Roads and Storm Water												
Project ID	Project Name	Project Location/Beneficiaries	Project Objectives	Key Performance Indicators	Total Cost R,000	Budget Allocation R,000					Source of Funding	Implementing Agency
						2006/07	2007/08	2008/09	2009/2010	2010/2011		
			road									
7/RS/2007	Road Network	Ext 8 eThanda	Maintain the existing road	Maintained road	R 500			R 500			MIG/GSDM	Municipality
8/RS/2007	Streets	Ext 7 Piet Retief	Maintain the existing road	Maintained road	R 700				R 700		MIG/GSDM	Municipality
9/RS/2007	Streets	Ext 9 Piet Retief	Maintain the existing road	Maintained road	R 1 000			R 1 000			MIG/GSDM	Municipality
10/RS/2007	Streets	Ext 5 Piet Retief	Maintain the existing road	Maintained road	R 1 000			R 1 000			MIG/GSDM	Municipality
11/RS/2007	Taxi Route	KwaThandeka			R 2 000			R 2 000			MIG/GSDM	Municipality
12/RS/2007	Streets	Amsterdam			R 4 000			R 4 000			MIG/GSDM	Municipality
13/RS/2007	Streets	Dirkiesdorp			R 4 000			R 1 000	R 1 000	R 2000	MIG/GSDM	Municipality
14/RS/2007	Road Network	KwaNgema South			R 2 000			R 500	R 500	R 100	MIG/GSDM	Municipality
15/RS/2007	Road Network	Maphepheni			R 1 000				R 500	R 500	MIG/GSDM	Municipality
16/RS/2007	Roads/stormwater	Ward 7			R 2 910			R970	R970	R970	GSDM	Municipality
17/RS/2007	Roads-Philamaneyeni	Ward 12			R 1 200			R 400	R 400	R 400	GSDM	Municipality
18/RS/2007	Access road-Malayini	Ward 8			R 50		R 50				Income	Municipality

Priority Issue/Programme 4: Roads and Storm Water												
Project ID	Project Name	Project Location/Beneficiaries	Project Objectives	Key Performance Indicators	Total Cost R,000	Budget Allocation R,000					Source of Funding	Implementing Agency
						2006/07	2007/08	2008/09	2009/2010	2010/2011		
19/RS/2007	Road Network	Rustplaas			R 1 000					R 1 000	MIG/GSDM	Municipality
20/RS/2007	Road Network	Malayinini			R 1 000				R 500	R 500	MIG/GSDM	Municipality
21/RS/2007	Tar roads Driepan		Maintain the existing road	Maintained road	R 3 000			R 1 000	R 1 000	R 1 000	MIG/GSDM	Municipality
1/4/3RCP5	Taxi rank Kwathandeka				R 4000		R 1000	R 3000			MIG	MKHONDO
2/7/3RCP5	Taxi Rank eThanda				R 4000		R 1000	R 3000				MKHONDO
22/RS/2007	Tar roads Driefontein		Maintain the existing road	Maintained road	R 3 000			R 1 000	R 1 000	R 1 000	MIG/GSDM	Municipality
23/RS/2007	Regravel of Rural Roads	Ward 8	Maintain the existing road	Maintained road	R 3 000		R 1 000	R 1 000	R 1 000		MIG/GSDM	Municipality
24/RS/2007	Regravel of Rural Roads	Ward 9	Maintain the existing road	Maintained road	R 3 000			R 1 000	R 1 000	R 1 000	MIG/GSDM	Municipality
25/RS/2007	Regravel of Rural Roads	Ward 15	To upgrade road	Upgraded road	R 3 000			R 1 000	R 1 000	R 1 000	MIG/GSDM	Municipality
26/RS/2007	Road surfacing	Sgodiphola	To upgrade road	Upgraded road	R 1500			R 500	R 500	R 500	MIG/Mkhondo	Municipality
27/RS/2007	Road surfacing and sormwater	Richardsbay	To upgrade road	Upgraded road	R 1300			R 500	R 500	R 300	MIG/Mkhondo	Municipality
28/RS/2007	Road surfacing and sormwater	Sbetha	To upgrade road	Upgraded road	R 2500			R 1000	R 1500		MIG/Mkhondo	Municipality
29/RS/2007	Road surfacing and sormwater	Mafred	To upgrade road	Upgraded road	R 4000			R2000	R1000	R1000	MIG/Mkhondo	Municipality

Priority Issue/Programme 4: Roads and Storm Water												
Project ID	Project Name	Project Location/Beneficiaries	Project Objectives	Key Performance Indicators	Total Cost R,000	Budget Allocation R,000					Source of Funding	Implementing Agency
						2006/07	2007/08	2008/09	2009/2010	2010/2011		
30/RS/2007	Road surfacing and stormwater	Long homes	To upgrade road	Upgraded road	R5400			R 1350	R 1350	R 1350	MIG/Mkhondo	Municipality
31/RS/2007	V drain	Entire Ward 12	To upgrade road	Upgraded road	R 3000				R 1500	R 1500	MIG/Mkhondo	Municipality
32/RS/2007	Road surfacing Philamyeni 600m	Sgodiphola	To upgrade road	Upgraded road	R 1125		R 1000	R 1125				
33/RS/2007	Road surfacing Mtshali street 900m	Sgodiphola	To upgrade road	Upgraded road	R 1700			R 850	R 850			

Priority Issue/Programme 5: Waste Management and Refuse Removal												
Project ID	Project Name	Project Location/Beneficiaries	Project Objectives	Key Performance Indicators	Total Cost R,000	Budget Allocation R,000					Source of Funding	Implementing Agency
						2006/07	2007/08	2008/09	2009/2010	2010/2011		
1/12/3WaCP7	Mass waste bins (30)	All Wards	To provide mass waste bins	30 mass waste bins	R 900		R 900				GSDM	Mkhondo Local Municipality
2/General/3WAP7	Waste management Campaign	All Wards	To initiate waste management campaign	Functional waste management campaign	R 252		R 84	R 84	R 84		Provincial	Mkhondo Local Municipality
1/General/WAP/2007	Operation of the new Piet Retief landfill site	All wards	To develop a landfill site	Functional land fill site	R 7 500		R 2000	R2 500	R3 000		MIG	



Priority Issue/Programme 6: Forestation												
Project ID	Project Name	Project Location/Beneficiaries	Project Objectives	Key Performance Indicators	Total Cost R,000	Budget Allocation R,000					Source of Funding	Implementing Agency
						2006/07	2007/08	2008/09	2009/2010	2010/2011		
1/General	Replanting of trees (Piet Retief plantation)	All Wards			R 441		R 441				MKHONDO	MKHONDO
2/General.	Replanting of trees (Amsterdam Plantation)	All Wards			R 160		R 160				MKHONDO	MKHONDO
3/General.	Management of newly acquired plantations	All wards			R 230		R 230				MKHONDO	MKHONDO
4/General.	Forestation Equipment	All wards			R 235		R 235				MKHONDO	MKHONDO
5/12	Community Garden	All wards			R 450		R 450				MKHONDO	MKHONDO

Priority Issue/Programme : Land Use Management												
Project ID	Project Name	Project Location/Beneficiaries	Project Objectives	Key Performance Indicators	Total Cost R,000	Budget Allocation R,000					Source of Funding	Implementing Agency
						2006/07	2007/08	2008/09	2009/2010	2010/2011		
1/General/3P6	Annual upgrading of IDP	Mkhondo			R 1100		R200	R250	R 300	R 350	Municipality / GSDM	Municipality
2/General/3CC3 /6	Geographical Information System	Mkhondo			R 5000		R2500	R2500			Municipality / GSDM	Municipality
3/General/3P7	Land use management system	Mkhondo			R1500		R 750	R 750			Municipality / GSDM	Municipality
	Spatial Development Framework	Mkhondo			R500		R500				Municipality / GSDM	Municipality

Priority Issue/Programme : Land Use Management												
Project ID	Project Name	Project Location/Beneficiaries	Project Objectives	Key Performance Indicators	Total Cost R,000	Budget Allocation R,000					Source of Funding	Implementing Agency
						2006/07	2007/08	2008/09	2009/2010	2010/2011		
4/3/3P7	Township est. Hartebeestfontein	Ward 3			R600			R600			Land Affairs	Municipality
5/4/3P6	Acquisition of Land Hlelo	Ward 4			R400		R400				DLA/Municipality	Municipality
6/4/3LP6	Township Establishment Hlelo 500 erven	Ward 4			R600			R600			SAPPI/GSDM/Municipality	Municipality
7/6/3P7	Acquisition of land for farming	Ward 6			R1000		R500	R500			Land Affairs	Municipality
8/7/3LP5	Township Establishment (completion)Industrial Area	Entire community			R350		R350				Municipality / GSDM	Municipality
9/7/3LP7	PTF Ext 7 Densification	Ward 7			R6 240		R6 240				DPLG	Municipality
10/8/3LP6	Acquisition of land Ajax Houdkop	Ward 8			R1000		R500	R500			Land Affairs	Land Affairs
11/8/3LP7	Township est. Ajax	Ward 8			R600			R600			Land Affairs	Land Affairs
12/9/3LP/6	Acquisition of land Sulpher Springs Commondale Mahamba	Ward 9			R3000			R1000	R2000		Land Affairs	Land Affairs
13/14/3LP5	Township est. eThanda. x 6	Ward 14			R680			R680			GSDM	Municipality
14/8/3LP6	Land Tenure Rights Upgrading eThanda x 8	Ward 14			R3000		R1500	R1500			GSDM	Municipality
16/14/3LP7	Land Tenure Rights Upgrading Osloop	Ward 14			R1000		R1000				GSDM	Municipality
17/15/3LP6	Township est. Dirkiesdorp	Ward 15			R1300		R750	R550			DLA	Municipality
18/6/3LP6	Township establishment Rustpillas	Ward 6 250 units			R325		R 325				DLA	Municipality

Priority Issue/Programme : Land Use Management												
Project ID	Project Name	Project Location/Beneficiaries	Project Objectives	Key Performance Indicators	Total Cost R,000	Budget Allocation R,000					Source of Funding	Implementing Agency
						2006/07	2007/08	2008/09	2009/2010	2010/2011		
19/3LP6	Town establishment	Skefini 77 households			R 101		R 101				DLA	Municipality
20/8/3LP6	Town establishment Maphepheni	Ward 8 380			R 494		R 494				DLA	Municipality
21/14/3LP6	Town establishment Phosa	Ward 14 1000 stands			R 1 300		R 1 300				DLA	Municipality

Priority Issue/Programme : Cemeteries												
Project ID	Project Name	Project Location/Beneficiaries	Project Objectives	Key Performance Indicators	Total Cost R,000	Budget Allocation R,000					Source of Funding	Implementing Agency
						2006/07	2007/08	2008/09	2009/10	2010/11		
1/1/	New Cemetery Driefontein Inkosinathi Karruk farmers Lindelani	Ward 1			R 5000			R 2500	R 2500		Council / GSDM	Mkhondo Local Municipality
2/5	New Cemetery Amsterdam	Ward 5			R 5000				R 2500	R 2500	DEPT R/T	Mkhondo Local Municipality
3/6	New Cemetery Rustplaas	Ward 6			R 5000			R 2500	R 2500		MIG/ GSDM	Municipality
4/7	Extension of Cemetery - Indian	Ward 7			R 2000				R 1000	R 1000	MIG/ GSDM	Municipality
5/11	New Cemetery eThanda Ext 7	Entire community			R 2500				R 1000	R 1500	MIG/ GSDM	Municipality
6/General	Investigation New Cemeteries in Mkhondo	Entire community			R 3500			R 1000	R 1000	R 1500	MIG/ GSDM	Municipality
7/11	New Cemetery	Ward 14			R 3500				R 3500			

Priority Issue/Programme : Public Transport PT= Public Transport												
Project ID	Project Name	Project Location/Beneficiaries	Project Objectives	Key Performance Indicators	Total Cost R,000	Budget Allocation R,000					Source of Funding	Implementing Agency
						2006/07	2007/08	2008/09	2009/10	2010/11		
2/7/3RCP5.	Taxi Rank Piet Retief	Ward 7	To provide a new Taxi Rank in Piet Retief	Newly built Taxi rank	R 350			R 350			Council / GSDM	Mkhondo Local Municipality
3/5/RC P5	Taxi Rank Amsterdam	Ward 5	To provide a new Taxi Rank in Amsterdam	Newly built Taxi Rank	R 600			R 600			DEPT R/T	Mkhondo Local Municipality
1/PT/2007	Taxi rank-Iswepe	Ward 4	To provide a new Taxi Rank in Amsterdam	Newly built Taxi Rank	R600			R600			MIG/ GSDM	
2/PT/2007	Taxi Rank/ Bus Shelters	Kwa Shabalala	To provide shelters	Construct shelters	R350			R350			MIG/ GSDM	Municipality
3/PT/2007		Lindelani	To provide shelters	Construct shelters	R350				R350		MIG/ GSDM	Municipality
4/PT/2007	Taxi Rank/Bus Shelters	Stadium (Major one)	To provide shelters	Construct shelters	R350					R350	MIG/ GSDM	Municipality
5/PT/2007	Taxi Rank/Bus Shelters	Eziphumzini	To provide shelters	Construct shelters	R350				R350		MIG/ GSDM	Municipality
	Taxi Rank/Bus Shelters	Phosa	To provide shelters	Construct shelters	R350			R350			MIG/ GSDM	Municipality
	Taxi Rank/Bus Shelters	Ntombe	To provide shelters	Construct shelters	R350		R350				MIG/ GSDM	Municipality
	Taxi Rank/Bus Shelters	Sulphur Springs	To provide shelters	Construct shelters	R350		R350				MIG/ GSDM	Municipality
	Electrification of Aerodrome	Amsterdam	To provide shelters	Construct shelters	R1 100	R400	R400	R400	R400	R400		Municipality
	Fencing of Aerodrome	Amsterdam	To provide shelters	Construct shelters	R 4000		R 2000	R 2000				Municipality
	Tarring of Aerodrome	Piet Retief	To provide shelters	Construct shelters	R 3 300		R1 300	R 1 000	R500	R500		Municipality

Priority Issue/Programme : Traffic TR= Traffic												
Project ID	Project Name	Project Location/Beneficiaries	Project Objectives	Key Performance Indicators	Total Cost R,000	Budget Allocation R,000					Source of Funding	Implementing Agency
						2006/07	2007/08	2008/09	2009/10	2010/11		
1/TR/2007	Street signs and road markings	All wards	To facilitate free flowing traffic	Visible road signs and markings	R1 4000		R380	R300	R350	R380	MIG/GSDM	Local municipality
2/TR/2007	Road safety awareness	All schools in all wards	To make school children aware of road safety measures	Reduce pedestrian accidents	R 150		R 150				MIG/GSDM	
3/TR/2007	Children crossings-road safety officers	All wards	To assist children crossing the road	60 Trained officers	R 150		R 150				MIG/GSDM	
4/TR/2007	Satellite station in Amsterdam	Amsterdam	To monitor traffic daily	Establish operational centre	R600		R210	R110	R117	R122	MIG/GSDM	
5/TR/2007	Best practice model licence office	All wards	Fighting corruption	Corruption free environment	R 2000			R 2000			MIG/GSDM	
6/TR/2007	Upgrading testing equipments	All wards	Compliance to legislation	Upgraded operating system	R600		R207	R114	R118	R122	MIG/GSDM	
7/TR/2007	Fire station	All wards	To render effective fire fighting services	Emergency services management	R 25 000		R 10	R 10 000	R 5 000		MIG/GSDM	
8/TR/2007	Fire awareness in schools	All wards	To educate school children	Reduce incidents of fire disasters	R 50		R 50				MIG/GSDM	

Priority Issue/Programme : Protection Services												
Project ID	Project Name	Project Location/Beneficiaries	Project Objectives	Key Performance Indicators	Total Cost R,000	Budget Allocation R,000					Source of Funding	Implementing Agency
						2006/07	2007/08	2008/09	2009/10	2010/11		
1/PS/2006	District Satellite Disaster Centre	Ward 7	To supply central DMC for Mkhondo	Completion of DMC	R700			R700			MIG/GSDM	
2/PS/2006	Traffic signs	Ajax, Houdkop	Compliance to legislation	Reduce incidents	R75		R75				Dept of Public works	
3/PS/2006	Traffic Signs	Sulphur Springs Commondale Mahamba	Compliance to legislation	Reduce incidents	R350		R350				Dept of Public works	
4/PS/2006	Caution Lights	N2 Kempville	Compliance to legislation	Reduce incidents	R100		R100				Dept of Public works	
NEW PROJECTS												
N/A	Relocation of Communities Project	Area to be decided	To move poverty stricken communities to a more viable settlement(s)	New sustainable settlement	N/A			***	***	***	Mondi Ltd and other stakeholders	PPP
N/A	Umkhondo Community Radio Station		Create community radio station for Mkhondo	Community communication	n/a			***			Radio station business partners	PPP
N/A	Steam in Action	Mkhondo	Preserve the old railway network	Preservation of Heritage	n/a			***			Sandstone Heritage Trust	PPP

## Inputs from Sector Departments

Department of Health and Social Services HSS= Health and Social Services												
Project ID	Project Name	Project Location/Beneficiaries	Project Objectives	Key Performance Indicators	Total Cost R,000	Budget Allocation R,000					Source of Funding	Implementing Agency
						2006/07	2007/08	2008/09	2009/10	2010/11		
1/HSS/2007	Demolition of an old Piet Retief Hospital	Piet Retief	Create space for new development	Increased land for development							Dept. of Health & Social Services	Dept. of Health & Social Services
21/HSS/2007	Piet Retief Hospital	Piet Retief	Improve service delivery	Increased office space							Dept. of Health & Social Services	Dept. of Health & Social Services
3/HSS/2007	Piet Retief Hospital	Piet Retief	Improve service delivery	Increased office space							Dept. of Health & Social Services	Dept. of Health & Social Services
4/HSS/2007	Home Based Care Project	Eyethu / Ethandukhanya	Improve services	Improved services							Dept. of Health & Social Services	Dept. of Health & Social Services
5/HSS/2007	Home Based Care Project	Siyazibambela / Thandokukhanya	Improve services	Improved services							Dept. of Health & Social Services	Dept. of Health & Social Services

6/HSS/2007	Clinics	Commondale, Suphurdale			R3000	R3000				R3000	Dept. of Health	Dept. of Health
1/1.	Clinics Driefontein Karruk farmers iNkosinathi Lindelani	WARD 1	Basic health care to all	Improve service	R600	R150	R150	R150	R150	R150	Dept. of Health	Dept. of Health
2/3.	Clinic -Kwangema	Ward 3	Basic health care to all	Improve service	R3500		R3500				Dept. of Health	Dept. of Health
3./4	Clinic - Iswepe X1	Ward 4	Basic health care to all	Improve service	R3000	R3000				R3000	Dept. of Health	Dept. of Health
4/5.	Clinic Amsterdam	Ward 5	Basic health care to all	Improve service	R2200						Dept. of Health	Dept. of Health
5/6.	Clinic - Rustplaas	Ward 6	Basic health care to all	Improve service	R1200			R1200	R1200		Dept. of Health	Dept. of Health
6/7	Clinic- Piet Retief	Ward 7	Basic health care to all	Improve service	R3000		R3000				Dept of Health	Dept of Health
7/8	Clinic - Mooihoek	Ward 8	Basic health care to all	Improve service	R150			R150	R150		Dept. of Health	Dept. of Health
8/9.	Clinic Sulphur Springs Commondale	Ward 9	Basic health care to all	Improve service	R2400			R2400	R2400		Dept. of Health	Dept. of Health
9/11.	Existing clinic - 24 hours	Ward 11	Basic health care to all	Improve service	R100			R100	R100		Dept. of Health	Dept. of Health
10/12.	Enlarge existing clinic	Ward 12	Basic health care to all	Improve service	R350			R350	R350		Dept. of Health	Dept. of Health
			Basic health care to all	Improve service								



Department of Health and Social Services												
Project ID	Project Name	Project Location/Beneficiaries	Project Objectives	Key Performance Indicators	Total Cost R,000	Budget Allocation R,000					Source of Funding	Implementing Agency
						2006/07	2007/08	2008/09	2009/10	2010/11		
11/13.	Clinic eThanda.	8	Basic health care to all	Improve service							Dept. of Health & Social Services	Dept. of Health & Social Services
12/14	Clinic	6	Basic health care to all	Improve service							Dept. of Health & Social Services	Dept. of Health & Social Services
13/15.	Upgrade existing clinic	7	Basic health care to all	Improve service							Dept. of Health & Social Services	Dept. of Health & Social Services
14/General	HIV Awareness campaign	All wards	Basic health care to all	Improve service							Dept. of Health & Social Services	Dept. of Health & Social Services
<b>NEW PROJECTS</b>												
	1 Gender based / domestic violence campaign: Mkhondo Municipality	Rustplaas						15				

	2 border security campaigns	Mahamba & Nerston						10				
	2 Tourism Safety campaigns	Mahamba and Msukaligwa						10				
	1 workshop for tavern and Shebeen owners	Mkhondo						15				
	Tree planting and community gardens in the 2 police stations	Piet Retief						14 (Piet Retief and Standerton)				

Department of Public Works PW= Public works												
Project ID	Project Name	Project Location/Beneficiaries	Project Objectives	Key Performance Indicators	Total Cost R,000	Budget Allocation R,000					Source of Funding	Implementing Agency
						2006/07	2007/08	2008/09	2009/10	2010/11		
1/PW/2007	Office extension phase 2	Mkhondo MPCC	Integrated provision of services	Improved service delivery	R 800		R 800				Dept. of Works	Dept. of Works
2/PW/2007	Construction of MPCC	Amsterdam	Integrated provision of services	Improved service delivery	R 4000		R 1000	R 1000	R 1000	R 1000		
NEW PROJECTS												
	Integration of services through construction of MPCC within the Municipality	Mkhondo						800 000				

Department of Roads and Transport												
Project ID	Project Name	Project Location/Beneficiaries	Project Objectives	Key Performance Indicators	Total Cost R,000	Budget Allocation R,000					Source of Funding	Implementing Agency
						2006/07	2007/08	2008/09	2009/10	2010/11		
P130/1	Resealing	Mahamba Road [Mkhondo]	To construct and rehabilitate provincial proclaimed roads	Jobs created through EPWP No. of km's resealed	R 4 500		R 4 500					
1/RT/2007	Construction of Mahlathini border post road		Construction and rehabilitation of provincial roads	Jobs created through EPWP	R 4 500		R 4 500					

Department of Local Government and Housing LGH= Local Government & housing												
Project ID	Project Name	Project Location/Beneficiaries	Project Objectives	Key Performance Indicators	Total Cost R,000	Budget Allocation R,000					Source of Funding	Implementing Agency
						2006/07	2007/08	2008/09	2009/10	2010/11		
1/LGH/2006	New settlement	Mkhondo [261 units]	Provide access to housing	No. of houses constructed	R 12 006		R 12 006				Local government	Dept of Housing
2/LGH/2006	Engineering services	Mkhondo	Provide access to housing	No. of houses constructed	R 7 500		R 7 500				Local government	Dept of Housing
3/LGH/2006	Provision of bulk sanitation	Mkhondo	Provide bulk sanitation	No. of people with adequate toilets	R 2 569		R 2 569				Local government	Dept of Housing
4/LGH/2006	Community halls	All rural wards	Improved service delivery	Improved service delivery	R 4000			R 2000	R 2000		Local government	
5/LGH/2006	Community hall Ntombe	Ward 15	Improved service delivery	Improved service delivery	R 4000	R 150	R 3850		R 2000	R 2000	Local government	MKHO NDO
6/LGH/2006	Community halls	Ward 9	Improved service delivery	Improved service delivery	R 4000			R 2000	R 2000		Local government	

## NEW PROJECTS

	80 Individual Housing	Mkhondo						3,801,680				
	To provide for the construction of 6 community Halls and Child Care facilities	Mkhondo						4,340				
	89 Current Commitments	Mkhondo						3,560				
	Provide bulk sanitation	Mkhondo						2 569 060				
	Installation of ± 1120 toilets in Ward 14	Ward 14						5 602				
	Installation of services in 416 sites (Integrated Residential Development Programme)	Mkhondo						8,109,504				
	Top Structure Construction 280 units	Mkhondo						13,305,880				

Department of Education ED=Education												
Project ID	Project Name	Project Location/Beneficiaries	Project Objectives	Key Performance Indicators	Total Cost R,000	Budget Allocation R,000					Source of Funding	Implementing Agency
						2006/07	2007/08	2008/09	2009/10	2010/11		
1/ED/2007	New school	Ward 14	To provide educational facilities	Improved education facilities	R 644		R 644				Dept. of Education	Dept. of Education
21/ED/2007	Primary school	Old stand	To provide educational facilities	Improved education facilities	R 644		R 644				Dept. of Education	Dept. of Education
3/ED/2007	Primary school	Donkerhoek	To provide educational facilities	Improved education facilities	R 3 788		R 3 788				Dept. of Education	Dept. of Education
4/ED/2007	New School	Enkonjaneni	To provide educational facilities	Improved education facilities	R 1 242		R 1 242				Dept. of Education	Dept. of Education
5/ED/2007	New School	Amsterdam Farm	To provide educational facilities	Improved education facilities	R 1 446		R 1 446				Dept. of Education	Dept. of Education
6/ED/2007	New School	Iswepe	To provide educational facilities	Improved education facilities	R 644		R 644				Dept. of Education	Dept. of Education
<b>NEW PROJECTS</b>												
	Primary school Construction of additional classrooms, centres, toilets, kitchen & fence	Lithole						7.939				
	Primary school Addition of classrooms, centres, toilets, kitchen, sports ground & electricity	Amsterdam						9.283				

	Primary school Addition of classrooms, center, kitchen, fence & water	Kleinstad						3.976				
	Secondary school (new)	Inqubeko						13.439				
	Secondary school (new)	Ubuhle						14,129				
	Secondary school Addition of classroom, hall and sports grounds- Amadlelo Aluhlaza school	eThandukuk hanya						2,147				

Department of Safety and Security SS= Safety & Security												
Project ID	Project Name	Project Location/Beneficiaries	Project Objectives	Key Performance Indicators	Total Cost R,000	Budget Allocation R,000					Source of Funding	Implementing Agency
						2006/07	2007/08	2008/09	2009/10	2010/11		
1/SS/2006	Establishment of police station	Ward 4			R 4000						Public works	Municipality
2/SS/2006	Establishment of satellite police station	Ward 15			R 2000						Public works	Municipality
3/SS/2006	Upgrading of satellite police station	Ward 1 & 2			R 2000						Public works	Municipality
4/SS/2006	Establishment of satellite police station	Ward 9			R 2000						Public works	Municipality
5/SS/2006	Establishment of satellite police station	Comondale			R 2000						Public works	Municipality

Department of Environmental Affairs and Tourism												
Project ID	Project Name	Project Location/Beneficiaries	Project Objectives	Key Performance Indicators	Total Cost R,000	Budget Allocation R,000					Source of Funding	Implementing Agency
						2006/07	2007/08	2008/09	2009/10	2010/11		
1/EAT/2007	Upgrading of municipal website	Mkhondo			R 200		R 200				MIG	Municipality
2/EAT/2007	Rehabilitation of riverine/wetland areas				R 800			R400	R400		MKHONDO	MKHONDO
3/EAT/2007	Construction of Ezindululwane caves				R4500		R 1125	R 1125	R 1125	R 1125	MKHONDO	MKHONDO
<b>NEW PROJECTS</b>												
	Donation of bicycles	Mkhondo						625 000 (Mkhondo , Pixley Ka Seme and Albert Luthuli)				
	Donation of animal drawn carts and wheelbarrows	Mkhondo						375 000 (Mkhondo , Pixley Ka Seme and Albert Luthuli)				

Department of Agriculture and Land Affairs												
Project ID	Project Name	Project Location/Beneficiaries	Project Objectives	Key Performance Indicators	Total Cost R,000	Budget Allocation R,000					Source of Funding	Implementing Agency
						2006/07	2007/08	2008/09	2009/10	2010/11		
	Renovate Amsterdam Education Centre	Amsterdam						800				
	Maize seeds (200 bags) Fertilizers (1400 bags)	Ntombe						1,886,398				
	Tractor maintenance only	Driefontein and Kwangema						1,602,626				

GERT SIBANDE DISTRICT												
Project ID	Project Name	Project Location/Beneficiaries	Project Objectives	Key Performance Indicators	Total Cost R,000	Budget Allocation R,000					Source of Funding	Implementing Agency
						2006/07	2007/08	2008/09	2009/10	2010/11		
WATER SERVICES-WATER												
	Driefontein WTW - Increase capacity with 7.5 MI/d to 9.5 MI/d	Driefontein						4 500				
	Internal Water Network	Ward 6						1 437				
	Provision of Boreholes with handpumps	Rural Wards						1 000				



WATER SERVICES-SANITATION												
	Upgrade of Piet Retief STP - with 4.6 MI to 8.9 MI	Piet Retief						2 658				
	Installation of +/- 1120 toilets in Ward 14	Ward 14						5 602				
	Refurbishment of the Community Hall/Creche	Piet Retief						500				
	Provision of VIP's where currently no sanitation services exist	Rural Wards						1 000				
ELECTRICITY												
	Refurbishment of Hydro-electrical Station	Mkhondo						2 500				

Institutional												
Project ID	Project Name	Project Location/Beneficiaries	Project Objectives	Key Performance Indicators	Total Cost R,000	Budget Allocation R,000					Source of Funding	Implementing Agency
						2006/07	2007/08	2008/09	2009/10	2010/11		
1/General.	Upgrading performance man. system and equity and skills plans	Mkhondo			R100		R 100				MIG	Municipality
11/General	Geographical name change	40 streets Amsterdam 50 streets Piet Retief 3 Towns 15 Villages			R2000		R 400	R600	R1000			
2/General.	Skills Audit				R250		R250					
3/General.	HR Strat. Plan				R50		R50					
4/General.	Revision Disaster Management Plan				R50		R50					
5/General.	Led Strat. Plan				R200		R200					
6/General.	Revision WSDP				R150		R150					
7/General.	Revision SDF				R250		R250					
9/General	Waste Management Plan				R100		R100					
10/General	Integrated Environmental programme				R940		R940					

THE FOLLOWING SECTION IS SOMEWHAT DIVORCED FROM THE FIVE-YEAR PLAN AND MORE CROSS-REFERENCE SHOULD BE MADE BETWEEN THE GOALS, OBJECTIVES AND KEY FOCUS AREAS. THIS CAN BE DELAT WITH IN THE PROPOSED FRAMEWORK, SEE REVIEW DOCUMENT ON THIS

## ACRONYMS

ABET	Adult Based Education and Training
AIDS	Acquired Immune Deficiency Syndrome
CBOs	Community Based Organisations
CETA	Construction Education and Training Authority
CHBC	Community Home Base Care
CMIP	Consolidated Municipal Infrastructure Programme
CPTR	Current Public Transport Record
DACE	Department of Agriculture, Conservation and Environment
DBSA	Development Bank of South Africa
DEAT	Department of Environmental Affairs and Tourism
DAC	District AIDS Council
DALA	Department of Agriculture and Land Administration
DLA	Department of Land Affairs
DLGH	Department of Local Government and Housing
DPLG	Department of Provincial and Local Government
DTI	Department of Trade and Industry
DM	District Municipality
DMA	District management Area
DME	Department of Minerals and Energy
DPW	Department of Public Works
DWAF	Department of Water Affairs and Forestry
ECA	Environmental Conservation Act
EIA	Environmental Impact Assessment
EIP	Environmental Implementation Plan
EHS	Environmental Health Services
EMP	Environmental Management Plan
EMS	Environmental Management System
EPWP	Expanded Public Works Programme
FBS	Free basic Services
FBE	Free Basic Electricity
FPA	Fire Protection Association
GIS	Geographic Information System
GSDM	Gert Sibande District Municipality
HDI	Human Development Index
HOD	Head of Department
IDP	Integrated Development Planning
IGR	Intergovernmental Relations
IEM	Integrated Environmental Management
IMEP	Integrated Municipal Environmental Programme
INEPBPU	Integrated National Electrification Programme Business Planning Unit
IS	Information System
IT	Information Technology
ITP	Integrated Transport Plan

KPA	Key Performance Area
KPI	Key Performance Indicator
LDO	Land Development Objective
LED	Local Economic Development
LM	Local Municipality
LRAD	Land Redistribution for Agricultural Development
LUMS	Land Use Management System
MAM	Multi Agency Mechanism
MEC	Member of Executive Committee
MFMA	Municipal Finance Management Act
MHS	Municipal Health Services
MIG	Municipal Infrastructure Grant
MPCC	Multi Purpose Community Centres
MSIG	Municipal Systems Improvement Grant
MSP	Master Systems Plan
NEMA	National Environmental Management Act
NEPAD	New Partnership for Africa's Development
NER	National Electricity Regulator
NGO	Non Governmental Organization
NSDP	National Spatial Development Perspective
NWMS	National Waste Management Strategy
OLS	Operating Licence Strategy
PGDS	Provincial Growth and Development Strategy
PHC	Primary Health Care
PMS	Performance Management System
PPP	Public Performance Areas
REDS	Regional Electricity Distribution System
RSC	Regional Service Council
SABS	South Africa Bureau of Standards
SACOB	South Africa Chamber of Business
SALGA	South Africa Local Government and Administration
SANAC	South African National AIDS Council
SANCOS	South Africa National Civic Organization
SAPS	South African Police Service
SETA	Sector Education Training Authority
SDF	Spatial Development Framework
SLA	Service Level Agreement
SOER	State of the Environment Report
WSA	Water Services Authorities
WSDP	Water Services Development Plan

# **MKHONDO LOCAL MUNICIPALITY**

## **ANNEXURE ONE: COUNCIL RESOLUTION**



## **INTERGRATED DEVELOPMENT PLAN 2008 REVIEW**

## **Approval of Final Review IDP 2008 - 2009**

### **Report of the Deputy Director of IDP/LED**

#### ***Purpose***

The purpose of this item is to submit the final of the reviewed IDP (Integrated Development Plan) for 2008-2009 to Council.

#### ***Background***

This serves as the final draft of the reviewed IDP, including comments received from the Department of Local Government, councillors, the public and other stakeholders.

#### ***Recommendations of the IDP Manager***

That Council be requested to adopt the final reviewed copy of the IDP.

#### ***Recommendations of the Municipal Manager***

1. The recommendations of the IDP Manager for Council to adopt the final IDP are supported
2. That the IDP review for 2008/09 be started at the end of August 2008
3. That an IDP Steering Committee be established
4. That the IDP unit be staffed with two to three people at the level of Clerks, to assist in the monitoring and implementation of the IDP

### **RESOLUTION**

*"That the item be supported and further discussions on the matter be held at a later stage."*

# **MKHONDO LOCAL MUNICIPALITY**

## **ANNEXURE TWO: COMMUNITY REPORT**



## **INTERGRATED DEVELOPMENT PLAN 2008 REVIEW**

## Introduction

Part of the credibility of the IDP process is determined by the extent to which people living in the municipal area have taken part in its formulation. It is also mandated by both the Municipal Systems and Structures Acts that the municipality needs to consult its residents on development matters that will have an impact on their lives. The ethos and implementation of the IDP will have an impact on the lives of communities living in the municipal area of Mkhondo, hence the community consultation meetings that were undertaken.

During the review process of the IDP, a comprehensive IDP consultation and awareness process place in all the wards in the municipality with the exception of wards 7 and 8<sup>1</sup>. The aim of these meetings were four-fold<sup>2</sup>,

- firstly, the meetings sought to create basic knowledge on the IDP to the community members. The IDP basic knowledge sharing was on the definition, aims, benefits and challenges often facing the IDP;
- secondly, the meetings explained how the IDP Review Process of Mkhondo is going to take place;
- thirdly, the meetings confirmed the top five development challenges that are contained in the current IDP document and obtained feedback from the communities members regarding the present development challenges and opportunities in their respective wards; and
- lastly, the meetings introduced the establishment of an IDP communication structure for future engagements on the IDP process.

All the IDP meetings were organised in collaboration with the Office of the Speaker. Members of the public were invited by:

- placing an advert with all the IDP meeting dates in the local newspaper<sup>3</sup> and
- there was a hailer in each of the wards prior to each ward meeting.

Transport was provided in most of the wards that required such, although in some areas challenges were faced in this regard. All ward councillors played a crucial role during the meetings. Furthermore, almost all meetings were held in both Zulu, the local language and English. The meetings were facilitated jointly by a representative of the IDP Consultants Team and the IDP Manager. Most of the meetings were held in local schools either in the afternoons during the week or at various times during the weekend. Some of the meetings were held under trees as depicted in the Picture 1. Furthermore, most of the meetings were very well attended with an



Picture 1: The IDP meeting in Ward 15

average of about 100 people per ward meeting. See Table 1 for a breakdown of the estimated number of people who attended the meetings. It can be seen from Table 1 that over a 1000 community members were consulted during the IDP Review process. Even if most of these members came from the predominantly black communities, the representation and participation of the various community groups at the meetings was satisfactory. Despite the absence of the disabled, both the young and elderly men and women were represented. While this was the case, the white community was not reached in the municipal area. It is also

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<sup>1</sup> In ward 7 the scheduled IDP consultation meeting did not take place due to the fact that only two community members came to the meeting. The IDP consultation meeting did not take place in ward 8 due to the fact that the meeting was cancelled in order to cater for a provincial Imbizo on security and crime.

<sup>2</sup> Refer to the IDP pamphlet attached herewith in Annexure A

<sup>3</sup> Refer to Annexure B for all the IDP meeting dates, times and places



worth mentioning that the private sector was consulted in a haphazard manner in this round of consultation. In some wards, headmen were also present in the meetings. They also participated in a fair manner. Due to these large numbers of people who attended these meetings, there was no through debate on the development trends. The meetings were also not planned in order to provide a platform such debates. Whilst most of the meetings were peaceful, there were incidents where residents expressed a level of dissatisfaction with the performance of some of the councillors and the fact that they were invited under false pretences that the Mayor will be present.



Picture 2: An IDP meeting in ward 6

While the attendance of municipal officials was critical in these meeting in order to deal with certain service delivery issues that the community members raised, most municipal official tended not to attend the meetings. In instances where they did there was little contribution made. The poor attendance of some of the municipal officials tended to lead to frustration due to the fact that some of the issues raised by community members could have been resolved instantly. This would leave a positive impression on the community members and a sense of hope in the performance of the administration but contrary to this such behaviour led to a longer process of resolving these concerns and also led to negativity from the communities.

<i>Ward</i>	<i>Attendance</i>
Ward 1 & 2	239
Ward 3	100
Ward 4	132
Ward 5	75
Ward 6	71
Ward 7	NA
Ward 8	NA
Ward 9	117
Ward 10	102
Ward 11, 12, 13	208
Ward 14	50
Ward 15	201
<b>Total</b>	<b>1,295</b>

Table 1: IDP Meeting Attendance figures

In order to obtain more in-depth understanding of some of the development issues and needs in various wards and to complement the IDP meetings, the ward councillors were asked to complete templates to this effect. A brief session was held with most of the councillors to explain the information required from the template and the rationale behind the template. After the meeting all ward councillors were given time to complete these



templates. Since not all the ward councillors completed the template, Annexure B only consists of the templates received from the ward councillors who were able to complete the template. Most of the information contained in the templates is useful in guiding the way forward. The information provides a better level of details that may be useful to craft development objectives and strategies. This information gives specific and localised information on the development challenges that the communities are facing.

## Ward Development Priority Needs and Issues

The report will provide a holistic picture of the key development issues affecting the communities of Mkhondo due to the fact that most issues indicated by different communities in all the wards are similar and equally important. These issues are similar in a sense that they almost all are concerned with the basics of human life and need to survive. It is also crucial that these basic issues/challenges and needs be seen as a collective since they are all related and have an impact on one another. Addressing of one of the issues indicated below will have an impact on other issues and this impact may be a positive or negative one due to the approach adopted in the process of addressing the issues. It is therefore crucial to understand and engage these issues, *(a) in terms of their location, (b) a strategic future development long-term framework, (c) the current resources available, especially infrastructure and (d) the spin-offs of addressing each of them.* Any process of engaging these issues must be done so in collaboration with the current Spatial Development Framework process that is currently underway, the Local Economic Development Process that will be kick-started shortly and the Master Planning process that is almost complete. In essence an integrated outlook and mindset cannot be emphasized enough when engaging the issues indicated by communities.

The community meetings in the various wards confirmed that all the issues that are currently contained in the current IDP (2007/2008) document are still priority issues to them. The issues that were presented to the community to confirm and priorities are the following:

1. *A lack of access to clean drinking water,*
2. *A shortage and lack of proper shelter such as housing,*
3. *No/poor provision and maintenance of sanitary services such as toilets,*
4. *There is still a lack of electricity provision, and*
5. *Poor access to and a lack of clinics in most areas.*

This implies that the local municipality, the provincial government and national government, i.e. government as a whole still has the mammoth task of tackling service delivery related issues in most of the wards. The only issue where progress seems to have been made is that of electricity provision. It was indicated in most wards that there were very few and very specific areas where electricity connection was still outstanding. In such cases, ward councillors appeared to be in control because they indicated that they needed to get the

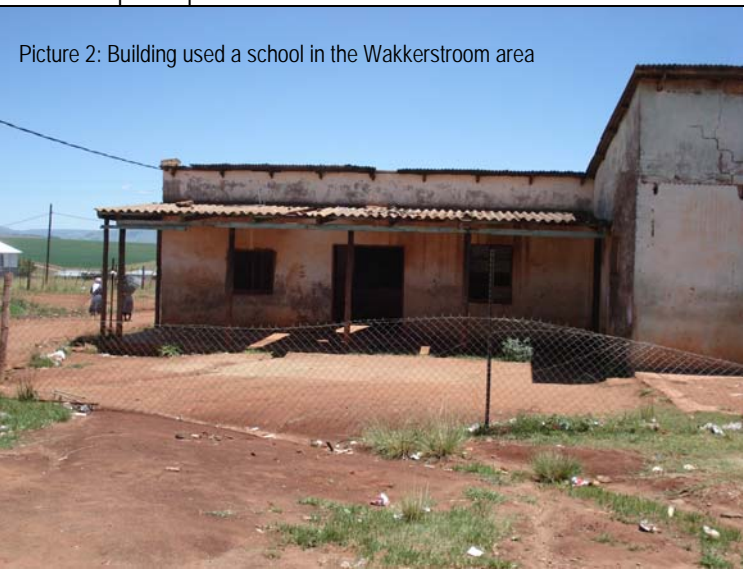
names of the residents in the ward who were still in need of electricity. In essence, it emerged from the meetings that there was a well functioning system in place in order to address the electricity need.


Due to the quality of the meetings, most of these issues may need to be followed up in order to get some deeper understanding of the causes of these needs and challenges. There were instances where ward councillors indicated that there were plans under way to deal with some of the challenges that the community members needed. One such example is that of water. It was mentioned in a few wards that plans are underway to increase the water availability since a new reservoir has been built, while on the other hand the community felt that water was their most important need because they did not have access to clean drinking water. Despite the communication challenges that emerged in this regard it is worth explaining the trend on the most frequent explanations provided on these top service delivery needs of the community members of the Municipality of Mkhondo.

Development challenge/need	Causes of the need /Reasons for the challenge
<b>Water</b>	<p>There is no access to clean drinking water. In some wards, community depends on water from the river for all household purposes. It was also explained that the same water is often shared with livestock such as cattle. This sharing of water with animals results in illness such as diarrhoea</p> <p>There were wards where the major challenge regarding water was that even if the entire infrastructure is available, there are times where the taps do not provide water.</p>
<b>Housing</b>	In almost all wards, issues relating to housing were on access to decent shelter. Some of the community members complained of empty promises on information regarding housing delivery from the municipal officials. Other issues to housing were related to limited and/or no access to land where these houses could be built. It was also indicated that there are areas where the most suitable land to erect houses is privately owned.
<b>Sanitation</b>	Sanitation in this case was used to refer to the lack of toilets. This is a major challenge in all wards, especially rural wards. Most community members indicated that they just do not have any toilets and that they “help themselves” in the bushes. There were cases where issues of maintenance were cited as challenges in the sense that some VIP toilets were not being maintained, which causes a range of health hazards.
<b>Electricity</b>	There are not many people in the ward meetings who expressed a shortage on electricity. In cases where this was stated as a challenge and a priority, the ward councillors indicated they would assist in addressing the need.
<b>Health services such as: clinics and ambulances</b>	Other than access, the biggest challenge mentioned regarding clinics was the fact that most of these facilities were not accessible due to poor road conditions. There were instances where operating times of some of

	the facilities were a major stumbling block for the community members to obtain proper services. It was also explained that in most communities, there is a serious lack of ambulances.
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Other issues that were indicated as of equal importance are as follows:

<p><i>Provision of schools and their accessibility</i></p>	<p>Picture 2: Building used a school in the Wakkerstroom area</p>  <p>Most community members indicated that there are a number of schools that are not accessible to learners especially during rainy seasons. It was explained that children often do not attend school during rainy seasons and this leads to poor performance during examination times.</p>
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	<p data-bbox="732 247 1138 275">Picture 3: A picture taken at a school in ward 9</p>  <p data-bbox="609 764 1396 1035">It was also indicated that there is a lack of schools in certain areas and that some of the schools are in bad conditions that does not promote safe and effective learning. Other issues that were raised at some of the meetings were issues of poor maintenance of renovations as a result of poor management of these processes. The picture above illustrates some of these challenges.</p>
<p data-bbox="237 1052 482 1079"><i>Poor road conditions</i></p>	<p data-bbox="609 1052 1396 1226">In almost all wards, the poor conditions of local roads were cited as a major obstacle to various development related needs and daily living. Some of the challenges that community members explained as a result of the poor road conditions were:</p> <ul data-bbox="609 1241 1396 1656" style="list-style-type: none"> <li>• local taxis and teacher's vehicles getting broken due to harsh road conditions,</li> <li>• taxis and other vehicles such as ambulances are not able to access certain areas during heavy rains,</li> <li>• people not being able to reach their destinations during heavy rains and thus having to stay over at relatives and friends homes,</li> <li>• Inconsistent and unsatisfactory services, such as; only one grader being made available for a large area and infrequent grading) provided by the gravel road grader and grading.</li> </ul>
<p data-bbox="237 1673 298 1701"><i>Land</i></p>	<p data-bbox="609 1673 1122 1701">The following issues were raised regarding land:</p> <ul data-bbox="609 1717 1396 1894" style="list-style-type: none"> <li>• The lack of availability of land for housing,</li> <li>• The capacitation of new farm owners after land has been transferred to them was poor,</li> <li>• Certain areas did not have their townships proclaimed over a very</li> </ul>

	long period of time, while other members of the community indicated that they were still awaiting their Title Deeds.
<i>High unemployment levels and a lack of skills</i>	Most community members expressed a big need to access to job opportunities, especially young people. Most of them indicated that they have completed matric and that they would to have access to jobs and further training institutions where they can obtain skills.
<i>Poor access to schools/Bridges</i>	Most parents raised concerns regarding the rate at which children are drowning while trying to cross rivers on their way to schools.

## **Mkhondo IDP Review Process: Community Meetings**

Attention all Citizens of Mkhondo Local Municipality

You are invited to participate in the annual Integrated Development Plan (IDP) Review Process through a series of workshops hosted by Mkhondo Local Municipality.

The aims of these workshops are:

- To discuss and agree on our strategic development concerns and the progress that we have made thus far, and
- To find the best way(s) that there can be ongoing communication between the residents of the municipality and the municipal administration on the progress and process of the IDP.

Below is a list of the venues and times allocated to specific wards:

Your attendance would be appreciated and your input highly valued.

*The Office of the Municipal Manager*

## **Mkhondo IDP Nasien Proses: Gemeenskap Vergaderings**

Aandag alle burgers van Mkhondo Munisipaliteit

U is genooi om deel te neem aan die jaarlikse Integrated Development Plan (IDP) nasien proses wat plaas sal vind duer a reeks werksinkels aadgebied duer Mkhondo Munisipaliteit.

Die doel van hierdie workshops sal wees:

- Om die ontwikkelings strategië, behoeftes and vordering van huidige ontwikkelings inisiatief te bespreek, en
- Om die beste maniere van kommunikasie tussen die Munisipaliteit en die burgers van Mkhondo te vind.

'n Lys van die vergaderplekke en tye volg:

Ons sal u deelneeming waardeur en u bydrae waardeur.

*Kantoor van die Munisipale Bestuurder*

## **Ukuhlaziywa Kwenthuthuko Nenqubekela Phambili Komphakathi Wase Mkhondo**

Mphakathi wonke womkhandlu wase Mkhondo; niyamenywa emhlanganweni womphakathi ohleleke ngokulandelayo .

Lo mhlango uphathelene nalezihloko ezilandelayo:

- Inqubekela phambili yentuthuko kusukela onyakeni odlule kuze kube manje.
- Ukulalelwa kwemibono yomphakathi mayelana nentuthuko
- Ukucubungulwa kwezindlela zokubambisana komphakathi kanye nomkhandlu wase Mkhondo ekuthuthukiseni umphakathi wase Mkhondo.

Phelelani nonke mphakathi kubalulekile!!!

WARD NUMBER	AREA	MEETING DATES	TIME	VENUE
01 & 02	Driefontein	17 February 2008	12:00	Community Hall
03	KwaNgema and Dirkiesdorp	16 February 2008	09:00	Mabola Ground
04	Iswepe and Panbult	15 February 2008	16:00	Community Hall
05	Amsterdam and Kwa Thandeka	21 February 2008	16:00	Town Hall
		22 February 2008	09:00	Winnie Mandela Hall
		22 February 2008	14:00	Kwa-Thandeka Hall
06	Stafford and Rustplaas	10 February 2008	14:00	Thokozani
07	Piet Retief	12 February 2008	17:00	Town Hall
	Harmony Park	24 February 2008	14:00	River of Life Church
8	Ajax, Mooihoek and Kemp Siding	16 February 2008	14:00	Klein Vrystaat School
09	Comondale	10 February 2008	09:00	Cana School
		17 February 2008	09:00	Khalambazo
10	Kempville and Old Location	11 February 2008	17:00	Kemp Ville Hall
		24 February 2008	15:00	Old Beer Hall
11; 12 & 13	eThandakukhanya	13 February 2008	17:00	Sthuli Hleza Hall
14	eThandakukhanya	17 February 2008	15:00	Community Hall
15	Ntombe and Driehoek	23 February 2008	09:00	Zendelingspost School



Municipal Ward no	One (1)				
Ward Councillor name	Mandla Nelson Yende				
Areas in Ward	New stands, Mkhize village, Lindelani and Nkosinatha.				
Priority Development issues	Narrative background	Cause of situation	Extent of issues	Impact of issues	Location of issues
Shortage of housing due to rapid growth of area.	Driefontein is private land, no formal houses are allowed and residents are chased away from area by landlords. Streets are not tarred, this is affecting transportation.	Large numbers of people do not have access to land.	Overcrowding occurs in families this tends to causes abuse among family members.	People are deciding to invade municipal land for shacks.	Driefontein Mkhizi Village
Streets are poorly maintained.		Streets are not tarred.	Due to soil erosion holes make streets difficult to travel on.	It will affect transportation; taxis can't deliver people to their work.	Driefontein
Need for streetlights to prevent crime		Driefontein is a developing area. Lights have never existed.	Due to vastness and darkness of the area, crime and stock theft are high.	Crime rate is growing and criminals disappear into darkness.	Driefontein
Sanitation	VIP toilets were built instead of a sewer system.	Poor planning by then Town Planners.	Toilets are full to capacity.	People are affected by contaminating various diseases.	Mkhize Village

Municipal Ward no	One (2)				
Ward Councillor name	Thela M.S.				
Areas in Ward	Old stand, Lindelani, Masihambisane, Tweefelhoek and Taaibosch				
Priority Development issues	Narrative background	Cause of situation	Extent of issues	Impact of issues	Location of issues
Water	Pipes were erected and boreholes removed.	Landlords do not permit installation of pipes on stands.	Stands away from road do not have access water.	People suffer as stand pipes are being damaged, and have no way to get water	Old stand, Lindelani, Masihambisane, Tweefelhoek
Bridge construction, poor street attendance, children drown trying to get to school.	Municipality have started but are nowhere in solving problem.	River runs across the road causing damage to the road.	Taxis and cars cannot get to other side of the river and have to stay with relatives till rain stops.	People can't get to houses and children can't get to school when it rains.	Old Stands Tweefontein
Toilets, people do not have proper sanitation.	Few households got houses from previous IDP.	Not enough toilets are given.	Almost ¾ of community do not have proper toilets.	People will get sick as proper sanitation is essential.	Old stand, Lindelani, Taaibosch Tweefelhoek
Sports grounds, children do not have places to play and thus engage in criminal activities and drugs.	Few grounds are available and those that are available are not well managed.	No sporting facilities available except for soccer facilities.	Youth do not have recreation centres and end up engaging in wrong activities.	Crime, pregnancy and drug abuse will increase.	Old stand, Lindelani, Masihambisane
Housing, poor housing facilities, when it rains and wind strikes people are homeless.	People were promised 4-roomed houses in their yards.	People do not have money to built houses with bricks	Many houses are badly built and cause deceases.	People get sick from TB and pneumonia.	Old Stands Masihambisane
Graveyard is too small and it is not fenced.	Fencing was promised but not yet delivered.	The graveyard area is full. There is damage caused by livestock and cleaning is necessary.	People at Old Stands have to travel long distances to get to graveyard.	Children play at graveyard putting their health at risk.	Old Stands Lendelani
Roads are in poor condition-affecting condition of cars and accidents	Graders are mostly broken or not available, thus roads cannot be graded	Takes a long time to grade roads and holes are left unattended	Taxi's, cars are damaged, especially after heavy rains	Means of transport decrease due to many taxis broken down.	Old stand, Lindelani, Taaibosch Tweefelhoek Masihamsisane

Community Hall	This project was budgeted for in 2005/2006 but nothing happened.	Driefontein
Soccer Stadium	This project is long over due	Driefontein
Bore holes	This is very urgent, people are without water.	Driefontein
VIP Toilets		Driefontein

Municipal Ward no	Three (3)				
Ward Councillor name	Clr.Dlamini				
Areas in Ward	Kwa Ngema				
Priority Development issues	Narrative background	Cause of situation	Extent of issues	Impact of issues	Location of issues
Community Hall					Kwa Ngema
Community Hall					Dirkiesdorp

Municipal Ward no	One (5)				
Ward Councillor name	Sldudla Nellie Nkambule				
Areas in Ward	Amsterdam, Kwathandeka, Winnie Mandela, Nkolovale and Sarashoff				
Priority Development issues	Narrative background	Cause of situation	Extent of issues	Impact of issues	Location of issues
Water pressure tower.	Amsterdam, Kwathandeka, Winnie Mandela, Nkolovale and Sarashoff	To increase flow			Amsterdam
Sanitation.	Amsterdam	Upgrade sewer network to increase flow.			Amsterdam
Sewer pump station.	Amsterdam	To increase flow.			Amsterdam
More streets lights	Amsterdam, Kwathandeka, Winnie Mandela				Amsterdam, Kwathandeka, Winnie Mandela
Upgrade of street and sewer pumps.	Amsterdam, Kwathandeka, Winnie Mandela, Taxi rank	Upgrading roads			Amsterdam, Kwathandeka, Winnie Mandela
Fancying of aeroplane.	Amsterdam race way.	Upgrading the place			Amsterdam race way
Satellite station	Amsterdam	To monitor traffic.			Amsterdam
More houses(500)	Kwathandeka	To increase flow			Kwathandeka
Upgrading of street and storm water drainage	<ul style="list-style-type: none"> <li>• K/Thandeka</li> <li>• Taxi Rank</li> <li>• Winnie Mandela</li> <li>• A/dam town</li> </ul>	Poor street and storm Water drainage			A/dam town K/thandeka Winnie Mandela Taxi rank
Tar Road	<ul style="list-style-type: none"> <li>• K/thandeka</li> <li>• Winnie Mandela</li> <li>• A/dam</li> </ul>	Poor road conditions			K/thandeka Winnie Mandela A/dam town
Gravel Internal roads	<ul style="list-style-type: none"> <li>• K/thandeka</li> <li>• Winnie Mandela</li> <li>• Nkolovane</li> </ul>	Need to maintain gravel roads			K/thandeka Winnie Mandela Nkolovane

	<ul style="list-style-type: none"> <li>• Sarahsof</li> <li>• A/dam</li> </ul>				Sarahsof A/dam
Speed Humps	<ul style="list-style-type: none"> <li>• K/thandeka</li> <li>• Winnie Mandela</li> <li>• Road to Ermelo</li> </ul>	Need speed humps to curb speeding			K/thandeka Winnie Mandela Road to Ermelo
Land	<ul style="list-style-type: none"> <li>• A/dam</li> </ul>	Need more land for Residential sites and farming			A/dam town
Renovating of old Nganana	<ul style="list-style-type: none"> <li>• Nganana old school A/dam</li> </ul>	Need for a training institution			A/dam old Nganana
Fire Station	<ul style="list-style-type: none"> <li>• A/dam</li> </ul>	Need fire prevention measures			A/dam
Taxi Rank	<ul style="list-style-type: none"> <li>• A/dam</li> </ul>	Need a new Taxi rank			A/dam
Rezoning of Stands	<ul style="list-style-type: none"> <li>• A/dam</li> </ul>				A/dam
Fencing of Aeroplane area	<ul style="list-style-type: none"> <li>• A/dam race way</li> </ul>	The area needs to be upgraded			A/dam race way

Municipal Ward no	Six (6)				
Ward Councillor name					
Areas in Ward					
Priority Development issues	Narrative background	Cause of situation	Extent of issues	Impact of issues	Location of issues
Water: Access to clean water		<ul style="list-style-type: none"> <li>• Need boreholes in all schools with a water shortage</li> <li>• More boreholes in the entire ward</li> <li>• Bulk water supply</li> <li>• Water reticulation</li> <li>• Bulk water supply</li> <li>• Bulk water supply</li> </ul>			Rustplaas Rustplaas Thokozane Stafford
Sanitation: Access to decent sanitation facilities		<ul style="list-style-type: none"> <li>• Need VIP Toilets in all the villages of the ward</li> <li>• Bulk sewer and reticulation</li> </ul>			Rustplaas and Thokozane
Housing		<ul style="list-style-type: none"> <li>• Demand for formal housing</li> </ul>	1000 Units 300 Units 100 units		Rustplaas Thokozane Stafford
Electrification			70 stands 250 stands 227 stands 33 stands 100 stands  69 stands		Harlem Rustplaas Thokozane Riverside Geluk/ Wolvenkop Rustplaas (2)

			58 stands 57 stands 54 stands 84 stands  15 64 stands 178 stands  106 stands  500 stands 20 stands		Kroomrivier Ezintandaneni Rietklif Kwadlothovu farm Westoe Dam Westoe village Stafford village (1) Stafford village (2) Uhlelo Yellow stone village
Roads and storm water Road maintenance for the entire ward Road networking	.		2 Bridges		Rustplaas
Cemetery					Rustplaas
Public transport shelters					Entire ward
Traffic signage  Road safety awareness campaign Road safety officers					N2, Amsterdam Road
Protection services		<ul style="list-style-type: none"> <li>Need for satellite disaster management centre and skills development training</li> <li>Need for clinics</li> </ul>			Rustplaas and Thokozane

		<ul style="list-style-type: none"> <li>Health awareness workshops</li> </ul>			
Fencing and maintenance of sports grounds in the ward Community Halls				At least two (2)	Rustplaas and Stafford
Land Use Management: Township Establishment				1000 units 300 units 100 units	Rustplaas Thokozane village Stafford
Education: Mobile classrooms				10 10 05 02 02 02 02 04	Mlilo Mlambo Yellowstone Mehlwemamba Beketelani Westoe Lithole Nsephe
Sanitation					All schools in the ward
Electrification of schools					Mlambo Yellowstone Beketelani Westoe Lithole Holdesheim Nsephe



Municipal Ward no	One (8)				
Ward Councillor name	Themba. C. Shbangu				
Areas in Ward	Derby, Mampondweni, Sigudada, Atuliai, Madola, Bulutshana, Dr Poisfarm, BBS, Maphepheni, Malayinini, Bothas hoop				Kleinvrystaat and
Priority Development issues	Narrative background	Cause of situation	Extent of issues	Impact of issues	Location of issues
Land	Land is too fertile because its agricultural.	Most of farmers/companies became owners of entire land.	+/- 12000	There will be no development and people will remain poor.	Most of residents in ward 8.
Houses	Residents are living in mud houses.	People are forced to build with mud because they don't own the land.	+/- 12000	People will remain poor the rest of their lives.	96% of community
Sanitation	Only about 3% of community have proper sanitation	No land or houses.	+/- 12000	Residents are stuck in unhealthy living conditions.	Most of settlement
Electricity	About 1 % of settlement has electricity.	No land or houses.	+/- 12000	People can't use computers and can't communicate with rest of world.	Most of ward 8
Water	About 50% have bore holes.	Community is an informal settlement.	+/- 12000	Water is a must have- no compromises.	Some of the settlements
Employment	Most people are not employed, others work on farms for little salaries.	No employment, orderly retirement.	10% are unemployed	Crime rate is very high.	All the places
Schools	All schools are overcrowded.	No land	About 7000 school children.	Will end up not having education.	Most of places

Municipal Ward no	Ten (10)				
Ward Councillor name	N.C. Ndhlovu				
Areas in Ward	Sgodiphola, Thokozani, Magdaleni, Retiefville, Kempoville and Osloop				
Priority Development issues	Narrative background	Cause of situation	Extent of issues	Impact of issues	Location of issues
Sanitation	Area has no toilets, people use unhygienic methods of sanitation.	Area is a village that have never been developed.	Only 200 houses with these. There is infrastructure but it is not up to the required standard.	Spread of diseases because a river is about 500m away. Children don't learn healthy behaviour.	Osloop
School	Only one school in the ward.	Classes promised by IDP were never built. There is a school that was built for 500 learners and it is already accommodating 700 learners.	This has been taking place since 2000. Classes were meant to accommodate only 25 learners.	Learners have to cross a railway and a river to get to school, and are vulnerable to criminals.	Osloop
Pre-school	There are no formal pre-schools in area, and residents cannot afford private school.	There is not enough space on school grounds to build these.	Affected people are 5 to 6 years old.	This hampers proper foundation which leads to poor school performance.	Retiefville, Kempoville and Osloop
Shelters at stadium	There are no shelters at sports grounds, this inconveniences people participating in sporting activities.	There were no shelters erected when the stadium was build.	The stadium is used by the school and the community.	This situation will result in the youth losing interest in sport.	Retiefville, Kempoville
Houses and housing stands	Area has no expansion potential.	Sites issued to other stands are not equally shared.	About 500 people are affected and range from low to middle income.	People continues to invade land.	All six areas
Upgrading Kempville Taxi-rank	The shopping complex is dormant since all businesses moved to town.	Route via Kempville was cancelled, there are shops, but they are not getting the support they need.	Employment opportunities can be created. Retiefville, Kempoville and Osloop residents are	Shops will closed own and will increase unemployment.	Kempville

Establishment of community gardens	Most residents do not have back gardens because they build shacks to accommodate family members.	The lack of the municipality involvement to create such spaces.	affected. There are residents with agricultural knowledge that will be able to optimally use the situation, but none are given.	This will impact on the lack of proper nutrition. Thereby increasing illnesses. The proceeds can also be sold and families can financially benefit.	Thokozani, Magdaleni, Retiefville, Kempoville and Osloop
Fencing of Kempville Hall	The hall has never been fenced and there was a number of forced entries.	Nobody has taken the matter seriously. Was removed from IDP without any reason given.	Hall is usually booked by all residents. Community ceremonies are held there.	Property of community and municipality are at risk of being damaged.	Kempville

Municipal Ward no	Eleven (11)				
Ward Councillor name	EP Malinga				
Areas in Ward					
Priority Development issues	Narrative background	Cause of situation	Extent of issues	Impact of issues	Location of issues
House without water and Electricity			600 Houses		Eziphunzini Ext.5
Houses without water and Electricity		.	25 Houses		Ezinkonjaneni Ext.
Houses without water and Electricity			45 Houses		Ka- Hhongwane
Houses without water and Electricity			40 Houses		Welvedien
Houses without water and Electricity	.		25 Houses		Kwa - Smith

Municipal Ward no	Thirteen (13)				
Ward Councillor name	JJ Msezane				
Areas in Ward					
Priority Development issues	Narrative background	Cause of situation	Extent of issues	Impact of issues	Location of issues
Electricity			292 Sites		Ext. 5
Toilets		.	100 Sites		Ext. 5
Water (House connections)			1201 Sites		Ext. 5

Municipal Ward no	Fourteen (14)				
Ward Councillor name	Oscar Mkosi				
Areas in Ward	Phosa, Mangosuthu, Phola Park, Wervadium and Zinkomeni				
Priority Development issues	Narrative background	Cause of situation	Extent of issues	Impact of issues	Location of issues
Housing	The areas are informal settlements without any form or plan.	More people are flocking to land, running away from farms.	About 1377 people are affected.	People will die running short of water and the community will lose trust in our government.	Wervadium, Phosa, Mangosuthu
Shortage of toilets	The community are still using pit toilets.	The land is informal and can not be improved.	About 5008 people will be affected.	Spread of diseases will be high and ground water will be affected.	Phosa, Mangosuthu
Survey of land	Phosa and Mangosuthu are informal settlements	People will invade land and different farms pressures.	About 10000 people will be affected.	Crime will rise if situation is not controlled in 2 years.	Wervadium, Phosa, Mangosuthu Zinkomeni
Electricity shortage	People are without electricity the last 15 years.	The area is not declared as a formal settlement.	More than 10000 people will be affected.	Crime rates will rise and community can get uncontrollable.	Wervadium, Phosa, Mangosuthu Zinkomeni
Network of roads	The area is without any roads	Area is informal and municipality cannot make roads.	More than 10 000 are affected the past 3 years	Death rates will rise because ambulances have no access to community, crime will also rise as a result of this.	Phosa, Mangosuthu Zinkomeni
Shortage of clinics	The area is overpopulated.	High influx of people and the birth rate is high.	More than 5000 people will be affected.	Diseases and death rate will rise.	Phosa, Mangosuthu Zinkomeni
Shortage of schools	Since area is informal for the	Since people are running	More than 5000 people	Illiteracy and crime	Wervadium,

	past 15 years.	away from farms.	can be affected.	rates will rise. Classes are overcrowded. Illiteracy ,and crime rates will rise.	Phosa, Mangosuthu Zinkomeni Wervadium, Phosa, Mangosuthu Zinkomeni Phola Park
Crèche and church shortage	Since area is informal the past 15 years.	People are still flocking in from farms.	More than 3000 children won't have access to Crèche and church.		
Sewer pipe installation					
Electricity installation Provision of toilets					Phola Park Phosa and Mangosuthu Mangosuthu
Survey of people living In informal settlements			1977		
Survey of people living In informal settlements	.		944		Phosa
Electricity installation Crèche School Clinic			1277		Wervadiciol

*Why must I participate in the Integrated Development Planning process? / Yini gu fanele ngisebenzisane ne-IDP?*

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- ◆ Overcoming poverty and growing the economy requires dedication from all sides,
- ◆ In order to inform and understand how the municipality allocates resources for service delivery and development in general,
- ◆ As a community member, to work together with the municipality in order to fight poverty and level out the results of our history,
- ◆ In order to hold municipality accountable on service delivery,
- ◆ In order to forge a constructive relationship with the municipality, and
- ◆ In order to provide the municipality with the information they need to formulate a better IDP.

*What is my role when I participate in the IDP process? Iyiphi indima engizo yi Dlala ku-IDP?*

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**Together with other stakeholders;**

- ◆ State, explain and discuss development issues in my area,
- ◆ Negotiate and reach consensus on which development issues the municipality should priorities,
- ◆ Participate in the design of project proposals, and
- ◆ Discuss and comment on the draft IDP.

Who can I contact if I need to know more about the progress on the IDP?

*Tarryn Smith*  
*IDP/LED Manager*  
*Mkhondo Municipality*  
*017 826 2211*  
*[tsmith@mkhondo.org.za](mailto:tsmith@mkhondo.org.za)*

## Mkhondo Local Municipality Integrated Development Planning Process



## IDP Initiation Workshop

The aims of these workshops are:

- *To discuss and agree on our strategic development concerns and the progress that we have made thus far, and*
- *To find the best way(s) that there can be ongoing communication between the residents of the municipality and the municipal administration on the progress and process of the IDP.*

Venue :

Time :

### Programme

09.00: Registration	<i>All</i>
09.15: Welcome Address	<i>Ward Councillor</i>
09.30: IDP Awareness Presentation	<i>IDP Manager</i>
09.45: Questions of Clarity	<i>Facilitator</i>
10.00: Current Development Priorities of Mkhondo LM	<i>IDP Manager</i>
10.15: Discussion	<i>Facilitator</i>
10.30: IDP Achievements to date	<i>The IDP Manager and key municipal officials</i>
10.45: Questions of Clarity	<i>Facilitator</i>
11.00: The Way Forward	<i>Facilitator</i>
Closure	<i>Ward Councillor</i>

## Important Information Regarding the IDP



### What is an Integrated Development Plan? / Yini i-IDP?

An IDP is a legal five-year plan for the development of the municipality. It is reviewed annually in consultation with communities and other stakeholders like government and the private sector.

It is a tool used by the municipality to integrate all its various development plans like the Environmental Conservation Plan and the Integrated Transport Plan etc so that they work together towards the common good of the people in the municipality. It aims to achieve this by identifying key objectives and devising strategies to attain these objectives.

### What are the benefits of the IDP Process for me?/ Ikusiza ngani i-IDP?

Helps make effective use of scarce resources  
 Helps speed-up service delivery  
 Helps to attract additional funds from external sources  
 Helps strengthen democracy  
 Helps overcome apartheid legacy  
 Helps promotes inter-governmental co-ordination  
 A Strategic Framework for Municipal Governance  
 Yardstick for performance and accountability  
 Vehicle to facilitate communication and co-operation  
 Agent of transformation  
 Weapon in the fight against poverty

### What are some of the challenges facing the municipality in implementing the projects that have been identified through the IDP process? Yiziphi izinkinga ohlangabezana nazo ngokusebenza nge-IDP?

- Huge backlogs in service delivery,
- Creating viable municipal institutions in dense rural settlements close to the borders of former homelands,
- Great spatial separations and disparities between towns, townships, and urban sprawl,
- Entrenched modes of decision-making, administration and delivery,
- Substantial differences in the capacities of different municipalities,
- The need to rebuild relations between municipalities and the local communities they serve,
- Extreme concentration of taxable economic resource in former white areas,
- Inadequate intergovernmental relations and collaboration,
- Insufficient municipal capacity



# **MKHONDO LOCAL MUNICIPALITY**

## **ANNEXURE THREE: PROVINCIAL REPORT**



## **INTERGRATED DEVELOPMENT PLAN 2008 REVIEW**

## REPORT ON THE PROVINCIAL SECTOR DEPARTMENTS

### ALIGNMENT BETWEEN MKHONDO IDP AND MPUMALANGA PROVINCIAL SECTOR DEPARTMENTS

#### 1. BACKGROUND

One of the important points of critique raised by the Mpumalanga Province on the Mkhondo IDP (2007 -2011) was the lack of alignment between the Mkhondo IDP and the sector departments by the Mpumalanga provincial government. In view of the above the Mkhondo local municipality had to focus on this lack of alignment as part of the 2008 IDP review process.

Initially, the service providers assisting Mkhondo with the IDP review intended to set up individual discussions with the managers of the relevant sector departments to discuss the alignment of projects and strategies. The department was requested provide a list of contact persons that could be interviewed or requested to provide information regarding the alignment of projects. The following table as received from the Province contains the names and contact details of the relevant members of the PROVINCIAL IDP TECHNICAL COMMITTEE AND FORUM and is attached also for future reference:

**IDP TECHNICAL COMMITTEE & FORUM**

Department	Name and Surname	Tel	Fax	Email	Postal Address
Department of Local Government and Housing	Mr. A. Mkhabela: Director  Mr. Viljoen Mtsweni: Housing Nkangala 083 515 0834  <b>Ms Thoko Matsebula:</b> <b>Gert Sibande</b>  <a href="#">Ms Gloria Mazibuko</a>		013 766 8451/8441/8457  013 766 8441/8430  013 766 8430	<a href="mailto:gmazibuko@mpg.gov.za">gmazibuko@mpg.gov.za</a>	
Department of Culture, Sport and Recreation	<b>Mr. Lucky Molobela</b>		013 766 8255	<a href="mailto:luckym@mpg.gov.za">luckym@mpg.gov.za</a>	
Department of Health and Social Services	<a href="#">Mr. Maybe Mnisi</a>  <a href="#">Mr. M Mbongwa</a>		013 766 3467 <b>086 517 0729</b>	<a href="mailto:mbongwam@social.mpu.g">mbongwam@social.mpu.g</a>	

			013 766 3467 086 517 0729	<a href="mailto:ov.za">ov.za</a>	
Department of Safety and Security	Mr. S. Lefifi (Head Office)  Ms Hazel Zitha  Mr. Mahlangu (Regional Manager) Nkangala  Ms. J. Moruwane (Regional Manager) Gert Sibande  Mr. A. Mabuza ( Regional Manager) Ehlanzeni  Mr OS Khumalo (Provincial Commissioner)		013 766 4615  013 766 4627  013 947 3930  017 624 2347  013 766 4615  013 249 1026	<a href="mailto:hnzitha@mpg.gov.za">hnzitha@mpg.gov.za</a>	Private Bag x 1801 Middelburg 1050
Department of Roads and Transport	Ms. Prudence Gwala (Head Office) Mr Morgan Kekana Mr Skhumbuzo Mona Mr. KK Mabaso (Nkangala)  Mr. MJ Mtsweni (Gert Sibande)  Mr. S. Khalili ( Ehlanzeni) Mr. A Viljoen Mr. Philip Nyoni Mr. Makgahlela		013 766 8449 013 766 8463 013 766 8463 013 947 3779  013 766 9730 013 766 8471 013 766 8467	<a href="mailto:pgwala@mpg.gov.za">pgwala@mpg.gov.za</a> <a href="mailto:lmkekana@mpg.gov.za">lmkekana@mpg.gov.za</a>  <a href="mailto:kkmabaso@wit.mpu.gov.za">kkmabaso@wit.mpu.gov.za</a>  <a href="mailto:mmtshweni@erm.mpu.gov.za">mmtshweni@erm.mpu.gov.za</a>	

Department of Education	<p>Mr. CJA Kajeni (Head Office)</p> <p>Mr. CJA Kajeni and Mr. ZS Maziya (Ehlanzeni)</p> <p>Mr. CJA Kajeni and Mr. RV Nzimande (Gert Sibande)</p> <p>Mr. CJA Kajeni and Mr. RV. Nzimande (Nkangala)</p>		<p>086 662 4824 013 766 5596</p> <p>013 794 3309</p> <p>017 811 8508</p> <p>013 947 2096</p>	<p><a href="mailto:ckajeni@mpg.gov.za">ckajeni@mpg.gov.za</a></p>	
Agriculture and Land Administration	<p>Mr. Andy Maforah</p> <p>Mr. Nathi Nkonyane (083 417 6913)</p> <p>Ms Nontuthuzelo Gobiane</p>		<p>013 766 8429/8445 013 766 8429 013 766 8429</p>	<p><a href="mailto:amaforah@nelagril.agric.za">amaforah@nelagril.agric.za</a></p>	
Public Works	<p>Mr. Musa Ntimba</p> <p>Mr Vusi Nkosi(EPWP Gert Sibande)</p>		<p>013 766 8450</p> <p>013 766 8454</p>	<p><a href="mailto:mntimba@mpg.gov.za">mntimba@mpg.gov.za</a></p> <p><a href="mailto:rvnkosi@mpg.gov.za">rvnkosi@mpg.gov.za</a></p>	
Provincial EPWP Co-ordinator	<p>Mr. Mafikizolo Simelane (Ehlanzeni)</p> <p>Mr. Phillip Mahlangu (Nkangala)</p> <p>Ms. Thembi Hlatshwayo (Gert Sibande)</p> <p>Mr. FA Motha</p>		<p>017 811 7688 017 819 7791</p>		
Economic Development and Planning	<p>Mr. Stanley Mohlala</p>		<p>013 766 4614</p>	<p><a href="mailto:smohlala@mpg.gov.za">smohlala@mpg.gov.za</a></p>	
The Provincial Treasury	<p>Mr. Collen Sedibe</p>		<p>013 766 4612</p>	<p><a href="mailto:csedibe@mpg.gov.za">csedibe@mpg.gov.za</a></p>	
Department of Water Affairs and Forestry	<p>Mr Fanyana Mntambo</p> <p>Mr. Siphetho Mhlongo</p> <p>Mr Anton Kruger</p> <p>Mr. Patrick Ngoepe (Nkangala)</p> <p>Ms. Dimakatso Marokane (Gert)</p> <p>Mr Elijah Mtsweni (Ehlanzeni)</p>		<p>013 759 7525</p> <p>013 759 7530 013 759 7529 013 759 7513</p> <p>013 759 7530</p>	<p><a href="mailto:mntambs@dwaf.gov.za">mntambs@dwaf.gov.za</a> <a href="mailto:hlatshf@dwaf.gov.za">hlatshf@dwaf.gov.za</a> 082 806 0696</p> <p><a href="mailto:marokanedm@dwaf.gov.za">marokanedm@dwaf.gov.za</a></p>	Private Bag X11259 Nelspruit 1200
Department of Land Affairs	<p>Mr. Shakes Sibanyoni: Gert Sibande</p> <p>Mr Harry Hadebe: Nkangala</p> <p>Ms. Mampho Malgas:</p>		<p>013 755 3529 013 755 3529</p>	<p><a href="mailto:smsibanyoni@dla.gov.za">smsibanyoni@dla.gov.za</a> <a href="mailto:hghadebe@dla.gov.za">hghadebe@dla.gov.za</a> <a href="mailto:mmalgas@dla.gov.za">mmalgas@dla.gov.za</a></p>	Private Bag X11305 Nelspruit 1200

	<b>Ehlanzeni</b>  Mr. Star Motswege: Gert Sibande Mr. Masters Mahlalela  <b>Mr. Harold Skhosana: Nkangala</b>		013 755 3529  017 819 1398  013 656 0375		
<b>Department of Labour-Witbank</b>	<b>Ms. Agnes Moloa</b>		013 655 8838	<a href="mailto:elsie.uys@labour.gov.za">elsie.uys@labour.gov.za</a>	Private Bag X6783 Witbank 1035
<b>Department of Minerals and Energy SALGA Mpumalanga</b>	<b>Ms. Albertina Matlakala</b> Ms. Fortune Mothibe  Mr. KD Kekana Ms. Gugu Langa  <b>Mr Sipho Mkhathshwa</b>		013 690 3288  013 755 1980 / 752 5595 082 800 8030 083 237 7167 078 180 7303	<a href="mailto:Albertinah.matlakala@dm.gov.za">Albertinah.matlakala@dm.gov.za</a>  <a href="mailto:smkhatshwa@salga.org.za">smkhatshwa@salga.org.za</a>	Private Bag X7279 Witbank 1035  P.O. Box 1693 Nelspruit 1200
<b>Telkom</b>	<b>Mr. Zamindlela Zama</b>		013 752 3809 013 752 4479	<a href="mailto:zamazb@telkom.co.za">zamazb@telkom.co.za</a>	P.O. Box 4617 Nelspruit 1200
<b>Office of the Premier</b>	<b>Mr. Charles Magagula</b> <b>Mr. Richard Captain</b> <b>Mr. Henry Magagula</b>  <b>Mr. Themba Matlou</b> <b>Ms. Collete Bhembe</b>		013 766 9264 013 766 2496  013 766 9270 013 766 2496	<a href="mailto:cmagagula@mpg.gov.za">cmagagula@mpg.gov.za</a> <a href="mailto:rcaptain@mpg.gov.za">rcaptain@mpg.gov.za</a>  <a href="mailto:tmatlou@mpg.gov.za">tmatlou@mpg.gov.za</a> <a href="mailto:cbhembe@mpg.gov.za">cbhembe@mpg.gov.za</a>	
<b>Eskom</b>	<b>Mr Chris Lekhuleni</b>			<a href="mailto:lekhulc@eskom.co.za">lekhulc@eskom.co.za</a>	

The service providers drafted an agenda for discussion which was sent to the Provincial coordinator, with the intention that this would be circulated amongst the members of the IDP technical team, in order to provide them with some background information and issues and questions to serve as a basis for the intended one-on-one discussions, see agenda/information document presented in the box.

#### MKHONDO IDP REVIEW 2007/2008

Background information and agenda for discussions with officials from the sector departments of the Mpumalanga Provincial Government

BE @ UP (the University of Pretoria's Business Enterprise Unit), has been appointed by the Mkhondo Local Municipality to review its 2006-2011 IDP.

The Mpumalanga Provincial Government has also commented on this IDP and amongst others requested that (1) the provincial sector plans and strategies be included in the review of the IDP and that (2) the provincial and local IDPs be better aligned.

In view of the above, the project team has identified the need to enter into discussions with the relevant managers and officials from provincial sector departments. The first round of discussions and interviews is scheduled for Thursday 14 February 2008. The purpose of this round is to start a relationship and networking process between the provincial government and the municipality and to enter into discussions on issues of shared concern with the managers and officials from the provincial department.

**In order for you to prepare for this meeting, we would like to present the following issues that will be discussed during these interviews:**

1. What specific projects, plans and strategies does your sector department envisage for the Mkhondo local municipality? *Can you please provide us with a copy of these projects, plans and strategies at the meeting?*
2. Can you provide an outline of the 3 – 5 year budget and the implementation framework as far as it pertains to the planning and implementation of these projects?
3. What is your department's vision with regard to the development of services and infrastructure in Mkhondo, and what are your current obligations and commitments in the municipality? *Can you please provide us with copies of reports in this regard at the meeting?*
4. What are your comments or critique on the proposed projects, plans and strategies contained in the Mkhondo IDP, as far as it pertains to *the responsibility and interest of your particular sector department?* For example: if your department is concerned with health issues, do you believe that the Mkhondo IDP sufficiently addresses the health issues in the municipality or in a particular part of it. Do you have any suggestions on how to improve the current projects and strategies?
5. One of the main aims of the IDP is to integrate and align efforts in order to achieve particular goals in the most cost effective manner. This implies that municipalities and provincial and national government departments need to take hands (forming joint ventures to implement projects). This also implies that government, communities and private sectors need to take hands (forming PPP's) to jointly implement projects. In view of the above, the following questions are posed:

Have you identified (or can you identify) any area or project where you can form a partnership/joint venture with (a) the Mkhondo Local Municipality, (b) National government, (c) the communities and/or (d) the private sector.?

#### IMPLEMENTATION OF KEY PROJECTS

One of the important critiques directed at the IDP implementation-phase is the lack of visible/tangible results. IDPs often result in a wish-list of projects that never get implemented, or the implementation of lower priority projects that do not conform to the vision or set objectives (as formulated by the community). This creates frustration amongst the community and hampers urban performance and priority development.

In view of the above, can you identify one, two, or three key projects that can be implemented in the following financial year? Can you indicate a budget and timeframe for these projects?

Once all the discussions and interviews are completed, the service providers will make a proposal with regard to the review of the Mkhondo IDP. Such a proposal could entail that the five-year plan be amended to re-prioritise issues, to better integrate projects and strategies and to better align the framework with the provincial framework. As and where necessary, it would be very envisaged that similar amendments be made to the provincial framework in the spirit of intergovernmental collaboration. A proposal in this regard will be submitted to the relevant authorities.

*In view of the fact that this IDP review has to be completed by the end of March, it would be highly appreciated if your department could deal with the requests as set out above as a matter of urgency. Your cooperation with regard to the discussion sessions and interviews will be highly appreciated.*

After having discussions with Sybil Malopa the Provincial IDP coordinator, it was decided not to set up individual meetings for the following reasons:

(i) In view of the limited time to complete the IDP it would not be possible to set up meetings and engage with one-one-discussions with each of the sector managers, specifically in view of the fact that the offices of these managers are located in Nelspruit;

(ii) It was therefore decided that it would be more appropriate for the local municipality and service providers to attend the, then already scheduled IDP alignment workshop. This workshop was initially scheduled to be held on the 19<sup>th</sup> of February and was later postponed to 21 and 22 February. According to the officials this workshop was specifically set up to create an opportunity for the sector departments to engage with the various municipalities in order to establish better alignment and to create an opportunity for the local municipalities to present their IDP needs and requirements. It was also decided by the service providers that follow-up discussions could be held in instances where information was lacking.

The workshop was eventually attended by Ms Tarryn Smith from the Mkhondo IDP office and Dr. Johnny Coetzee, representing the service providers BE @UP. In preparation for the workshop, the service providers also dissected the Mkhondo IDP document in terms of the various provincial sector departments, in order to facilitate constructive discussions on the needs of Mkhondo as contained in the IDP.

## **2. ASSESSMENT OF ALIGNMENT WORKSHOP**

The following statements must not only be seen as critique on the workshop and the Provincial initiative, but rather aimed at presenting a framework on how to improve the alignment process in future:

First of all it needs to be said that the idea of an alignment workshop is excellent, specifically in view of the fact that it provides an opportunity, not only for Province to present their projects, but also the opportunity for local authorities to engage with the various sector departments, to present their needs and to start a network process which is imperative for future alignment and cooperation between Province and the local authorities. The morning session of the first day of the workshop was very informative and provided a valuable and interesting input on the Mpumalanga Provincial Flagship Projects and insight into a new IDP format and guide.

Unfortunately the rest of the workshop did not at all succeed in creating opportunities for alignment, not to mention the opportunity for discussion and networking. The main problems of the workshop within the context of the intended goal and outcomes are the following:

1. Timing: The workshop was held one week prior to the date on which the IDP review processes had to finalised and presented for public comments. The concern of the above relates to the fact that if the workshop did not succeed in providing all the information and if sufficient alignment was not achieved, very little time (one week) would have been available to obtain outstanding information. In the case of the Mpumalanga workshop, this was the case.

2. Lack and poor quality of information: When looking at the Provincial technical team, there are some twelve departments that have a direct relationship with the IDP. Only a few departments made a presentation on projects at the workshop (regarding the Gert Sibande District), namely: The Department of Land Affairs, the Department of Education, The Department of Roads and Transport, and The Department of Public Works. Very little information on Provincial projects was made available and most sector



departments had literally nothing to present, while a number of departments indicated that they would provide the information at a later stage. **The few inputs that were received are discussed in a later section of this report.** According to the programme it seems as if all the departments were present at the workshop, but only a few of them made presentations and had discussions with the representatives from Mkhondo. The reason for this was that the workshop was structured in such a way that the three District and local authorities were dealt with in three different break away sessions. The various representatives from the Provincial departments circulated between these groups and made presentations to the representatives. The idea was that each of the 12 Provincial departments had to have an opportunity to reach each of the district/local council sessions. This was not the case as there was not enough time. This resulted that only some of the departments reached the Mkhondo session and therefore it was not possible to have any discussions with or feedback from these representatives on the day of the workshop.

### 3. Insufficient time for alignment discussions

Closely related to the above problem was the fact that not enough time was allowed for discussions between the representatives of the local authorities and the Province.

4. Format and structure of the alignment workshop. An alignment workshop should not only be about the Provincial departments making presentations about projects. Alignment is not only about adding projects to the existing list of projects. It is rather a two-way process of sharing ideas, discussing, networking, sound boarding, seeking and finding joint solutions to problems etc. In the case of this workshop very little opportunity was provided for the above.

5. New and unreasonable requests in terms of the IDP format. Following the presentation of Mr D Madurai from DPLG, it was clearly stated that the revised IDPs should: be structured in a new format. This format was briefly discussed, but not made available as this structure apparently still had to be approved by the DPLG later the following week – the week in which the review process had to be finalised. It was further stated that the projects had to be presented in a new spread sheet format, which also would have been made available during the following week. The most absurd request

however was that all other sectoral plans and policies such as the spatial frameworks, LED strategies, Land Use Management Plans, transport plans etc had to be attached as annexures to the IDPs. This is a perfect example of non-integration and non-alignment, and means very little if it is “outside” and attached to the IDP. The relevant contents of these plans and policies should be “inside” the IDP and integrated with the IDP. See later discussion on integration and alignment. Apart from the above, it is very unreasonable to expect local authorities to revise the format of the IDP as requested above, a week before it has to be finalised. This again raises the concern of the relevance of the target date and raises the question why the review process should not have started earlier, or be dealt with on an ongoing basis. There is no reason why this new formatting can not be done during the next weeks/months.

### **3. ALIGNMENT OF PROVINCIAL PROJECTS WITH THE MKHONDO IDP**

(i) The Department of Land Affairs: This department stated that they have budgeted R 125 million for Mkhondo for 2008 - 2009, for any projects that relates to the following: the acquisition of land for development for e.g. new settlements, low cost housing projects and township establishment processes, and eco tourism projects. Apart from the above very little detail was available on how and when such funds could be accessed. It is suggested that the relevant departments of the local authority enter into discussions with the Province in order to find a way how these funds or part of it can be utilised for such projects. A number of projects were identified in the Mkhondo IDP that fit the requirements of the Department of Land Affairs, see projects highlighted in the following table. If the Department of Land Affairs could provide funds for these projects or some of them, this could imply that these funds budgeted for by the local authority could be channelled for other high priority projects. It is however not this simple, as a number of issues need to be dealt with and much preparation is needed to draft business plans for projects and to implement projects in a set time frame – or to allocate and spend the monies responsibly in the next financial year. However, knowing about this availability of funds in this department also creates a new opportunity for the local authority to revisit its projects and priorities, to again look at the (new) community needs and priorities as well as the flagship projects of the Province. Based on this, the local authority should develop and formulate strategies and projects that meet the requirements of the

Provincial Department. These projects should be presented to the department, to be included in the IDP. This is an example of integration and alignment.

Department of Local Government and Housing LGH= Local Government & housing												
Project ID	Project Name	Project Location/ Beneficiaries	Project Objectives	Key Performance Indicators	Total Cost R,000	Budget Allocation R,000					Source of Funding	Implementing Agency
						2006/07	2007/08	2008/09	2009/10	2010/11		
1/LGH/2006	New settlement	Mkhondo [261 units]	Provide access to housing	No. of houses constructed	R 12 006		R 12 006				Local government	Dept of Housing

Priority Issue/Programme : Land Use Management												
Project ID	Project Name	Project Location/ Beneficiaries	Project Objectives	Key Performance Indicators	Total Cost R,000	Budget Allocation R,000					Source of Funding	Implementing Agency
						2006/07	2007/08	2008/09	2009/2010	2010/2011		
1/General/3P6	Annual upgrading of IDP	Mkhondo			R 1100		R200	R250	R 300	R 350	Municipality / GSD M	Municipality
2/General/3CC3/6	Geographical Information System	Mkhondo			R 5000		R2500	R2500			Municipality / GSD M	Municipality
3/General/3P7	Land use management system	Mkhondo			R1500		R 750	R 750			Municipality / GSD M	Municipality
	Spatial Development Framework	Mkhondo			R500		R500				Municipality / GSD M	Municipality
4/3/3P7	Township est. Hartebeestfontein	Ward 3			R600			R600			Land Affairs	Municipality
5/4/3P6	Acquisition of Land Hlelo	Ward 4			R400		R400				DLA/ Municipality	Municipality
6/4/3LP6	Township Establishment Hlelo 500 erven	Ward 4			R600			R600			SAPP / GSD M/ Municipality	Municipality
7/6/3P7	Acquisition of land for farming	Ward 6			R1000		R500	R500			Land Affairs	Municipality
8/7/3LP5	Township Establishment (completion) Industrial Area	Entire community			R350		R350				Municipality / GSD M	Municipality

Priority Issue/Programme : Land Use Management												
Project ID	Project Name	Project Location/Beneficiaries	Project Objectives	Key Performance Indicators	Total Cost R,000	Budget Allocation R,000					Source of Funding	Implementing Agency
						2006/07	2007/08	2008/09	2009/2010	2010/2011		
9/7/3LP7	PTF Ext 7 Densification	Ward 7			R6 240		R6 240				DPLG	Municipality
10/8/3LP6	Acquisition of land Ajax Houdkop	Ward 8			R1000		R500	R500			Land Affairs	Land Affairs
11/8/3LP7	Township est. Ajax	Ward 8			R600			R600			Land Affairs	Land Affairs
12/9/3LP/6	Acquisition of land Sulpher Springs Commondale Mahamba	Ward 9			R3000			R1000	R2000		Land Affairs	Land Affairs
13/14/3LP5	Township est. eThanda. x 6	Ward 14			R680			R680			GSDM	Municipality
14/8/3LP6	Land Tenure Rights Upgrading eThanda x 8	Ward 14			R3000		R1500	R1500			GSDM	Municipality
16/14/3LP7	Land Tenure Rights Upgrading Osloop	Ward 14			R1000		R1000				GS DM	Municipality
17/15/3LP6	Township est. Dirkiesdorp	Ward 15			R1300		R750	R550			DLA	Municipality
18/6/3LP6	Township establishment Rustpillas	Ward 6 250 units			R325		R 325				DLA	Municipality
19/3LP6	Town establishment	Skefini 77 households			R 101		R 101				DLA	Municipality
20/8/3LP6	Town establishment Maphepheni	Ward 8 380			R 494		R 494				DLA	Municipality
21/14/3LP6	Town establishment Phosa	Ward 14 1000 stands			R 1 300		R 1 300				DLA	Municipality

(ii) The Department of Education

The Mpumalanga Department of Education provided what they called an infrastructure plan for 2008 - 2009. This plan provides for the (re) construction of 6 schools for Mkhondo.

Extract from Mpumalanga infrastructure plan 2008 -2009 – Department of Education

<b>EMIS</b>	<b>PROJECT</b>	<b>TYPE</b>	<b>LOCATION</b>	<b>CIRCUIT</b>	<b>EST COST (mil)</b>
800006817	Itholi	Prim school	Lithole	Amsterdam	R7.939
800003467	Buhlebuyeza	Prim school	Amsterdam	Amsterdam	R9.283
800008011	Kleinvrystaat	Prim school	Kleinstad	Piet Retief	R3.976
New	Inqubeko	Sec school	Thandukukhanya	Piet Retief	R13.439
new	Ubuhle	Sec school	Thandukukhanya	Piet Retief	R14,129
800030445	Amadlelo Aluhlaza	Sec school	Thandukukhanya	Piet Retief	2,147

(iii) Department of Roads and Transport

This Department presented no new projects for Mkhondo. The Department however stated that much alignment was already done as the department and its consultants did have discussions with the corresponding department in the local authority and that provincial projects were drafted in conjunction with this department. With regard to this department it seems as if some integration and alignment was done between these departments. A number of these projects are included in the IDP, see IDP section: priority issue/programme 4: roads and storm water. The project ID's of these projects are: 2/1; 6/3; 11/5/3RCP5; 23/9/3RMP5; 26/10; 40/14; 41/15; and 42/15. When looking

at the needs and objectives contained in this section of the IDP, It is however doubted whether these projects (and the other projects in the IDP) sufficiently address the needs of the community as very limited funds are allocated to promoting public transport and traffic safety – issues which were identified as priority in the IDP.

(iv) Department of Public Works

This department had no projects for Mkhondo and stated that they are only the implementers and builders for other departments. It is however doubted whether there is sufficient liaison between this department and the other departments. Although this department only has to implement projects, they should certainly have a programme of projects for the next three financial years. This is important to ensure the effective implementation and performance of the IDP and should therefore not only be available, but integrated in the IDP.

**NOTE: AFTER THE FINALISATION OF THIS REPORT A NUMBER OF OTHER PROJECTS FROM OTHER DEPARTMENTS WERE ALSO RECIEVED. THESE PROJECTS ARE NOT PRESENTED IN THE CORRECT FORMAT AND DO NOT HAVE THE SUBSTANCE, AND THEREFORE CAN NOT BE INCLUDED IN THE FIVE YEAR PLAN. SEE COMMENTS ON THIS IN THE REVIEW REPORT**

#### **4. CONCLUDING REMARKS ON THE 2008 ALIGNMENT PROCESS**

In view of the above, the submission is made that it is not possible at this late stage, with the limited information at hand to do a proper alignment for the IDP. However, instead of, only criticising and listing a number of concerns or reasons why effective alignment was not possible with this particular review process, Mkhondo local municipality would rather like to present a framework on how to improve alignment in future, in an attempt to improve the quality, integrity and credibility of the IDP.

## **5. SUGGESTED FRAMEWORK FOR FUTURE ALIGNMENT**

Alignment of IDP projects and strategies should not be an after thought, a quick fix and is not something that can be done once a year during a workshop. The alignment must be carefully planned and structured to ensure effective alignment between the various sectors and authorities. In some cases it might be necessary to have one-on-one discussions and in some cases workshops can be held. The effectiveness of the alignment processes largely depends on how well the departments are informed, equipped and prepared. The alignment process is also not something that happens by itself. It needs to be thoroughly managed, facilitated and monitored. In cases where a particular department does not have the information that is required, or does not know how to integrate and align projects, such a department needs to be assisted and supported by the respective managers or facilitators. Similar to the public participation work plan, it is suggested that each local authority in conjunction with the District Councils and the Provincial government should draft a work plan and strategy for the alignment process. This work plan should contain information such as: what needs to be aligned, how the various sector departments could liaise and communicate, how the projects should be integrated, how to develop joint ventures and partnerships, how to focus efforts on a common vision. This plan should further state when, where and how workshops will be held as well as the format, structure and expected outcomes of the workshop.

### **2. IDP review and alignment as an ongoing process**

As stated above, the IDP review process or the alignment process should not be a once-a-year quick fix or an action-to-be-completed-on-a particular day. On the contrary, the review process should be an ongoing process. The IDP is a living document that changes from time to time. These changes have to be monitored, reviewed and adopted on a regular basis.

It is accepted that there are certain requirements in terms of the legislation on Provincial approval, comments, community inputs, and the submission of a reviewed document. It is also accepted the projects are linked to a financial year and deadlines for submission. This however does not have to hamper the ongoing reviewing of the IDP.



Apart from the fact that poor alignment is bad IDP/strategic/financial planning, such poor alignment detracts from the quality, integrity and credibility of the IDP. It is furthermore important to emphasise that the IDPs five year financial plan is based on a number of building blocks or a projects-foundation. This foundation needs to support the following consecutive budget years. The ultimate success of the IDP, measured over a five year period largely depend on the strength, quality and stability of the strategy and project foundation, which was established in the first year.

In view of the above, it is strongly suggested that more time be allocated to a proper review and alignment, when the appropriate information becomes available. “No alignment” is not really better than “poor alignment”, however it will be more responsible to (in spite of the stated deadlines for submission), to rather take more time to do a proper alignment, than to submit a seemingly aligned IDP that will only confuse and frustrate the departments and also the community.

### 3. The need for training and capacity building on IDP alignment (and integration)

If ever there was an aspect of the IDP that created confusion, it would be the lack of understanding and knowledge on the concepts of integration and alignment. Although some efforts were done to establish these concepts in the Mpumalanga Province, it seems to be evident that there still is a lack of knowledge and understanding regarding these inter-related concepts. Without providing definitions or descriptions on the terms alignment and integration in this reviewed document, it needs to be mentioned that these concepts are very much inter-related. The opinion is raised that it is not possible to do effective alignment of strategies and projects, if these strategies and projects were not integrated within the sector departments and with and between the other provincial departments. This lack of integration is very much evident in the Mkhondo IDP and is also largely illustrated by the fragmented way in which the projects are scattered in the various sections of the financial plan. Apart from the need to train the various role players on these concepts it is even more important for them to have the same common understanding. This is imperative for effective alignment. In view of the integrated nature of the process it is important for everybody to move in the same direction, to more or

less follow the same process and structure for alignment, and to at least have the same common understanding about the problems and challenges.

#### 4. Alignment, integration, coordination and cooperation

These four concepts are all very much related. As stated in the above paragraph, alignment is closely related to the concept of integration. No one of these processes can be done effectively if there is not sufficient cooperation and coordination between the departments in a local authority and between the departments of the local authority and other spheres of government. Integration and alignment require that these departments should regularly speak to each other; they should join hands and work together to find the most appropriate solutions and the ultimate integrated projects – in order to target and achieve common goals and outcomes. As discussed previously, alignment is a two-way process of sharing ideas, discussing, networking, sound boarding, seeking and finding joint solutions to problems etc.

Although much was done in the Province to establish forums and working groups, such as the Provincial IDP technical team, more could be done to improve communication and cooperation between the various role players. The official in charge of health in a particular local authority should regularly engage with the same official in charge of health in the Province and possibly also with the community/stakeholders concerned with health. These people should not wait for a workshop to engage or to share ideas and integrate projects. There are also various mechanisms that can be established to promote this cooperation and communication such as provincial/local sector work groups, cluster task teams etc. These groups should meet regularly “to work” on their projects.

#### 5. Different facets of alignment.

A possible simple definition of alignment would be to “bring something” (a project) in line with something else (a plan)”. With this in mind, alignment does not only entail the alignment with provincial strategies and projects with local strategies and projects. It is much more than this and also entails the following important types of alignment:

The alignment of the IDP with other sector plans, e.g. the Land Use Plan, the Spatial Framework, the LED strategy etc. The IDP and its strategies and projects must be “brought in line” with these plans.

At the alignment workshop, much emphasis was placed on this and specifically the alignment with the spatial development framework. Mr D. Madurai from DPLG specifically stated that everything happens in space and therefore these projects can not be developed in isolation from the spatial development framework. Ward committees and communities are concerned, not only about a particular project, but about the development and management of a particular space – the space they live and work in. This non-alignment with space or the spatial framework is currently one of the major flaws of the Mkhondo IDP. The IDP not only has to indicate what projects are planned and where they are planned, but it needs to present a spatial picture of these projects as well as the way in which it will affect the overall space and spatial development of the area, or the particular local community space or neighbourhood. When looking at the IDP, and specifically the financial plan, it is almost impossible to visualise the effect that a large number of different projects from different sectors (contained in a comprehensive spread sheet), will have on a particular area, or how these projects will affect the area or the larger spatial development of Mkhondo.

It is understood that consultants are currently busy with the development of such a spatial framework. The concern is raised that, a number of new concerns and needs could emerge when this framework is completed. This framework could for instance identify new or other strategic development areas which are currently not being addressed by the IDP. How will this be dealt with within the context of this reviewed IDP? How and when will the current projects be aligned with a new spatial strategy?

It is probably easy just to argue that this spatial framework should have been completed long time ago or be developed in tandem with the IDP. The problem is that it is not only the spatial framework that is concerned but many other plans and policies that were compiled and not integrated/ aligned, or other plans that are being compiled...or new plans or strategies that will emerge in the following years. This, just further emphasise that the IDP and the review thereof should be an ongoing process and that review or alignment should be done as and where necessary and continuously. Again, although an

alignment workshop could form an important part of the alignment and review process and an important place ‘to bring together the review process’ it should not be the one and only place where all alignment is taking place.

Another aspect that raises a concern is the fact that the Mpumalanga provincial government has just released a report on their newly identified flagship projects. The most important of these are: Water for all; accelerated capacity building; the Moloto rail development corridor; Heritage, greening Mpumalanga, and sustainable tourism. The question that comes to mind is how will the current IDP and its projects be aligned with these flagship projects? Does the Mkhondo IDP focus sufficient attention on these projects?

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# **MKHONDO LOCAL MUNICIPALITY**

## **ANNEXURE FOUR: RESPONSE TO PROVINCIAL COMMENTS**



## **INTERGRATED DEVELOPMENT PLAN 2008 REVIEW**

The following comments were received from DPLG. Although many of the concerns have been addressed or are currently receiving attention such as the MSDP and the LUMS, there are still a large number of aspects that need to be dealt with. These comments will be made available to the various sector departments for them to attend to.

### A Credible IDP Assessment Framework

Evidential Criteria / KPIs	Y/N	Comments and Improvement Measure	Score	Who will assist the Municipality?	By when?	Comments expected from <small>Names of officials needs to be added</small>
<b>1. Spatial Development Analysis and Rationale</b>						OTP, DLG, DLA
1.1. Is there an SDF?		The IDP informs that service providers have been appointed to do an SDF. (p21) No mention of time frames and budget for this initiative	N/A			OTP, DLG, DLA
1.2. When was the SDF adopted?	N/A		N/A			OTP, DLG, DLA
1.3. When was the SDF reviewed? (Is there a reviewed SDF for 08/09?)		There is a strategy to prepare an SDF (p55). This commitment has not been undertaken.	N/A			OTP, DLG, DLA

<b>Evidential Criteria / KPIs</b>	<b>Y/N</b>	<b>Comments and Improvement Measure</b>	<b>Score</b>	<b>Who will assist the Municipality?</b>	<b>By when?</b>	<b>Comments expected from Names of officials needs to be added</b>
1.4. Does the SDF align to the PGDS, especially the spatial rationale of the PGDS ?	N	No mention of PGDS in the IDP document	0			OTP, DLG, DLA
1.5. Does the SDF align to the principles of the NSDP?	N	No mention of NSDP in the document	0			OTP, DLG, DLA
1.6. If no SDF, does the municipality exhibit a good understanding of its municipal area in the analysis? – spatial Rationale’		The municipality does exhibit the understanding of the area	2	DALA, Land Affairs, SANBI		OTP, DLG, DLA
1.7. Regional economic comparative advantage Strategies for spatial reconstruction of region – land release, social and economic infrastructure, commercial developments (District Municipalities only)						Economic Affairs, DTI



<b>Evidential Criteria / KPIs</b>	<b>Y/N</b>	<b>Comments and Improvement Measure</b>	<b>Score</b>	<b>Who will assist the Municipality?</b>	<b>By when?</b>	<b>Comments expected from Names of officials needs to be added</b>
1.8. Are there strategies for integration of areas with economic potential with that of high household poverty?	N	Although there are socio economic profiles, there is no evidence of socio economic integration. There is an understanding of the urban rural split but no emphasis on integration.	2			OTP
1.9. Are there strategies for Sustainable Development – taking the natural heritage and potential into account – evidence should be in local Environmental frameworks or EMP?	N	The municipality acknowledges that it is yet to develop environmental sector plans	2			OTP, Environmental Affairs
1.10. Can the SDF or spatial analysis be used to develop LUMS?	N	The IDP highlights the human resource challenges that the municipality faces to deliver on this matter.	0	Land Affairs		OTP, DLG
1.11. Are there strategies for cultural and social integration?	N	No evidence in the IDP / SDF	N/A			DLG/DSD

<b>Evidential Criteria / KPIs</b>	<b>Y/N</b>	<b>Comments and Improvement Measure</b>	<b>Score</b>	<b>Who will assist the Municipality?</b>	<b>By when?</b>	<b>Comments expected from Names of officials needs to be added</b>
1.12. Does the SDF/Spatial Rationale' provide a basis for a Land Use Management system/Scheme?		Repeated question	N/A	Land Affairs and DEAT can assist	2009/10	
1.13. Is there a LUMS?		Repeated question	N/A			
1.14. Is there a plan to develop a LUMS by 2008?	Y	The district will fund the development of the LUMS (p97)	3			
1.15. Is there a detailed analysis of the natural environment and its elements including priorities and risk aspects?	Y	The IDP briefly refers to biodiversity issues, but there is no mention of environmental risks	2			
1.16. Are there any environmental projects to address the environmental issues identified during the analysis?	N		N/A			

Evidential Criteria / KPIs	Y/N	Comments and Improvement Measure	Score	Who will assist the Municipality?	By when?	Comments expected from Names of officials needs to be added
1.17. Are there any Environment Sector Plans, tools and strategies to manage the environment (e.g. EMP, EMF, SEA etc)?	N		0			
1. Service Delivery and Infrastructure Planning						
Sanitation 2.1. Is there a budget and plan to ensure that all households have access to basic sanitation by 2010?		IDP [annexure 1 – poor index; extremely difficult to locate contents as per index on pages and tables without page numbers]				
2.2. Does the above plan contain bulk infrastructure development?		The current Bulk programmes and Projects must be confirmed against Dora 2008 for inclusion into the IDP Budget. Current statistics is very aged 2001 to 2005 – must be updated with statistics as contained in the Backlog eradication strategy as compiled by DWAF.	Compare Dora 2008 and the Mkhondo IDP; A Backlog strategy has been developed by the DWAF – the Municipality must include this as part of the IDP immediately	30 <sup>th</sup> April 2008	Mkhondo IDP Manager (electronic copy available Mr Rodney Mhlongo 0828060696	
2.3. Does the infrastructure plan consider waste water treatment?		The WSDP must be approved by the Council: Lack of comprehensive Infrastructure plan: Waste Water Treatment is not provided for in the IDP	Extract Infrastructure from WSDP into IDP	30 <sup>th</sup> April 2008	DWAF/dplg-DLG MIG/DBSA	

<b>Evidential Criteria / KPIs</b>	<b>Y/N</b>	<b>Comments and Improvement Measure</b>	<b>Score</b>	<b>Who will assist the Municipality?</b>	<b>By when?</b>	<b>Comments expected from Names of officials needs to be added</b>
<b>Water</b> 2.4. Is there a budget and plan to ensure that all households have access to basic water by December 2008?		<p>The current Bulk programmes and Projects must be confirmed against Dora 2008 for inclusion into the IDP Budget. Current statistics is very aged 2001 to 2005 – must be updated with statistics as contained in the Backlog eradication strategy as compiled by DWAF.</p> <ul style="list-style-type: none"> <li>Urgent intervention and support is required by DWAF, DPLG, Nat. Treasury, Provincial Treasury, DLGH, and DEAT to finance/convert the Bulk Infrastructure “wish list” into Schedule 7 (grant in kind) programmes and projects. This being to address the Backlog of Services required for Basic-, and economic services.</li> <li>Inadequate provision is made in the IDP for Operation and Maintenance of infrastructure and equipment. In a number of instances it is not addressed at all.</li> </ul>	Compare Dora 2008 and the Mkhondo IDP; A Backlog strategy has been developed by the DWAF – the Municipality must include this as part of the IDP immediately		30 <sup>th</sup> April 2008	Mkhondo IDP Manager (electronic copy available Mr Rodney Mhlongo 0828060696
2.5. Does the Municipality have clear water quality monitoring programme (If WSA)?		No Water Quality Monitoring and or Evaluation strategy, planning or budget	The DWAF: Richard Mbambo 0828095153		30 <sup>th</sup> April 2008	Mkhondo IDP manager / DWAF Regional official

<b>Evidential Criteria / KPIs</b>	<b>Y/N</b>	<b>Comments and Improvement Measure</b>	<b>Score</b>	<b>Who will assist the Municipality?</b>	<b>By when?</b>	<b>Comments expected from</b> Names of officials needs to be added
2.6. Is there resource capacity, both human and financial?		No provision, budget, strategy or plan for municipal staffing positions to do WQ M&E (Water Services, Sanitation Services)		Mkhondo, DPLG, Treasury, DBSA	30 <sup>th</sup> April 2008	DBSA / Mkhondo Municipality
2.7. Is the WSDP approved?		Mkhondo Council must approve the WSDP		Mkhondo IDP manager, WSA Manager, DWAF Regional Office	30 <sup>th</sup> April 2008	DWAF Regional Office
<b>Housing Service Delivery</b>						
<b>Housing Service Delivery</b> 2.8. Has the Municipality done its housing needs assessment and priorities?	Y	3		Housing backlog figure as per Census 2001 given however these figures have not been updated.	Dept of Housing (Provincial) to fund the drafting of Housing Chapters	1 <sup>st</sup> draft of Housing Chapter expected to be completed by October 2008

<b>Evidential Criteria / KPIs</b>	<b>Y/N</b>	<b>Comments and Improvement Measure</b>	<b>Score</b>	<b>Who will assist the Municipality?</b>	<b>By when?</b>	<b>Comments expected from Names of officials needs to be added</b>
2.9. Are there linkages between housing and urban renewal?	Y	3	Strategies and objectives do talk about linkages between housing provision and other related infrastructure and amenities since eradication of informal settlements.	Dept of Housing (Provincial) to fund the drafting of Housing Chapters	1 <sup>st</sup> draft of Housing Chapter expected to be completed by October 2008	
2.10. Is there integration of housing, planning and transportation framework?	N	2	A positive indication is that the strategy refers to all income groups and not only the subsidized market. Whilst the current projects are indicated, no indication given of planned integrated housing projects.	Dept of Housing (Provincial) to fund the drafting of Housing Chapters	1 <sup>st</sup> draft of Housing Chapter expected to be completed by October 2008	

<b>Evidential Criteria / KPIs</b>	<b>Y/N</b>	<b>Comments and Improvement Measure</b>	<b>Score</b>	<b>Who will assist the Municipality?</b>	<b>By when?</b>	<b>Comments expected from Names of officials needs to be added</b>
2.11. Are there linkages between housing and bulk services, social amenities and economic opportunities?	N	2	A positive indication is that the strategy refers to all income groups and not only the subsidized market. Whilst the current projects are indicated, no indication given of planned integrated housing projects.	Dept of Housing (Provincial) to fund the drafting of Housing Chapters	1 <sup>st</sup> draft of Housing Chapter expected to be completed by October 2008	
<b>Energy and Electricity</b> 2.12. Is there a budget and plan to ensure that all households have access to electricity by 2012?	Y	2	<ul style="list-style-type: none"> <li>- Electricity sector plan need to be developed and included in the IDP.</li> <li>- Information about the electricity authorities need to be included in the IDP.</li> <li>- There are two licences, urban owned by Municipality and rural owned by Eskom</li> </ul>	Director Technical Services of municipality and DME	June 2008  Dec 2008  June 2008	DME, DLG, DPLG (FBS)
2.13. Are alternative and renewable energy options considered?	N	1	-alternative and renewable energy options plan to be included in the IDP. -Energy efficiency plan need to be developed and included in the IDP.	Director Technical Services of municipality and DME	Dec 2008	DME, DLG, DPLG (FBS)
2.14. If applicable, plans to manage status as a RED?	N	1	-Process of section 78 to be included in the IDP	Director Technical Services of municipality, DME and EDI	Dec 2008	DME, DLG, DPLG (FBS)

<b>Evidential Criteria / KPIs</b>	<b>Y/N</b>	<b>Comments and Improvement Measure</b>	<b>Score</b>	<b>Who will assist the Municipality?</b>	<b>By when?</b>	<b>Comments expected from Names of officials needs to be added</b>
2.15. Is there resource capacity, both human and financial?	N 1	-Engineering (electricity ) skills plan to be included in the IDP	Director Technical (electricity )Services of municipality,		Dec 2008	DLG
<b>Roads and Transport</b> 2.16. Is there a budget and plan for integrated roads and transport system (included non-mechanized, etc.)?	3	Yes. The municipality needs to audit the sector department's plan in order to include them in their IDP. The projects appear in the DM IDP. Roads projects for 2008 are not included	DM			National/Provincial Dept of Transport
2.17. Is there a budget and plan for new roads and O&M of old roads?	3	Yes				National/Provincial Dept of Transport
2.18. Is there a resource capacity: both human and financial?	2	There is a clear indication that the municipality is struggling in terms of transport function and lack of transport activities is very clear.	DM			National/Provincial Dept of Transport
2.19. Does this relate to ITP?	3	There is no local ITP and therefore the District ITP is applicable	DM			Natgiona/Provincial Dept of Transport
<b>Storm Water Drainage</b> 2.20. Is there a budget and plan to manage and maintain storm water drainage?						DLG (MIG), DWAF
2.21. Is there resource capacity, both human and financial?						DLG/dplg (MIG), DWAF



<b>Evidential Criteria / KPIs</b>	<b>Y/N</b>	<b>Comments and Improvement Measure</b>	<b>Score</b>	<b>Who will assist the Municipality?</b>	<b>By when?</b>	<b>Comments expected from Names of officials needs to be added</b>
<b>Waste management</b> 2.22. Is there an Integrated Waste Management Plan?	N	<p>The municipality must develop the Integrated Waste Management Plan (IWMP) in accordance with the Waste Bill National Waste Management Act which clearly outlines what should be included in IWMPs (contents of the IWMPs).</p> <p>The Local municipality can in the mean time used the Gert Sibande District Municipality's Integrate Waste Management Strategy. The District Municipality has stated in its current IDP that it will be reviewing the IWMS in 08/09, thus the local municipality needs to participate during the review, so that it can utilise the systems and strategies to be reflected in the reviewed strategy.</p>	DALA and DEAT will provide the municipality with technical assistance during IWMP development		As and when required and requested by the municipal ity	DEAT

<b>Evidential Criteria / KPIs</b>	<b>Y/N</b>	<b>Comments and Improvement Measure</b>	<b>Score</b>	<b>Who will assist the Municipality?</b>	<b>By when?</b>	<b>Comments expected from Names of officials needs to be added</b>
2.23. Is environmental Impact Assessment of waste management options included in Waste Management Strategy/Plan?	N	IWMP should state the appropriate measures that will be undertaken at the municipal area to ensure the development and licensing of land fill sites as per the requirements of the Environment Conservation Act (ECA) and development of waste transfer stations. Prior to development of landfill sites and waste transfer stations Environmental Impact Assessment (EIA) process needs to undertaken. The municipality should be in possession and knowledge of the EIA regulations as promulgated under the National Environmental Management Act, which states that establishment of waste management facilities need an EIA authorisation prior to development.		DALA and DEAT The municipality must make use of the EIA regulations. DALA can conduct workshops to capacitate municipalities on the requirements of the EIA regulations.	During planning and developm ent of landfill sites.	DEAT

<b>Evidential Criteria / KPIs</b>	<b>Y/N</b>	<b>Comments and Improvement Measure</b>	<b>Score</b>	<b>Who will assist the Municipality?</b>	<b>By when?</b>	<b>Comments expected from Names of officials needs to be added</b>
2.24. Is there an evaluation and implementation of environmentally friendly practices for re-cycling, landfill sites and economic opportunities?	N	<p>Waste types in the municipality have been categorised and there is a plan to develop a new landfill site. Please make use of the legislations stated below during development of the site and consult DALA and DEAT for the EIA authorisation and Permit application respectively. Guidelines for development of landfill sites are readily available at DEAT</p> <p>The municipality must conduct an audit of the types of waste recyclables present in dumping sites The audit will assist in finding out if waste recycling activities will be viable in the area. NB Its advisable for municipalities to establish waste transfer stations and have one or two properly designed landfill sites. This will assist in minimising the negative environmental impacts brought about by poorly managed dumping sites. However the transfer stations needs to be managed properly with appropriate waste storage containers. Legislations and guidelines to be used in waste management planning;</p> <p>The National Environmental Management Act, ECA, Waste Bill, EIA regulations, and The Minimum Requirements on Waste Disposal by Landfill</p>	DALA and DEAT		When required by the municipal ity.	DEAT, DTI

<b>Evidential Criteria / KPIs</b>	<b>Y/N</b>	<b>Comments and Improvement Measure</b>	<b>Score</b>	<b>Who will assist the Municipality?</b>	<b>By when?</b>	<b>Comments expected from Names of officials needs to be added</b>
<b>General Infrastructure Planning</b> 2.25. Is there integrated infrastructure investment plan?	Yes	Need to involve other stakeholders.(Score=3)				dplg/DLG (MIG), Provincial Treasury/DBS A
2.26. Does investment planning utilizes the MIG grant over the next MTEF?	Yes	Other stakeholders need to be involved in infrastructure development. Municipality need to Review some of the Targets.(Score=3)				dplg/DLG(MIG ), Provincial Treasury/DBS A
2.27. Is there indication of own revenue usage for infrastructure?	Yes	Other stakeholders need to assist in funding of the projects.(Score=4)				dplg/DLG(MIG ), Provincial Treasury/DBS A
2.28. Are other vehicles being used to aid investment in infrastructure?	No	Municipality need to identify other potential investors(Score=1)				dplg/DGL(MIG ), Provincial Treasury/DBS A

<b>Evidential Criteria / KPIs</b>	<b>Y/N</b>	<b>Comments and Improvement Measure</b>	<b>Score</b>	<b>Who will assist the Municipality?</b>	<b>By when?</b>	<b>Comments expected from</b> Names of officials needs to be added
2.29. Other revenue sources.	No	Need to identify other sources of revenue. <b>(Score=1)</b>				dplg/DGL(MIG), Provincial Treasury/DBS A
2.30. Is there evidence of holistic infrastructure development?	No	Other stakeholders need to be involved in infrastructure development. <b>(Score=1)</b>				dplg/DGL(MIG), Provincial Treasury/DBS A
2.31. Identification of challenging areas needing special attention (e.g. Former cross –boundary Municipalities)						dplg/DGL(MIG), Provincial Treasury/DBS A
2.32. Is there evidence of well researched backlog data on households and residents without access to services both in urban and rural areas?	No	Municipality relay on own information. <b>(Score=2)</b>				dplg/DGL(MIG), Provincial Treasury/DBS A/Sectors

<b>Evidential Criteria / KPIs</b>	<b>Y/N</b>	<b>Comments and Improvement Measure</b>	<b>Score</b>	<b>Who will assist the Municipality?</b>	<b>By when?</b>	<b>Comments expected from Names of officials needs to be added</b>
2.33. Is there evidence of statistical information and usage of the demographic data?	No	Municipality relay on own information. <b>(Score=2)</b>				dplg/DGL(MIG), Provincial Treasury/DBS A/Sectors
2.34. Does the infrastructure plan incorporates operations, maintenance and capital budgets for service delivery and O&M for all services?	Yes	The plan need to incorporate O&M. <b>(Score=3)</b>				dplg/DGL(MIG), Provincial Treasury/DBS A/Sectors
2.35. Is there a minimum of 3 year plan and budget to support the plan?	Yes	Municipality need to be consistent with all projects. <b>.(Score=4)</b>				dplg/DGL(MIG), Provincial Treasury/DBS A/Sectors

<b>Evidential Criteria / KPIs</b>	<b>Y/N</b>	<b>Comments and Improvement Measure</b>	<b>Score</b>	<b>Who will assist the Municipality?</b>	<b>By when?</b>	<b>Comments expected from</b> Names of officials needs to be added
2.36. Is EPWP identified as a means to provide job opportunities and training, along with identification of sectors / areas where the EPWP can be implemented?						Dept. of Public Works/DLG
<b>FBS</b> 2.37. Is there an evidence of indigent policy?	No	Not indicated in municipality plan.(Score=1)				DLG/dplg FBS
2.38. Is there a budget to manage the indigent policy?		Not indicated in municipality plan.(Score=1)				DLG/dplg FBS
2.39. Is there a budget to manage implementation of FBS?		Not indicated in municipality plan.(Score=1)				DLG/dplg FBS
<b>2. Local Economic Development</b>						DLG-dplg (LED), DTI, Provincial Economic Affairs

<b>Evidential Criteria / KPIs</b>	<b>Y/N</b>	<b>Comments and Improvement Measure</b>	<b>Score</b>	<b>Who will assist the Municipality?</b>	<b>By when?</b>	<b>Comments expected from Names of officials needs to be added</b>
3.1. Is there some evidence of how intergovernmental dialogue informs spatial and regional economic investment choices?	N	Need to submit evidence of existence of the LED strategy/Plan	DLG-dplg (LED), DTI, Provincial Economic Affairs		End of June	DLG-dplg (LED), DTI, Provincial Economic Affairs
3.2. Is there a LED strategy for DM?		N/A				DLG-dplg (LED), DTI, Provincial Economic Affairs
3.3. Is the LED strategy informed by the District Development strategy ?		N/A				DLG-dplg (LED), DTI, Provincial Economic Affairs
3.4. Is the LED strategy adopted for DM? Status of DGDS.		N/A				DLG-dplg (LED), DTI, Provincial Economic Affairs
3.5. Is there LED Plan for LM?	N	they need to urgently develop the strategy and the implementation plan	DLG-dplg (LED), DTI, Provincial Economic Affairs District Municipality		End of December 2008	DLG-dplg (LED), DTI, Provincial Economic Affairs



<b>Evidential Criteria / KPIs</b>	<b>Y/N</b>	<b>Comments and Improvement Measure</b>	<b>Score</b>	<b>Who will assist the Municipality?</b>	<b>By when?</b>	<b>Comments expected from Names of officials needs to be added</b>
3.6. Is the LED plan adopted for LM?		Information not provided,	DLG-dplg (LED), DTI, Provincial Economic Affairs District Municipality	DLG-dplg (LED), DTI, Provincial Economic Affairs District Municipality	End of December 2008	DLG-dplg (LED), DTI, Provincial Economic Affairs
3.7. Is the strategy/plan aligned with the national, provincial and district objectives, particularly in respect of infrastructure and skills development?	N	There is no strategy	DLG-dplg (LED), DTI, Provincial Economic Affairs District Municipality	DLG-dplg (LED), DTI, Provincial Economic Affairs District Municipality	End of December 2008	DLG-dplg (LED), DTI, Provincial Economic Affairs
3.8. Has there been adequate consideration of spatial issues relevant to the economic development?	Y	Yes, but not adequate	DLG-dplg (LED), DTI, Provincial Economic Affairs	DLG-dplg (LED), DTI, Provincial Economic Affairs	End of December 2008	DLG-dplg (LED), DTI, Provincial Economic Affairs
3.9. Is there empirical and statistical evidence to support the main development thrust of the strategy/plan?	N	Information is not sufficient	STATS SA, DBSA and Labour DLG Economic Affairs	STATS SA, DBSA and Labour DLG Economic Affairs	End of December 2008	DLG-dplg (LED), DTI, Provincial Economic Affairs
3.10. Have the financial implications been considered, at least as far as an indicative budget?	Y	Only for smme projects T they have not budgeted for the institutional LED Program management.	DLG-dplg (LED), DTI, Provincial Economic Affairs District Municipality DBSA	DLG-dplg (LED), DTI, Provincial Economic Affairs District Municipality DBSA	End of December 2008	DLG-dplg (LED), DTI, Provincial Economic Affairs

<b>Evidential Criteria / KPIs</b>	<b>Y/N</b>	<b>Comments and Improvement Measure</b>	<b>Score</b>	<b>Who will assist the Municipality?</b>	<b>By when?</b>	<b>Comments expected from Names of officials needs to be added</b>
3.11. Has a review taken place of institutional factors that need to be in place to deliver the strategy/plan?	N	The Municipality has not budgeted for the institutional LED Program management hence there is only one official dealing with LED matters at a level of an admin officer.  - Need to urgently established a fully fledged LED Program	DLG-dplg (LED), DTI, Provincial Economic Affairs DBSA		End of December 2008	DLG-dplg (LED), DTI, Provincial Economic Affairs
3.12. Is there evidence of adequate stakeholder and community involvement?	N	they need to urgently established the forums and The local municipality need to finalise the strategy which should indicate clearly implementation plans	DLG-dplg (LED), DTI, Provincial Economic Affairs		End of December 2008	DLG-dplg (LED), DTI, Provincial Economic Affairs
3.13. Are there clearly identified objectives and can the attainment of these be measured?	N	The local municipality need to finalise the strategy	DLG-dplg (LED), DTI, Provincial Economic Affairs		End of December 2008	DLG-dplg (LED), DTI, Provincial Economic Affairs
3.14. Is there an indicative timeframe for the strategy/plan?	N	The sector plan (led strategy) objectives have to be measurable	DLG-dplg (LED), DTI, Provincial Economic Affairs District Municipality		End of December 2008	DLG-dplg (LED), DTI, Provincial Economic Affairs

<b>Evidential Criteria / KPIs</b>	<b>Y/N</b>	<b>Comments and Improvement Measure</b>	<b>Score</b>	<b>Who will assist the Municipality?</b>	<b>By when?</b>	<b>Comments expected from</b> Names of officials needs to be added
3.15. Are management arrangements in place, such as coordinating committee, a structure for reporting and an indicative format for work programmes?	N	Information is not provided in the IDP		Department of local government,	End of December 2008	DLG-dplg (LED), DTI, Provincial Economic Affairs
3.16. Have issues of improved governance relating to investment and job creation been considered?	N	The local municipality need to finalise the strategy which should indicate clearly implementation plans		DLG-dplg (LED), DTI, Provincial Economic Affairs	End of December 2008	DLG-dplg (LED), DTI, Provincial Economic Affairs
3.17. Is the area competitive and comparative advantage understood?	N	Information provided is not sufficient		DLG-dplg (LED), DTI, Provincial Economic Affairs	End of December 2008	DLG-dplg (LED), DTI, Provincial Economic Affairs
3.18. Are plans to provide support to small enterprises adequate?	Y	Though they have budgeted for smme projects, instead they should focus on creating an enabling environment for smme development  The need to be an urgent development of the strategy and the implementation plan		SEDA , DLG-dplg (LED), DTI, Provincial Economic Affairs	End of December 2008	DLG-dplg (LED), DTI, Provincial Economic Affairs

<b>Evidential Criteria / KPIs</b>	<b>Y/N</b>	<b>Comments and Improvement Measure</b>	<b>Score</b>	<b>Who will assist the Municipality?</b>	<b>By when?</b>	<b>Comments expected from Names of officials needs to be added</b>
3.19. Is there a strategy to stimulate the second economy in a plan/strategy?	N	The need to be an urgent development of the strategy and the implementation plan	DLG-dplg (LED), DTI, Provincial Economic Affairs		End of December 2008	DLG-dplg (LED), DTI, Provincial Economic Affairs
<b>4. Good Governance</b>		As per IDP template the Statu Quo report should be after the table of contents. Some distinct similarities between the IDPs of municipalities in the district were observed by the group.				
4.1. Is there an IDP Process Plan – Adopted by DMs and LMs?	Y	The IDP implies that there municipality has a process plan, although no reference is made to a council adopted process plan. The IDP format guide should be utilised by the municipality to assist in the packaging of the document.	DLG		June 2008	SALGA/DLG/dplg – Comm Participation
4.2. Is there a community participation strategy and plan?	Y	The plan is there but it may need to be repackaged for ease of reference. The GCIS should be engaged to assist the municipality in the implementation plan.	GCIS		June 2008	SALGA/DLG/dplg – Comm Participation
4.3. Does the strategy/ plan adequately cover issues of communication with community and other stakeholders?	Y	There plan is there but it may need to be clearly articulated for ease of reference. The GCIS should be engaged to assist the municipality in implementation.	GCIS			SALGA/DLG/dplg – Comm Participation
4.4. Does the Municipality show a commitment to community participation in the IDP/ Budget design and Development?	Y	The IDP reflects clear municipal commitment to community participation.				SALGA/DLG/dplg – Comm Participation

<b>Evidential Criteria / KPIs</b>	<b>Y/N</b>	<b>Comments and Improvement Measure</b>	<b>Score</b>	<b>Who will assist the Municipality?</b>	<b>By when?</b>	<b>Comments expected from Names of officials needs to be added</b>
4.5. Is there adequate stakeholder and community involvement?	Y	The IDP states that there is adequate involvement of communities and stakeholders (p. 103 & 116). Improvements should be considered to proactively engage the private sector involvement. There IDP gives good evidence in respect of community participation.				SALGA/DLG/dplg – Comm Participation
4.6. Is there contribution of Ward committees to development priorities in the IDP?	Y	The IDP reflects minimal participation of Ward committees; they should be seen to be more involved in the development of IDP priorities. There are vacant positions in the Office of the Speaker that should be filled.	SALGA/DLG/dplg – Comm Participation		June 2008	SALGA/DLG/dplg – Comm Participation
4.7. Does the Municipality have strategies to involve traditional leaders and their communities in the IDP process if applicable?	Y	There is recognition of traditional leaders but there is no clear strategy to ensure their effective participation.	SALGA/DLG/dplg – TRADS		June 2008	SALGA/DLG/dplg – TRADS
4.8. Is there an internal audit unit or committee?	N	Treasury should actively assist the municipality to establish an Audit Committee	Treasury, DLG, SALGA			SALGA/DLG/dplg – Comm Participation
4.9. Is there indication of a plan to inform communities of the priorities for current year and what's the plan for the coming years, regarding their inputs?	Y	The IDP eloquently states that there is adequate participation of and information to communities in respect to municipal priorities.				SALGA/DLG/dplg – Comm Participation

<b>Evidential Criteria / KPIs</b>	<b>Y/N</b>	<b>Comments and Improvement Measure</b>	<b>Score</b>	<b>Who will assist the Municipality?</b>	<b>By when?</b>	<b>Comments expected from Names of officials needs to be added</b>
<b>Special Groups</b> 4.10. Is there evidence showing that there is mainstreaming of HIV/AIDS?	N	The municipality should speedily develop a strategy or plan to mainstream HIV/ Aids in the municipality. Page 115.	Social Services; OTP; SALGA/DLG			SALGA/DLG/ dplg
4.11 Is there special focus to promote people with disabilities, women and youth?	N	The Dept. of Social Services, OSW, and OTP should assist the municipality to speed up mainstream strategies to promote the youth, people with disabilities and women.	Social Services; OTP; OSW ; OSPWD;SALGA/DLG/ dplg		June 2008	SALGA/DLG/ dplg
4.12. Is gender equity promoted for access to economic opportunity?	N	The municipal financial/ economic policies should speedily be developed to promote women's access to economic opportunities	OTP ,SALGA/DLG/ dplg/ Economic Affairs		June 2008	SALGA/DLG/ dplg/ Economic Affairs
4.13. Do IDP details support initiatives to other special groups (disabled, youth)?	N	The Dept. of Social Services, OSW, OTP should assist the municipality to speed up mainstream strategies to promote the youth, people with disabilities and women.	Social Services; OTP; OSW ; OSPWDSALGA/DLG/ dplg		June 2008	SALGA/DLG/ dplg
		Rating: 30/ 13= 23%				
		Evaluation as per the given document.				
<b>5. Financial Viability</b>						
5.1. Is there a financial strategy?	N	The municipality has an idea as to what need to be done as indicated in the IDP but requires information from DM, Province and National Departments. (2)	DLH, PT and the dplg			Provincial Treasury, DLG

<b>Evidential Criteria / KPIs</b>	<b>Y/N</b>	<b>Comments and Improvement Measure</b>	<b>Score</b>	<b>Who will assist the Municipality?</b>	<b>By when?</b>	<b>Comments expected from</b> Names of officials needs to be added
5.2. Is there a clear budget for 08/09 FY and does the Budget cover a minimum Three Year period?	N	The municipal budget could not be located in the IPD document. The IDP document does not have a comprehensive table of contents (2)	DLG and PT			Provincial Treasury, DLG
5.3. Is there a clear indication of National and Provincial allocations and resources?	N	National and Provincial allocations could not be located in the IPD document. The IDP document does not have a comprehensive table of contents (1)				Provincial Treasury, DLG
5.4. Is there a clear indication of own funds?	N	The municipal budget could not be located in the IPD document. The IDP document does not have a comprehensive table of contents (1)				Provincial Treasury, DLG
5.5. Is there an evidence of billing system?	N	The billing system should form part of the financial strategy. There is no evidence of a billing system(1)				Provincial Treasury, DLG

<b>Evidential Criteria / KPIs</b>	<b>Y/N</b>	<b>Comments and Improvement Measure</b>	<b>Score</b>	<b>Who will assist the Municipality?</b>	<b>By when?</b>	<b>Comments expected from</b> <small>Names of officials needs to be added</small>
5.6. Is there an evidence of debt Control / debt collection?	N	Municipality must be assisted with the financial plan that will also cover debt control and or debt collection (1)				Provincial Treasury, DLG
5.7. Are all the Key Focal Areas, including spatial development budgeted for?	Y	Most spatial projects have been budgeted for (4)				Provincial Treasury, DLG
5.8. Is there an indication of a budget for community participation and empowerment?	Y	(4)gs				Provincial Treasury, DLG
5.9. Does the District Municipality budget cover support to Local Municipalities?						Provincial Treasury, DLG
5.10. Are there indications of corrective steps for Qualified reports or reports with matters of emphasis?						Provincial Treasury, DLG



<b>Evidential Criteria / KPIs</b>	<b>Y/N</b>	<b>Comments and Improvement Measure</b>	<b>Score</b>	<b>Who will assist the Municipality?</b>	<b>By when?</b>	<b>Comments expected from Names of officials needs to be added</b>
<b>6. Institutional Arrangements</b>						
6.1. Is there a HR Strategy that responds to the long-term development plans of the municipality as reflected in the IDP?		(Pg 47 to 49 need to be removed only IDP Institutional Arrangement need to be included in this part.)				DLG/DOL
6.2. Is there an approved organisational structure / organogram to support the IDP		The Organogram is included but does not show IDP manager. An Organogram with IDP manager needs to be included.				DLG/DOL
6.3. Does the workplace skills plan address scarce skills?		The Municipality need to indicate whether they have the workplace skills plan and attach the annexure t be able to check whether it reflects the scarce skills.	Municipality		June 2008	DLG/DOL
6.4. Is there evidence that the municipality has an employment equity plan?		No evidence, need to indicate whether they have the employment equity plan.	Municipality		June 2008	DLG/DOL
6.5. Does the workplace skill plan respond to the capacity challenges of the municipality?		The Municipality need to indicate whether they have the workplace skills plan and attach the annexure t be able to check whether it reflects the scarce skills.	Municipality		June 2008	DLG/DOL
6.6. Does the municipality show evidence that it has recruitment and retention strategy for scarce skills?		No recruitment and retention strategy it need to be reflected in the IDP.	Municipality		June 2008	DLG/DOL

<b>Evidential Criteria / KPIs</b>	<b>Y/N</b>	<b>Comments and Improvement Measure</b>	<b>Score</b>	<b>Who will assist the Municipality?</b>	<b>By when?</b>	<b>Comments expected from Names of officials needs to be added</b>
6.7. Does the municipality focus on scarce skills through training?		Cannot be verify because there is no scarce skills plan attached.	Municipality		June 2008	DLG/DOL
6.8. Is there an evidence of a strategy for recruitment and retention of staff?		No evidence the strategy is not attached.	Municipality		June 2008	DLG/DOL
6.9. Is there an evidence of a succession plan especially for key positions?		No succession plan in place, the Municipality need to develop it.	Municipality		June 2008	DLG/DOL
6.10. Is there an Organisational Performance Management Systems (OPMS)?		No OPMS, the Municipality requested to be supported by the Department LG.	Municipality and DLG			DLG/OTP/dplg M&E
6.11. Is the OPMS aligned with IDP – Annual Plan Indicators?		N/A				DLG/OTP/dplg M&E
6.12. Is there evidence of PMS?		N/A				DLG/OTP/dplg M&E

<b>Evidential Criteria / KPIs</b>	<b>Y/N</b>	<b>Comments and Improvement Measure</b>	<b>Score</b>	<b>Who will assist the Municipality?</b>	<b>By when?</b>	<b>Comments expected from Names of officials needs to be added</b>
6.13. Is there usage of IGR structures to facilitate intergovernmental dialogue with relevant national and provincial sector department?	Y					DLG/OTP
6.14. Does the IDP cater for timeous submission of financial statements to Office of the Auditor-General?	N	Need to be reflected in the IDP.		Municipality and Provincial Treasury	June 2008	Provincial Treasury/DLG
6.15. Is there evidence that comments from AG reports are being seriously addressed?		No indication in the IDP.		Municipality and Provincial Treasury	June 2008	Provincial Treasury/DLG
6.16. Is there an internal audit committee?	N	No indication, the Municipality need to indicate that they have the Internal Audit committee.		Municipality	June 2008	Provincial Treasury/ SALGA, DLG
<b>Sector Plans and Appendages</b>						
<b>7.1. Spatial Development Framework</b>						<b>DLA</b>
<b>7.2. Land Use Management Framework/System</b>						<b>DLA</b>
7.3. Coastal Zone Management Plan (If applicable)						DEAT

Evidential Criteria / KPIs	Y/N	Comments and Improvement Measure	Score	Who will assist the Municipality?	By when?	Comments expected from Names of officials needs to be added
7.4. Waste management Plan						DEAT
7.5. Environmental Management Plan						
7.6.1 Waters Service Development Plan (All WSAs)  7.6.2. Water Resources Plan  7.6.3. Forestry Plan		<p>➤ Municipality must develop environmental management plan and incorporate greening plan, programmes and flagships into the plan. Municipality must budget for implementation, (DWAF budget for Arbor Week &amp; greening activities)</p> <p>➤ Municipality must develop LED plan which also incorporate FED – (forest enterprise development) projects ((afforestation/woodlots, charcoal, beekeeping and nurseries ) DWAF to support with start-up kit</p> <p>➤ The Municipality must finalized the disaster management plan and expand to include veld &amp; forest fires and be a member of Mkhondo FPA (fire protection ass.) DWAF support technically and awareness</p>		DWAF/DALA  <		

<b>Evidential Criteria / KPIs</b>	<b>Y/N</b>	<b>Comments and Improvement Measure</b>	<b>Score</b>	<b>Who will assist the Municipality?</b>	<b>By when?</b>	<b>Comments expected from Names of officials needs to be added</b>
7.9. Energy Master Plan (Electricity Master Plan)						DME
7.10. Local Economic Development Strateg/Plan						DLG-dplg, Provincial Economic Affairs/dti
7.11. Infrastructure Investment Plan (EPWP compliant)						dplg/ DLG/DBSA
7.12. Area Based Plans (Land Reform)						DLA
7.13. Workplace Skills Plan						DLG/DOL
7.14. List of Sector Needs – Table						DLG
7.15.						
7.16.						
7.18.						
7.19.						
7.20.						

## **Appendix A: Processes supporting the crafting of a credible IDP:**

### **1. The conduct of intergovernmental relations**

The IGRF Act requires that there are provincial and district intergovernmental forum to promote and facilitate IGR between provinces and local government and district and local municipalities.

The Forums must provide the enabling platform for liaison and decision-making for effective intergovernmental planning.

## **2. Cooperative governance**

The MSA (s3) defines how local government must develop cooperative approaches to governing, resource sharing and solving of disputes within the context of IGR. It is important there is a commitment to these principles in implementing the the IDP.

## **3. The role of sector departments**

The role of sector departments in local delivery must be clearly articulated. This input should come from both national and provincial sector departments. It must reflect awareness by sectors of the strategic focus of the IDP, and the steps taken to support the meeting of targets, or the plan to do so in future.

## **4. Institutional**

Project Consolidate intervention areas and Municipal Action Plans (MAPs) should be incorporated into the IDP project plans. Izimbizo issues should have been addressed, as well as issues identified in the 2005 IDP Hearings Reports.

## **4. Processes, tools and mechanisms**

Successful implementation of the IDP relies upon effective IGR, procurement and production processes to deliver projects within timeframes that are sustainable and regionally integrated.

# **Appendix B: Supporting documentation for Assessment Teams**

## **Legislation**

The RSA Constitution

Municipal Systems Act

Municipal Structures Act

Municipal Public Finance Management Act

Intergovernmental Relations Framework Act

Property Rates Act

## **Policy Documents**

MIG Policy

NSDP

PGDS guidelines

PGDS's

## **Other**

Izimbizo Reports

IDPH Panel Reports

National Skills Development Strategy

National LED Framework

Sample of sector strategies

EPWP Guidelines

Asgi-SA presentation

MEDS Strategy W Cape

Provincial organograms

Media articles

## **Glossary of Terms**

*ABP: Area Based Plan*

*BBBEE: Broad Based Black Economic Empowerment*

*DPW: Department of Public Works*

*DM: District Municipality*

*DEAT: Department of Environmental Affairs and Tourism*

*DLG: Provincial Department of Local Government*

*DME: Department of Minerals and Energy*

*DoT: Department of Transport*



*dplg or the dplg*: Department of Provincial and Local Government  
*dti or the dti*: Department of Trade and Industry  
*DWAF*: Department of Water Affairs and Forestry  
*EPWP*: Expanded Public Works Programme  
*ES*: Equitable Share  
*FBS*: Free Basic Services  
*GIS*: Geographic Information System  
*IDP*: Integrated Development Plan  
*IGR*: Intergovernmental Relations  
*ITP*: Integrated Transport Plans  
*KPA*: Key Performance Area  
*KPI*: Key Performance Indicator  
*MFMA*: Municipal Finance Management Act, Act 56 of 2003  
*MIG*: Municipal Infrastructure Grant  
*MSA*: Municipal Systems Act, Act 32 of 2000  
*NSDP*: National Spatial Development Perspective  
*OPMS*: Organisational Performance Management System  
*OTP*: *Office of the Premier*  
*PGDS*: Provincial Growth and Development Strategy  
*RF*: Representative Forum  
*SDBIP*: Service Delivery Budget Implementation Plan  
*SDF*: Spatial Development Framework  
*SMP*: Sector Master Plans  
*WSDP*: Water Services Development Plan