



EMAKHAZENI LOCAL MUNICIPALITY
2019/20 IDP REVIEW

FINAL



TABLE OF CONTENTS

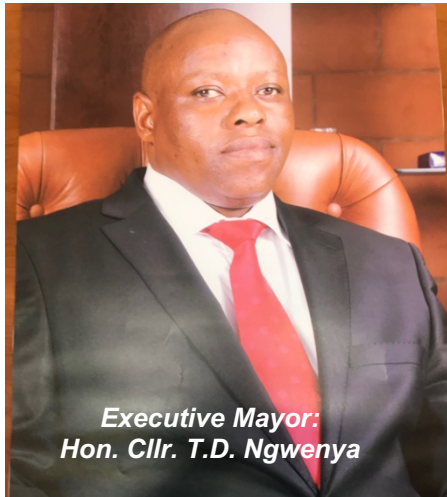
FOREWORD BY THE EXECUTIVE MAYOR	5
CHAPTER 1: INTRODUCTION.....	7
1.1 REVIEW OF THE INTEGRATED DEVELOPMENT PLAN	8
1.2 PROCESS OF THE 2019/20 IDP REVIEW.....	8
1.3 THE PLANNING PROCESS	11
1.4 CHAPTER OVERVIEW.....	13
CHAPTER 2: VISION, MISSION, VALUES AND PRINCIPLES	15
CHAPTER 3: EMAKHAZENI – A CONCISE AERIAL VIEW	17
3.1 DEMOGRAPHICS	17
3.2 DEMOGRAPHIC INFORMATION	17
3.3 POPULATION STRUCTURE AND COMPOSITION.....	19
3.4 DEVELOPMENT INDICATORS.....	22
3.5 ECONOMY.....	31
TRIPS BY PURPOSE OF TRIPS	38
3.6 BEDNIGHTS BY ORIGIN OF TOURIST.....	40
3.7 TOURISM SPENDING	41
3.8 TRADE	43
3.9 AGRICULTURE AND MINING	45
UNEMPLOYMENT	53
3.10 DEVELOPMENT	61
3.11 CRIME	70
3.12 HOUSEHOLD INFRASTRUCTURE.....	72
HOUSEHOLDS BY ACCESS TO WATER	75
CHAPTER 4: STRATEGIC PLANNING AND PERFORMANCE MANAGEMENT FRAMEWORK	83
4.1 INTRODUCTION	83
4.2 FRAMEWORKS.....	84
4.3 NATIONAL STRATEGIC FRAMEWORK.....	84
4.4 PROVINCIAL STRATEGIC FRAMEWORK.....	86
4.5 EMAKHAZENI'S LONG TERM PLANNING	91
4.6 ANNUAL PLANNING FRAMEWORK	92
4.7 PERFORMANCE MANAGEMENT FRAMEWORK	92
4.8 LEGISLATIVE INSTRUMENTS GOVERNING PERFORMANCE MANAGEMENT	93
4.9 SUMMARY OF MUNICIPAL PERFORMANCE PER KEY PERFORMANCE AREA	98
CHAPTER 5: CHAPTER 5: GOVERNANCE AND INSTITUTIONAL ARRANGEMENTS.....	100
5.1 INTRODUCTION	100
5.2 EMAKHAZENI LOCAL MUNICIPALITY GOVERNANCE MODEL	100
5.3 LEGISLATIVE POLITICAL LEADERSHIP	102
CHAPTER 6: CHAPTER 6: COMMUNITY PARTICIPATION	103
6.1 IDP PROCESS PLAN FOR 2019/20: WARD CONSULTATIONS	103
6.2 LEGISLATIVE FRAMEWORK.....	103

6.3 CONSULTATION ON THE DRAFT IDP	115
6.4 LOCAL COUNCIL OF STAKEHOLDERS	115
CHAPTER 7: CHAPTER 7: INTERGOVERNMENTAL ALIGNMENT	118
CHAPTER 8: MUNICIPAL PERFORMANCE AND PRIORITIES.....	125
8.1 MUNICIPAL STRATEGIC OBJECTIVES	125
8.2 DEVELOPMENT STRATEGIES, PROGRAMMES AND PROJECTS	126
8.3 KPA 1: SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT	126
8.4 KPA 2: LOCAL ECONOMIC DEVELOPMENT	141
8.5 KPA 3: FINANCIAL VIABILITY	145
8.6 KPA 4: PUBLIC PARTICIPATION AND GOOD GOVERNANCE.....	149
8.7 KPA 5: INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION	164
TO ENSURE ADHERENCE WITH LEGISLATION AND IMPLEMENTATION OF SYSTEMS THAT WILL RESULT IN SERVICE EXCELLENCE.....	164
8.21 PRIORITY AREA 21: LEGAL SERVICES AND LABOUR RELATIONS	173
8.22 PRIORITY AREA 22: HUMAN RESOURCE MANAGEMENT AND ADMINISTRATION	178
8.8 SPATIAL RATIONALE	180
CHAPTER 9: PROJECTS AND PROGRAMMES.....	184
9.1 SECTOR DEPARTMENT / DISTRICT PROJECTS.	198
MAPPING OF PRIORITY AND IDP PROJECTS	203
CHAPTER 10: CHAPTER 10: MULTI-YEAR FINANCIAL PLAN	204
CHAPTER 11: CHAPTER 11: MUNICIPAL SECTORAL PLANS.....	205 -
11.1 ANNEXURE 1: SPATIAL DEVELOPMENT FRAMEWORK	205 -
11.2 DISASTER MANAGEMENT PLAN	209 -
11.3 EMAKHAZENI LOCAL ECONOMIC DEVELOPMENT STRATEGY	225 -
11.4 RURAL DEVELOPMENT CHAPTER/SECTOR PLAN	226 -
6.1.1. COMPREHENSIVE RURAL DEVELOPMENT PROGRAMME	235 -
6.1.2. DISTRICT RURAL DEVELOPMENT PLANS.....	235 -
11.5 INTERGRATED WASTE MANAGEMENT PLAN.....	237 -
11.6 WATER SERVICES DEVELOPMENT PLAN (WSDP).....	240 -
CHAPTER 12: CHAPTER 12: SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN	241
12.1 KEY PERFORMANCE AREA: BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT	242
12.2 KEY PERFORMANCE AREA: LOCAL ECONOMIC DEVELOPMENT	246
12.3 KEY PERFORMANCE AREA: FINANCIAL VIABILITY	248
12.4 KEY PERFORMANCE AREA: GOOD GOVERNANCE AND PUBLIC PARTICIPATION.....	251
12.4 KEY PERFORMANCE AREA: GOOD GOVERNANCE AND PUBLIC PARTICIPATION.....	253
11.4 KEY PERFORMANCE AREA: GOOD GOVERNANCE AND PUBLIC PARTICIPATION.....	254
12.5 KEY PERFORMANCE AREA: INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION	263
12.6 KEY PERFORMANCE AREA: SPATIAL RATIONALE	265

ABBREVIATIONS AND ACRONYMS

AIDS	Acquired Immune Deficiency Syndrome
CBO's	Community Based Organizations
COGTA	Co-operative Governance and Traditional Affairs
DBSA	Development Bank of South Africa
ECD	Early Childhood Development
ELM	Emakhazeni Local Municipality
EMF	Environmental Management Framework
EPWP	Expanded Public Works Programme
FBE	Free Basic Electricity
FBS	Free Basic Services
FBW	Free Basic Water
GIS	Geographic Information System
HSP	Housing Master Plan
IDP	Integrated Development Plan
IGR	Inter-Governmental Relations
IIDP	Integrated Infrastructure Development Plan
ITP	Integrated Transport Plan
IWMP	Integrated Waste Management Plan
LED	Local Economic Development
LUMS	Land Use Management Systems
MANCO	Management Committee
MDE	Mpumalanga Department of Education
MEC	Member of the Executive Committee
MFMA	Municipal Finance Management Act
MIG	Municipal Infrastructure Grant
MMC	Member of the Mayoral Committee
MPCC	Multi-Purpose Community Centre
MSA ¹	Municipal Structures Act 117 of 1998
MSA ²	Municipal Systems Act, Amendment Act 18 of 2003
NDM	Nkangala District Municipality
NEPAD	New Partnership for Africa's Development
NSDP	National Spatial Development Perspective
PGDS	Provincial Growth and Development Strategy
SDBIC	Service Delivery and Budget Implementation Committee
SDF	Spatial Development Plan

Foreword by the Executive Mayor



Executive Mayor:
Hon. Cllr. T.D. Ngwenya

I am privileged and humbled by the opportunity to present the 2019/20 draft revision of the integrated Development Plan, in line with the legislative mandate as contemplated by Chapter 5 of the Local Government Municipal Systems Act 32 of 2000. Since the assumption of the new term of its political office bearers, eMakhazeni Local Municipality, informed by the provisions in the Municipal Systems Act No. 32 of 2000, embarked on the process of developing a new five-year strategic plan, the Integrated Development Plan (2017-22). The municipality has already held three Strategic Planning Sessions to influence the municipal macro planning.

Some of the resolutions taken in the recent Strategic Lekgotla include but not limited to the development of policy regulating second tier (informal) economy, review of the local economic

development interventions and streamline the municipality's approach to maximize the efforts of fighting the triple challenges in the municipality, continue in the Development, Review, and fully Implementation of the Revenue Enhancement Strategy, monitor and evaluate all strategies and approach in debt collection, Channel all Electricity Collections to Eskom, Assign competent personnel in key positions within the Municipality, Infrastructure Unit to investigate the distribution losses and provide a report with clear recommendations to the Council, Full implementation and compliance to mSCOA, adoption of Municipal policies prior to the start of the financial year so as to fast track implementation, resolutions of council such as, the Business Continuity Management and Disaster Recovery Plan, Development of risk appetite and tolerance framework, Regular assessment of Residual risks, Relocation of people to suitable land, formalization and billing accordingly of Madala, Shushumela, Enkanini and Emthonjeni. Avert informal settlements through the servicing of land and disposal at market rate, Municipal Offices should be off the grid of Eskom. Solar or wind energy should be investigated and implemented, Street lights and high mask lights be converted into alternative energy will ensure development of the municipality.

The municipality's new vision is "A developmental local municipality accelerating provision of quality services to the satisfaction of our communities." In order to achieve this vision the Council has approved the new staff establishment that will directly respond to our challenges and also ensure that we maximize on the available resources. This vision is reflecting on the strategic direction the municipality has taken in line with the National Development Plan Vision 2030. In chapter 13 the National Development Plan says "Between now and 2030, South Africa needs to move towards a developmental state that is capable, professional and responsive to the needs of its citizens." The National Development plan further contends that "A developmental state needs to be capable, but a capable state does not materialize by decree, nor can it be legislated or waved into existence by declarations. It has to be built, brick by brick, institution by institution, and sustained and rejuvenated over time. It requires leadership, sound policies, skilled managers and workers, clear lines of accountability, appropriate systems, and consistent and fair application of rules."

The Integrated Development Plan of the municipality primarily reflects the situational analysis of Emakhazeni Local Municipality from the perspective of the socio-economic conditions of the 48 149 population as well as the institutional arrangements, infrastructure and organizational challenges of the Municipality. Emakhazeni local municipality is a large municipality in terms of spatial size with a low population density, which demands long distance travelling and a multiple network of roads. However, the population of this municipality is low when compared to other municipalities within the Nkangala District. This affects the Municipality's fiscal share of the country's revenue in line with the equitable allocation, which impacts negatively on the municipal resources and services.

In the course of the implementation of the IDP, the municipality conceptualized and acutely characterized its population into four categories; namely unemployed, learners, graduates and entrepreneurs. The unemployed people require a developmental municipality to intervene in the resolution of their aspirations

through creation of conducive environment to ensure quality job opportunities, access to skills development and training as well as job placements.

The graduate group require a developmental municipality to intervene in the resolution of their aspirations through the creation of a conducive environment in the private and public sectors in order to ensure opportunities for experiential learning, learnerships, internships and job placements.

The learners in particular, the grade 12 require a developmental municipality to intervene in the resolution of their aspirations through the creation of a conducive environment in the private and public sectors by creating opportunities for access to bursaries to enable them to further their studies in institutions of higher learning.

The entrepreneurs group requires a developmental municipality to intervene in the resolution of their aspirations through the creation of a conducive environment in the private and public sectors by creating opportunities for access to startup capital or bridging funding, market, skills development and training, mentorship, coaching and planning.

The analysis findings on the municipality indicate that unemployment is very high, with about 23,9% of the population unemployed. Notwithstanding this backdrop, the municipality has an economic potential to create employment and livelihoods. The municipality has strong tourism attractions and economic development opportunities, such as climatic conditions that favors trout fishing, Emgwenya waterfalls and historical sites, agriculture and mining. These economic opportunities will stimulate spin-offs for economic growth. The Municipality has identified the establishment of a municipal development agency as a strategy in enhancing economic growth in Emakhazeni Local Municipality. The municipality also developed a contractor development program, developed policies and amended other policies taking into cognisance that Radical Economic Transformation has to happen sooner than later and eMakhazeni Local Municipality, equally the municipality would love to be amongst trendsetters in implementing this national call. Our IDP has considered the foundation of radical economic transformation and we are looking forward to strengthen it in order to advance our agenda of a developmental local municipality.

The municipality continues to invest in the infrastructure to ensure access to basic services to all her citizens. The analysis findings do indicate a considerable growth in the access to basic services by the citizens of the municipality. Roads constructions are a priority of the municipality, noting the poor road infrastructure in all our units, in this regard the municipality has conceptualized a brick manufacturing plant and resolved on a labor-intensive road construction. Implementation of Expanded Public Works Programme (EPWP) and Community Works Programme (CWP) which is implemented through Provincial and National departments in order to increase the number of participants and beneficiaries to at least 3000 by 2022.

Working together with communities, social partners as well as government departments, the municipal council will continue building on the achievements made in the past 23 years of democracy and the implementation of the 2016 local government manifesto programmes. Working together with business and sector departments we should bring all our resources together and face these challenges in a united and caring manner. I therefore present this 2019/20 draft revision of the IDP document which accurately reflects the detailed public participation and the stakeholder's views of our municipality.



CLLR T.D. NGWENYA

HON. EXEC. MAYOR OF EMAKHAZENI LOCAL MUNICIPALITY

CHAPTER 1: INTRODUCTION

Integrated development planning (IDP) is a process whereby a municipality prepares its strategic development plan which extends over a five-year period, directly linked to the term of office of its Council. The Integrated Development Plan (IDP) is a product of a planning process. eMakhazeni Local Municipality's IDP is central to the system of developmental local government and represents the driving force for making the municipality more strategic, inclusive, responsive and performance-driven in character.

The IDP is the principal strategic planning instrument which guides and informs all planning, budgeting, management, decision-making and development in eMakhazeni Local Municipality. It seeks to integrate and balance the economic, ecological and social pillars of sustainability without compromising the institutional capacity required to implement and co-ordinate the efforts needed across sectors and relevant spheres of government.

The main aim of IDP is to facilitate improved quality of life for the people living, socializing or working in the municipality.

Through the Integrated Development Planning, which necessitates the involvement of all relevant stakeholders, the municipality will:

- Formulate a clear vision, mission and values;
- Identify its key development priorities;
- Formulate appropriate strategies;
- Develop the appropriate organisational structure and systems to realise the vision and mission; and
- Align resources with developmental priorities.

In terms of Section 28 of the Municipal Systems Act (Act No. 32 of 2000) "Each municipality, within a prescribed period after the start of its elected term, must adopt a process set out in writing to guide the planning, drafting, adoption and review of its integrated development plan".

Accordingly, all municipalities have to undertake an integrated development planning process to produce IDPs. The IDP is a legislative requirement, it has a legal status and supersedes all other plans that guide development at local government level.

Through the IDP, municipalities are required to align with the provincial and national spheres of government in the delivery of national and provincial developmental programmes at local level. Furthermore, municipalities have to incorporate a wide range of sectoral programmes (e.g. water, environment and municipal spatial planning) into their own municipal development programmes, and also comply with the requirements of all national legislations aimed at facilitating development.

This IDP is therefore primarily about continuation of the work the council of municipality which started in 2016, when council assumed office, however it is also informed by the following:

1. The municipality does not have a long-term planning framework and needs to develop one in line with the national and provincial framework. The long-term planning is key and crucial in ensuring the municipality has an over-arching narrative to guide the IDP planning process, long term frameworks and long-term funding plan.
2. Addressing the national and provincial commitments which have an impact in how the municipality delivers its services and which areas it must prioritize, whilst adhering to the national and provincial frameworks, strategies and policies.
3. Project planning and implementation and these projects must continue to be supported in this interim IDP.

4. The need to address the triple challenges, that is, unemployment, poverty and inequalities. This calls for the well planned and coordinated strategy in the development and industrialization of the municipality.

The municipality needs to ensure public and community inputs from the current round of consultations need to be considered in the review of the 2017 – 2022 IDP document.

1.1 Review of the Integrated Development Plan

Emakhazeni Local Municipality in collaboration with all relevant stakeholders has already adopted its IDP for 2017 - 2022. Section 34 of the Municipal Systems Act (Act 32 of 2000) requires municipalities in South Africa to review their IDP's on an annual basis in order to keep track and remain relevant to the ever-changing needs and dynamics in communities.

In line with the above section of the legislation, the 2019/20 IDP review process can be described as review 2 of the IDP of eMakhazeni Local Municipality. The priorities and actions identified in this IDP review will inform the structure of the municipality, the service delivery standards, all financial planning and budgeting as well as performance reporting processes.

The 2019/20 IDP review does not attempt to rewrite the previous revision neither the original 2017 – 22 IDP document, but mostly focuses on assessing and reporting on the strategic objectives and targets set in the 5-year plan. That is why it is essential to read this IDP Review together with the 2017 – 2022 IDP as well as the 2018/19 IDP review which will give a clear indication that eMakhazeni Local Municipality is still well on course in achieving its strategic objectives as set out in the aforementioned plan.

The purpose and objectives of the review is to:

- Reflect and report on the progress made in respect of the implementation of the 5-year IDP.
- Evaluate the appropriateness of the development strategies reflected in the 5-year plan and make the adjustments where necessary, Especially where changing circumstances within the municipality or externally so demand.
- Determine annual targets and action plans for the next financial year to stay on track with the implementation of the 5-year plan.
- Inform the annual budget of the municipality and improve on efficiency to maximize the impact of available resources.
- Confirm the Council's strategic objectives and the medium-term service delivery and development agenda.
- Review the prioritization of key programmes & projects in each ward, whilst ensuring that all projects are directed to achieve the strategic objectives.
- Address the recommendations reflected in the assessment report emanating from the COGTA provincial government assessment of the 2018/19 municipal IDP review.

1.2 Process of the 2019/20 IDP Review

Subsequent to the adoption of the District Framework Plan, the local municipality must prepare and adopt a Process Plan to guide the planning, drafting, adoption and review of its integrated development plan. The Process Plan should seek to provide a mechanism that ensures certain minimum quality standards of the IDP process and a proper coordination amongst and within spheres of government. The process plan of eMakhazeni Local Municipality is informed by the District Framework Plan.

In the review of the IDP the municipality considered national and provincial priorities as well as the three-year Medium-Term Revenue and Expenditure Framework (MTREF). The municipality undertook

a process that involved all the stages of the IDP review, that is, analysis, strategies, projects, integration, and the approval phase.

The municipality developed a Process Plan that was approved by council on the 30th August 2018 with resolution number 37/08/2019 and contains clear deliverables and specific timeframes. The purpose of the adopted Process Plan is to indicate and manage the planned activities and strategies that the municipality will follow to review the IDP and ensure that the annual budget is aligned to it.

It also co-ordinates the planning cycle amongst other strategic processes within the municipality such as the budget, SDBIP and the annual report of the municipality. Furthermore this Process Plan facilitates improved co-ordination with the planning cycles of other spheres of government. It also identifies key role players such as the local communities, ward committees and other key municipal stakeholders that must be involved in the review of the IDP through an extensive process of public participation. This enhances the credibility of the review process and enables the municipality to undertake development plans and render services that are more responsive to the needs and conditions of local communities.

IDP Review phases

The review of the IDP goes through five phases then followed by implementation. These are arranged in such a way that planning processes are synchronized, duplications are avoided and role of sector departments in the municipal space is clearly distinguished. It must be noted that there is a preparatory phase which is the process plan. This phase was adopted by council as a guiding plan for the review of the IDP. The five phases of the IDP are as follows:

Analysis Phase

During this phase, the municipality collected data on the level of services and analyzed it in order to establish the current or actual level of service provided. We have also conducted an assessment of the last financial year with regard to the actual performance. Information on the community service gaps and backlogs has been researched and confirmed. The data source of such data and Community Survey becomes crucial in providing baseline information. However, statistics (administrative data) on the level of municipal development since the publication of Community Survey 2016 is not disregarded and this information is clearly captured in the status quo. As per the approved process plan, schedule of IDP meetings was developed and submitted to Nkangala District Municipality and Department of Cooperative Governance and Traditional Affairs. Emakhazeni Local Municipality consultation process was in the form of ward based community meetings and ultimately through IDP Representative Forum meeting with sector departments and social partners.

Strategies Phase

We have mapped out the strategic approaches that the municipality will employ to respond to the needs and gaps that exist in this stage. Strategies adopted reflect the long and short-term interventions to tackle challenges identified. The municipality further conducted its strategic session to confirm the relevancy of the municipal vision. Once strategies were developed, developmental objectives were then crafted. National and Provincial development priorities were also considered during this phase.

Projects Phase

In this phase, Emakhazeni has clearly mapped out clear details of each project which will enable addressing the needs identified. These projects clearly depict FIVE year targets taken from the 2017-2021 IDP (reviewed/affirmed annually) which are also informed by the identified gaps in the statistics, national and provincial priorities as well as the electoral mandate. The identification of projects also informed the allocation of budgets. In the spirit of Inter-governmental Relations, projects to be implemented by other sector departments and social partners have been included in the IDP so as to prevent duplications.

Integration Phase

Once all projects were identified, the Municipality confirmed that the identified projects will achieve the desired impact in terms of addressing the identified challenges, are aligned with the objectives and

strategies, and comply with legislation. Sector departments and social partners projects are also integrated in this stage.

Approval Phase

This stage involved the adoption of draft reviewed IDP which was subjected through public participation for 21 days for written representation or inputs as guided by the MSA. One the 21 days have passed, written representations/ inputs that have been received will be incorporated into the IDP which will then be submitted to council for approval.

FINAL

1.3 The Planning Process

Table 1: Structures set-up to guide the IDP Review

COMMITTEE/ STAKEHOLDERS	Roles/Responsibility
Council	<ul style="list-style-type: none"> Approve Process Plan Adjust IDP to MEC's requirements and adopt Answerable to the community Political co-ordination and monitoring Approves the IDP
Municipal Manager/ Executive Manager: LEDP/ Assistant Manager: IDP	<ul style="list-style-type: none"> Manage and co-ordinate the process Implement the IDP Answerable to council and officials represents the council at district level in the IDP co-ordination committee ensure that all HODs and officials are capacitated and involved in the IDP process chairperson of the Steering Committee responsible to establish Project Task Team
IDP Management Committee	<ul style="list-style-type: none"> Chaired by the Executive Mayor Comprise of all councilors Consider recommendations made by the Technical committee Makes recommendations to council
IDP Technical Committee	<ul style="list-style-type: none"> Chaired by the Municipal Manger Consists of all HODs, officials, Ward Councilor, provides terms of reference for various planning activities Commission research studies Consider and comment on inputs from subcommittees and sector departments
IDP Working Group	<ul style="list-style-type: none"> Led by departmental heads Consider issues relating to specific priorities and making recommendations to the Technical Committee
Representative forum	<ul style="list-style-type: none"> Ensures that priority issues of their constituents are considered. Ensures that annual business plans are based on the reviewed IDP. Participates and be part of the decision-making within the Representative forums. Is involved in the designing of reviewed projects proposals. Discusses and comments on the reviewed IDP. consists of all organized formations including service providers nominates representatives to the Projects Task Team
Ward Committees	<ul style="list-style-type: none"> Link the process to their constituencies and/ or wards Responsible for organizing public consultation and participation Provide feedback to their respective wards regarding prioritized projects and the councils implementation plan.

The structures set up by the municipality during the drafting of the previous IDP remain relevant and these were still endorsed in the IDP. These structures are set up for the purposes of compiling the IDP, and managing the processes involved in the drafting of the same.

The above organizational structures can further be explained as follows:

IDP Representative Forum

This structure is chaired by the Executive Mayor and comprises of ward committees, business representatives, ward councillors, religious groups and other community stakeholders to:

Inform interest groups, communities and organizations, on relevant planning activities and their outcomes,

Analyze issues, determine priorities, negotiate and reach consensus, and Participate in the identification of projects and/or assess them.

IDP Management Committee

The structure is again chaired by the Executive Mayor and is comprised all councillors, the Municipal Manager and all section 57 managers. CoGTA has been invited to make presentations, particularly on the previous assessment of the 2018/19 IDP Review. Its role is to consider the recommendations made by the technical committee, to ensure that the policy positions of council are reflected in the IDP. This committee then makes further recommendations to council or may commission further research to be done in order to enrich the document. Matters such as the needs identified by the community have also been presented in this committee.

IDP Technical Committee

This is a committee chaired by the Municipal Manager and is comprised of all section 57 managers. NDM have also been invited to provide guidance during the meetings of this committee. The committee does invite officials from various provincial sector departments to guide on their relevant projects allocated to the municipality. The committee is responsible to align the local, district, provincial and National plans as well as to do the following:

- Provides terms of reference for the various planning activities,
- Commissions research studies,
- Considers and comments on:
 - Inputs from sub-committee/s, study teams and consultants
 - Inputs from provincial sector departments and support services providers, and
- Ensure that the annual business plans, and municipal budget are linked to and based on the IDP.

IDP Working Groups

These working groups are led by departmental managers and their role has been to consider issues relating to specific priorities and then making recommendations to the Technical committee as to what strategies and delivery mechanisms should be considered. Community issues raised during IDP consultative meetings are initially discussed in this committee

Ward Committees

The Speaker of Council leads the process to establish Ward Committees in terms of the MSA (Act 117 of 1998). The municipality has a total of eight Ward Committees. These Ward Committees are consulted during the review and drafting of the IDP. The role of the Ward Committees can be summarized as follows:

- Link the planning process to their constituencies and/ or wards.
- Be responsible for organizing public consultation and participation.
- Provide feedback to their respective wards regarding prioritized projects and the Council's implementation plan.

Furthermore, there are currently 9 Community Development Workers (CDW) deployed in the Municipality to assist with community based planning.

1.4 Chapter Overview

- Chapter 1: Introduces the IDP and also provides a high-level summary of service delivery achievements of the previous year.
- Chapter 2: This chapter briefly presents the vision, mission, strategic goals, values and principles informing eMakhazeni's approach to service delivery.
- Chapter 3: Discusses eMakhazeni Local municipality in a concise manner. It touches on demographics using data obtained from a variety of sources (e.g. StatSA) and various strategic and operational plans.
- Chapter 4: Considers the eMakhazeni Strategic Planning Framework. It outlines key inputs into the planning process from national to province and at the municipal level. Key at the municipal level is the need for the development of the Municipal Growth and Development Strategy that focusses on the long-term plans that the municipality will use to change the Growth and Development trajectory of eMakhazeni municipal area.
- Chapter 5: Outlines the governance systems, and processes that the municipality must utilize to plan, manage and coordinate its activities in order to fulfil its mandate. The framework for legislative and executive authority is considered in this chapter.
- Chapter 6: Considers the public participation processes that contributes to the justification of the review of IDP for the 2019/20 financial year. A high-level summary of the public participation process and outcomes is outlined. The outcomes of the public participation process embarked upon in preparation is analyzed and finally the needs per ward are also outlined. It also discusses the outcome of community consultation process on the draft IDP review. It provides issues per ward that were raised by communities as part of consulting with them on integrated development plan as required by legislation.
- Chapter 7: The chapter is informed by the municipal approach to intergovernmental relations. A large section of the chapter is focused on the MEC's comments on the IDP 2018/19 and eMakhazeni's response to those comments. The chapter also intends to ensure eMakhazeni's alignment with national and provincial initiatives as pronounced in the SONA and Mpumalanga SOPA.
- Chapter 8: This chapter constitutes the gist of this document. It provides details of the key deliverables planned for the 2019/20 financial year. The deliverables are presented in line with the key strategic objectives of the municipality. The strategic objectives and the strategic goals are aligned with the national government outcomes, as per the NDP 2030 and provincial outcomes as per the Mpumalanga Vision 2030. To give full expression to the meaning of the 2019/20 IDP review, projects (with a potential to restructure the municipality) currently being done by provincial sector departments, the private sector in conjunction with the municipality are also discussed.
- Chapter 9: Discusses the current and future developments of the municipality, focusing on the spatial rationale in order to give effect and guide the investment into identified priority spatial areas as a means to achieve positive spatial transformation.
- Chapter 10: This is the chapter that focusses on the municipal budget to support and give effect to the 2019/20 IDP review. The budget will be presented as a separate document due to its processes, capaciousness and intensity.

Chapter 11: This chapter will present the eMakhazeni sectoral plans and the municipality's approach in addressing sectoral matters. The management functions into the strategic, operational planning and project implementation of all line functions and role players within the municipality against sectoral issues; promotes the integration as well as efficient and effective responses to the challenges in the relevant sectors.

Chapter 12: This chapter covers the municipality's Service Delivery and Budget implementation Plan (SDBIP), which is a draft detailed plan to be approved by the Mayor in line with section 69(3) and section 53(1). The SDBIP seeks to operationalize the plans contained in this IDP review document.

FINAL

CHAPTER 2: VISION, MISSION, VALUES AND PRINCIPLES

Vision

A developmental local municipality accelerating provision of quality services to the satisfaction of our communities.

Mission

eMakhazeni Municipality exists to improve the quality of life of its citizen by providing accelerated services and creation of conducive environment for economic growth through good governance, innovation and integrated planning”.

Strategic Goals

1. Provision of sustainable, quality and accessible basic services to all
2. Promote a diverse and inclusive economy that ensures growth and job creation
3. Promote a sustainable, safe and healthy environment
4. To work with communities to promote good, transparent, developmental, responsive and financially sustainable municipality.

Core Values

- Integrity
- Accountability
- Professionalism
- Efficiency
- Quality Service

Principles

The white paper on the Transformation of the Public Service, published on the 24th of November 1995, sets out eight transformation principles in line with government’s mandate in transforming service delivery.

eMakhazeni local municipality as a local sphere of government has aligned itself with the following Batho Pele principles:

1. Consultation – eMakhazeni must consult with all community stakeholders by holding meetings with consumers as per chapter 4 of the municipal systems act.
2. Service standards - The municipality must have service standards that are precise and measurable so that users can judge for themselves whether or not they are receiving what was promised
3. Access - all communities within elm must have uninterrupted access to basic quality municipal services and information
4. Courtesy - the staff of elm must empathize with the citizens and treat them as much considerations and respect, as they would like for themselves
5. Information - eMakhazeni must make information available about municipal services, the organization and other service delivery related matters at all the points of delivery for all its people and fellow staff members.
6. Transparency - the community should know more about the way the municipality operates, how well the municipality utilizes the resources they consume, and who is in charge
7. Redress - the municipality must welcome complaints and identify quickly and accurately when municipal services are falling below the promised standard and have procedures in place to remedy the situation.

8. Value for money - Consumers are entitled to commensurate or even reasonably better service standards in relation to the value of the money they pay for the municipal services

FINAL

CHAPTER 3: EMAKHAZENI – A CONCISE AERIAL VIEW

Emakhazeni is also known as the 'Gateway to the Highland Meander', just 210km drive from Pretoria, 229 km from Johannesburg and 335 km to Kruger National Park, making eMakhazeni an ideal 'weekend away' for anyone wanting to escape the clamour of Gauteng.

As you come into this Highland's Town there is an almost theatrical change of scenery. The monotonous flatlands of Middleburg transform into rolling grasslands with rocky hilly outcrops and lush riverine valleys cut by babbling brooks. The area can be covered by a layer of mist during the winter months giving it an enigmatic feel, but undergoes an incredible metamorphosis from November to January when the Highlands' flowers spring into life and turn the green grasses into a colourful canvas that has captured many an artist's imagination.

Located on the edge of the Drakensburg escarpment, eMakhazeni is an impressive 2,000 m above sea level and is famed for being one of the coldest, crispest places in South Africa. While the subalpine climate might make eMakhazeni a bit nippy during mid-winter, it ensures the town provides a welcome escape from the sultry heat of the Lowveld during the summer months.

This is when thousands of anglers flock to the town to try their luck at fly fishing. Part of the Highlands Meander's famous 'Trout Triangle', the crystal-clear, ice-cold water that flows through the town's rivers and fills its dams provide the ideal spawning ground for both brown and rainbow trout. The cool water also ensures that anyone brave enough to take a dip in one of the town's many dams, pools and waterfalls will have an invigorating experience!

The town is by no means a one trick pony and like so many of the other Highlands Meander towns there is far more to do here than simply fish. Outdoor enthusiasts can enjoy exploring eMakhazeni and area on horseback, mountain bikes or hiking it on foot. While history buffs can immerse themselves in the regions rich Anglo-Boer War history, from the British concentration camps to the Berg-en-dal monument located just outside the town.

The town is also home to the world's biggest bulb grower and distributor with over 6 million tulip bulbs leaving eMakhazeni every year and every spring enjoys the most impressive display of tulips and daffodils found anywhere in the country. It is also where South Africa's oldest Blue Gum plantation can be found.

eMakhazeni or Belfast as the locals still refer to it, is a cold town with a warm heart, somewhere to enjoy cool misty mornings exploring nature or taking in the historic sites before retreating for a long lazy evening next to a crackling fire!

3.1 Demographics

"Demographics", or "population characteristics", includes analysis of the population of a region. Distributions of values within a demographic variable, and across households, as well as trends over time are of interest. In this section, an overview is provided of the demography of the eMakhazeni Local Municipality and all its neighboring regions, Nkangala District Municipality, Mpumalanga Province and South Africa as a whole.

This section also identifies the number and distribution of population and households within eMakhazeni Local Municipality. In order to determine this, the following indicators will be examined:

- Total population
- Population growth
- Total number of households
- Household growth
- Age and gender distribution

3.2 Demographic Information

According to CS 2016 (figure), Emakhazeni recorded a slight increase in its population although the total number shows that the municipality still has the lowest number of population size in Nkangala District Municipality. Emakhazeni recorded the fourth slowest growth in terms of the population size. The population grew by 0.4% (47 216 – 48 149) from 2011 to 2016. This increased figure means that Emakhazeni's population constitutes a total of 3.3% of the total population of Nkangala. The growth presents the municipality with pressure on its infrastructure and this will be increased as the population is expected to grow to about 50 900 by the year 2030. The total number of households grew from 13 722 in 2011 to 14 633 in 2016 and this contribute to 3.5% of the number of households in Nkangala. Youth population grew by 1.6% per annum between 2011 & 2016 and forms 39.6% of the total population. Interestingly, in 2016 the male population remained higher than the female population as it was the case in 2011 census. The male population is 51.3% and females 48.7% in 2016.

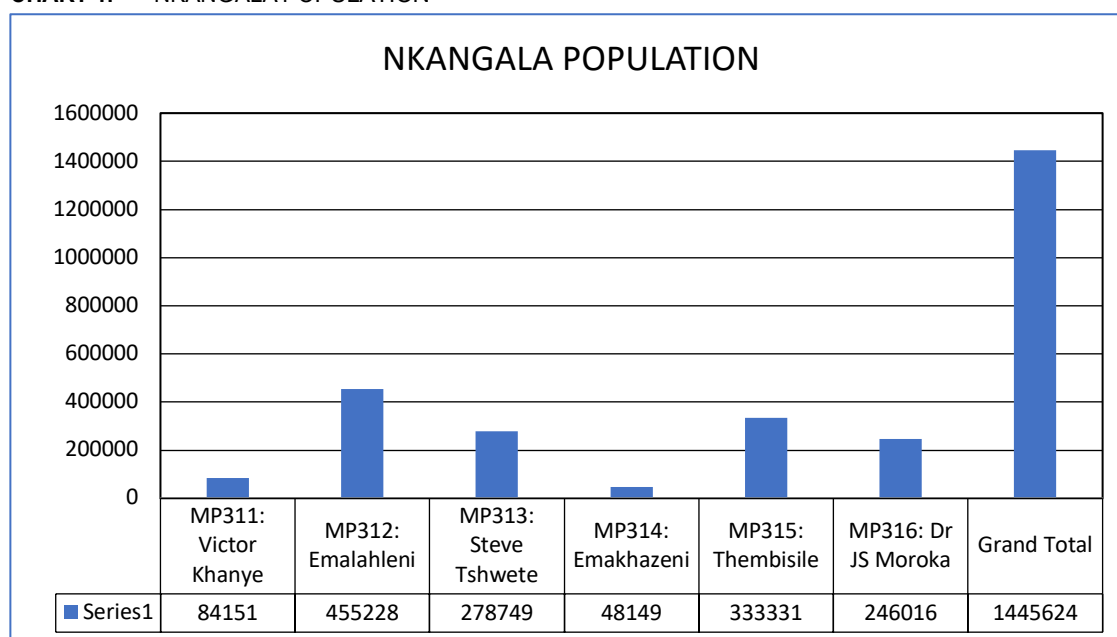
The profile is designed to provide a picture of indicators of population dynamic development in the district council with an effort to give an indication of recent trends. The data used was chosen because of its ability to disaggregate to smaller geographic levels of population. The population census of 2011 provides a platform for district level analysis as it provides individual level and household level information. In the same vein, the 2016 community survey statistic allows for comparisons on changes from 2011 to 2016 on key national and provincial indicators.

TABLE 1: DEMOGRAPHIC INDICATORS

Local Municipal Area	Population		Average annual population growth 2011-2016	Projected 2019 number	Projected 2030 number
	2011 (Census)	2016 (CS)			
City of Mbombela	655 950	693 369	1.3%	720 763*	830 801*
Mbombela	588 794	622 158	1.3%	*	*
Bushbuckridge	541 248	548 760	0.3%	553 714	572 263
Emalahleni	395 466	455 228	3.2%	500 343	707 530
Nkomazi	393 030	410 907	1.0%	423 358	472 327
Govan Mbeki	294 538	340 091	3.3%	374 883	535 796
Thembisile Hani	310 458	333 331	1.6%	349 588	416 282
Steve Tshwete	229 831	278 749	4.4%	317 187	509 355
Dr JS Moroka	249 705	246 016	-0.3%	243 808	235 882
Mkhondo	171 982	189 036	2.1%	201 197	252 874
Chief Albert Luthuli	186 010	187 630	0.2%	188 758	192 952
Msukaligwa	149 377	164 608	2.2%	175 713	223 236
Lekwa	115 662	123 419	1.5%	129 057	152 022
Thaba Chweu	98 387	101 895	0.8%	104 360	113 920
Dr Pixley Ka Isaka Seme	83 235	85 395	0.6%	86 941	92 855
Victor Khanye	75 452	84 151	2.5%	90 621	118 903
Umjindi	67 156	71 211	1.3%	*	*
Emakhazeni	47 216	48 149	0.4%	48 729	50 917
Dipaleseng	42 390	45 232	1.5%	47 298	55 715
Mpumalanga	4 039 939	4 335 964	1.6%	4 556 320	5 533 629

Note: Umjindi and Mbombela amalgamated under City of Mbombela

Source: DEDT

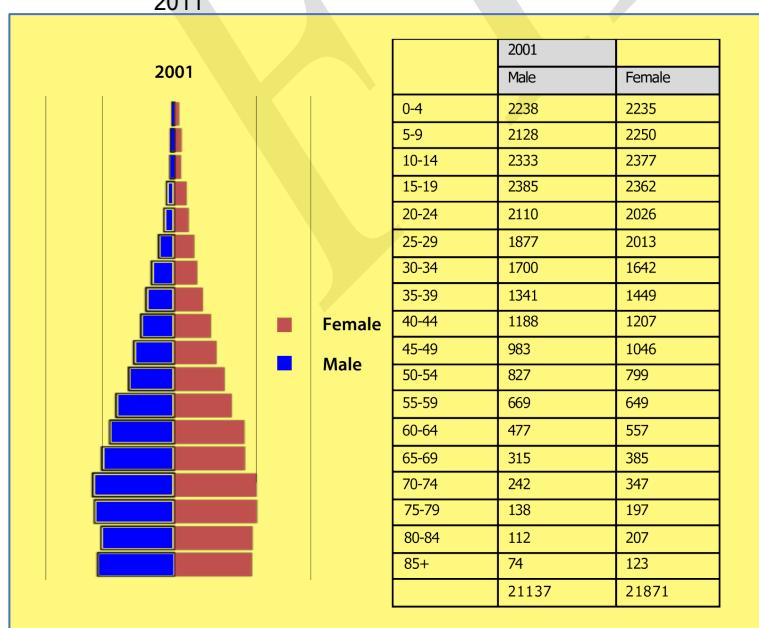
CHART 1. NKANGALA POPULATION

Source: DEDET

3.3 Population Structure and composition

Age and sex structure

The age and sex structure of the population is a key determinant of population change and dynamics. The shape of the age distribution is an indication of both current and future needs regarding educational provision for younger children, health care for the whole population and vulnerable groups such as the elderly and children, employment opportunities for those in the economic age groups, and provision of social security services such as pension and assistance to those in need. The age and sex structure of smaller geographic areas are even more important to understand given the sensitivity of small areas to patterns of population dynamics such as migration and fertility. If one can understand better components of population growth in a local municipality, such information can be used as a direct indicator of the needs of the population.

CHART 2. FIGURE 3: AGE AND SEX STRUCTURE OF EMAKHAZENI LOCAL MUNICIPALITY BETWEEN 2001 & 2011

Source: DEDET

The population of Emakhazeni municipality shows a typical age structure of a very young population distribution. In 2001, there was a slight evidence of declining fertility, which was observed from a steady decline in the population 10-14 and 5-9, but this stalled in the next 5 years as this was observed by an almost equal size between 0-4 and 5-9 age groups. Also evident is that the population of the municipality is concentrated in younger age group. The distribution is similar for both males and females, except observably larger male population at all age groups.

Based on the population structure of the municipality between 2001, 2011 and 2015 the dominance of youth is clearly evident, as well as for those in the age groups from birth to 13 years. This simply means that the municipality needs to pay close attention on the youth and children programmes. The slight difference in the number of women as compared to men at different age group should also inform the services that need to be focused (mainstreaming) on women and their needs in terms of skills and job creation.

Population groups

TABLE 2: PERCENTAGE DISTRIBUTION OF EMAKHAZENI MUNICIPALITY BY POPULATION GROUP- 2011

Group	Total	%
Black African	41168	87.2%
Coloured	563	1.2%
Indian or Asian	330	0.7%
White	5076	10.8%
Other	79	0.2%

Source: Statistics SA, 2011

TABLE 3: TABLE 5: PERCENTAGE DISTRIBUTION OF EMAKHAZENI MUNICIPALITY BY POPULATION GROUP- 2016

Group	Total	%
Black African	43.025	89.4%
Coloureds	322	0.6%
Indian or Asian	156	0.3%
White	4.646	9.7%
Total	48.149	100%

Source: Statistics SA, CS2016

The above table indicates a slight increase in the Black African population while there is a noticeable decrease in the Coloureds, White and Indian population. Based on statistics SA 2011 87.2% of the population was Black, 10.8% White, 1.2% Coloureds, Indian and/or Asian 0.7% and other is 0.2%. The percentages have since changed as indicated in CS2016 to 89% Blacks, 0.6% Coloureds, and 0.3% Indian/ Asian and 9.7% Whites.

There could be a number of reasons regarding this change and among others could be that the other three population groups have decided to move to other areas due to economic conditions or it could be that they decide to move closer to their immediate families in other parts of the country.

The implications for this increase in Black African numbers increasing in Emakhazeni could be an increase in the demand for RDP houses and that could cause additional demand on the bulk infrastructure of the municipality. The above is mainly informed by the fact that the housing demand could be informed by the fact that there has not been any major housing developments (GAP and/or Middle class) hence the reliance on the RDP houses. There could also be additional demand for land as among these people could be those who may intend to build their own houses.

TABLE 4: POPULATION PROJECTIONS - EMAKHAZENI, NKANGALA, MPUMALANGA AND NATIONAL TOTAL, 2014-2019 [NUMBERS PERCENTAGE]

	eMakhazeni	Nkangala	Mpumalanga	National Total	eMakhazeni as % of district municipality	eMakhazeni as % of province	eMakhazeni as % of national
2014	48,400	1,410,000	4,260,000	53,800,000	3.4%	1.14%	0.09%
2015	48,800	1,440,000	4,330,000	54,500,000	3.4%	1.13%	0.09%
2016	49,300	1,480,000	4,390,000	55,300,000	3.3%	1.12%	0.09%
2017	49,700	1,500,000	4,460,000	56,000,000	3.3%	1.12%	0.09%
2018	50,200	1,530,000	4,520,000	56,700,000	3.3%	1.11%	0.09%
2019	50,700	1,560,000	4,580,000	57,400,000	3.2%	1.11%	0.09%

Average Annual growth

2014-2019	0.91%	1.99%	1.48%	1.31%
-----------	-------	-------	-------	-------

Source: IHS Global Insight Regional eXplorer version 969

When looking at the population projection of eMakhazeni Local Municipality shows an estimated average annual growth rate of 0.9% between 2014 and 2019. The average annual growth rate in the population over the projection period for Nkangala District Municipality, Mpumalanga Province and South Africa is 2.0%, 1.5% and 1.3% respectively. The Mpumalanga Province is estimated to have an average growth rate of 1.5% which is very similar than that of the eMakhazeni Local Municipality. South Africa as a whole is estimated to have an average annual growth rate of 1.3% which is very similar than that of eMakhazeni's projected growth rate.

Number of Households

A household is either a group of people who live together and provide themselves jointly with food and/or other essentials for living, or it is a single person living on his/her own. An individual is considered part of a household if he/she spends at least four nights a week within the household. To categorise a household according to population group, the population group to which the head of the household belongs, is used.

If the number of households is growing at a faster rate than that of the population it means that the average household size is decreasing, and vice versa. In 2014, the eMakhazeni Local Municipality comprised of 14 600 households. This equates to an average annual growth rate of 1.31% in the number of households from 2004 to 2014. With an average annual growth rate of 0.12% in the total population, the average household size in the eMakhazeni Local Municipality is by implication decreasing. This is confirmed by the data where the average household size in 2004 decreased from approximately 3.7 individuals per household to 3.3 persons per household in 2014.

TABLE 5: NUMBER OF HOUSEHOLDS - EMAKHAZENI, NKANGALA, MPUMALANGA AND NATIONAL TOTAL, 2004-2014 [NUMBER PERCENTAGE]

	eMakhazeni	Nkangala	Mpumalanga	National Total	eMakhazeni as % of district municipality	eMakhazeni as % of province	eMakhazeni as % of national
2004	12,800	292,000	937,000	12,700,000	4.4%	1.37%	0.10%
2005	13,200	302,000	961,000	13,000,000	4.4%	1.38%	0.10%
2006	13,600	314,000	993,000	13,300,000	4.3%	1.37%	0.10%
2007	13,900	328,000	1,030,000	13,700,000	4.2%	1.36%	0.10%
2008	14,000	341,000	1,050,000	14,000,000	4.1%	1.33%	0.10%
2009	14,000	351,000	1,070,000	14,200,000	4.0%	1.31%	0.10%
2010	14,100	361,000	1,090,000	14,400,000	3.9%	1.29%	0.10%
2011	14,300	371,000	1,110,000	14,600,000	3.8%	1.29%	0.10%
2012	14,400	383,000	1,130,000	14,800,000	3.8%	1.27%	0.10%
2013	14,500	394,000	1,150,000	15,000,000	3.7%	1.26%	0.10%
2014	14,600	404,000	1,170,000	15,300,000	3.6%	1.25%	0.10%

Average Annual growth

2004-2014	1.31%	3.30%	2.26%	1.86%
-----------	-------	-------	-------	-------

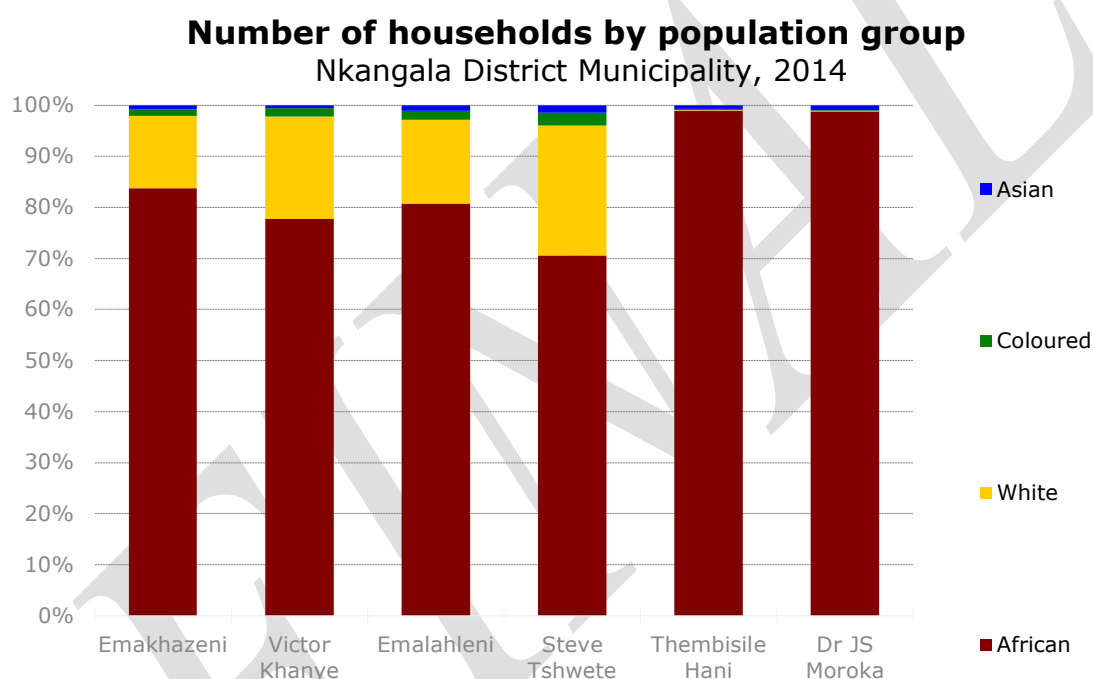
Source: IHS Global Insight Regional eXplorer version 969

Relative to the district municipality, the EMakhazeni Local Municipality had a lower average annual growth rate of 1.31% from 2004 to 2014. In contrast, the province had an average annual growth rate of 2.26% from 2004. South Africa as a whole had a total of 15.3 million households, with a growth rate of 1.86%, thus growing at a higher rate than the eMakhazeni.

The composition of the households by population group consists of 83.8% which is ascribed to the African population group with the largest amount of households by population group. The White population group had a total composition of 14.2% (ranking second). The Coloured population group had a total composition of 1.2% of the total households. The smallest population group by households is the Asian population group with only 0.9% in 2014.

The growth in the number of African headed households was on average 1.04% per annum between 2004 and 2014, which translates in the number of households increasing by 1 200 in the period. Although the Asian population group is not the biggest in size, it was however the fastest growing population group between 2004 and 2014 at 20.21%. The average annual growth rate in the number of households for all the other population groups has increased with 1.24%.

CHART 3. NUMBER OF HOUSEHOLDS BY POPULATION GROUP - EMAKHAZENI LOCAL MUNICIPALITY AND THE REST OF NKANGALA, 2014 [PERCENTAGE]



Source: IHS Global Insight Regional eXplorer version 969

3.4 Development Indicators

Educational attainment

The table below provides a clear indication regarding the level of educational attainment within the municipality as well as performance of the learners. The table clearly indicates that there are few people with post matric qualifications within the municipality. The implication on this means that the local community members won't be able to take advantage of job opportunities created by the economic sectors and this has a negative consequence on the payment of municipal rates and socio-economic conditions in the area. The municipality should then speed up the process of the establishment of a TVET Campus as agreed with Exxaro mine. This campus will assist a great deal as it will focus in technical skills needed as the main economic activities relates to mining and trade.

TABLE 6: TABLE 6: EDUCATIONAL ATTAINMENT FOR MALES AND FEMALES AGE 20 AND OLDER

	Male	Female	Grand Total
No schooling	5777	4726	10503
Grade 0- 6	5053	4350	9403
Grade 7/Standard 5/ABET 3	883	744	1627
Grade 8-11/Standard 9/Form 4/NCV Level 3/ Occupational certificate NQF Level 3	7211	7059	14270
Grade 12-N3	5175	5351	10526
N4/NQF Level 5-N6	101	101	202
Certificate with less than Grade 12/Std 10	40	-	40
Diploma with less than Grade 12/Std 10	37	-	37
Higher/National/Advanced Certificate with Grade 12/Occupational certificate NQF	163	124	287
Diploma with Grade 12/Std 10/Occupational certificate NQF Level 6	146	121	268
Higher Diploma/Occupational certificate NQF Level 7	100	33	133
Post-Higher Diploma (Master's	-	68	68
Bachelor's degree/Occupational certificate NQF Level 7	98	141	239
Honours degree/Post-graduate diploma/Occupational certificate NQF Level 8	96	126	222
Master's/Professional Master's at NQF Level 9 degree	44	41	85
PHD (Doctoral degree/Professional doctoral degree at NQF Level 10)	35	13	48
Other	59	194	252
Do not know	341	229	570
Unspecified	171	25	196
Grand Total	24705	23444	48149

Source: Stats SA, CS2016

TABLE 7: GRADE 12 PERFORMANCE

Local municipal area	Grade 12 Pass Rate		
	2014	2015	2016
Emakhazeni	85.7%	87.0%	84.5%
Steve Tshwete	85.6%	86.3%	81%
Thaba Chweu	81.1%	85.7%	88.8%
Nkomazi	86.0%	85.7%	80.4%
Victor Khanye	74.6%	85.4%	82.1%
Emalahleni	81.9%	84.6%	88%
Lekwa	84.7%	82.6%	87.5%
Mbombela	80.5%	80.5%	78.8%
Dr JS Moroka	73.8%	80.0%	73.5%
Chief Albert Luthuli	80.1%	79.5%	80.9%
Thembisile Hani	77.1%	77.8%	77.3%
Bushbuckridge	76.4%	76.0%	71.1%
Govan Mbeki	76.3%	74.4%	77.6%
Umgindi	67.6%	72.3%	Amalgamated
Msukaligwa	80.6%	71.3%	77.8%
Mkhondo	70.9%	66.9%	66.1%
Dr Pixley Ka Isaka Seme	68.1%	60.7%	64.5%
Dipaleseng	81.4%	53.6%	65.2%
Mpumalanga	79.0%	78.6%	77.1

Source: DEDT

The above table indicates a slight decline in the grade 12 results in so far as the Province and Emakhazeni is concerned when compared to two previous years. Emakhazeni achieved 5th place when compared to other municipalities which was a drop from 1st place in 2015.

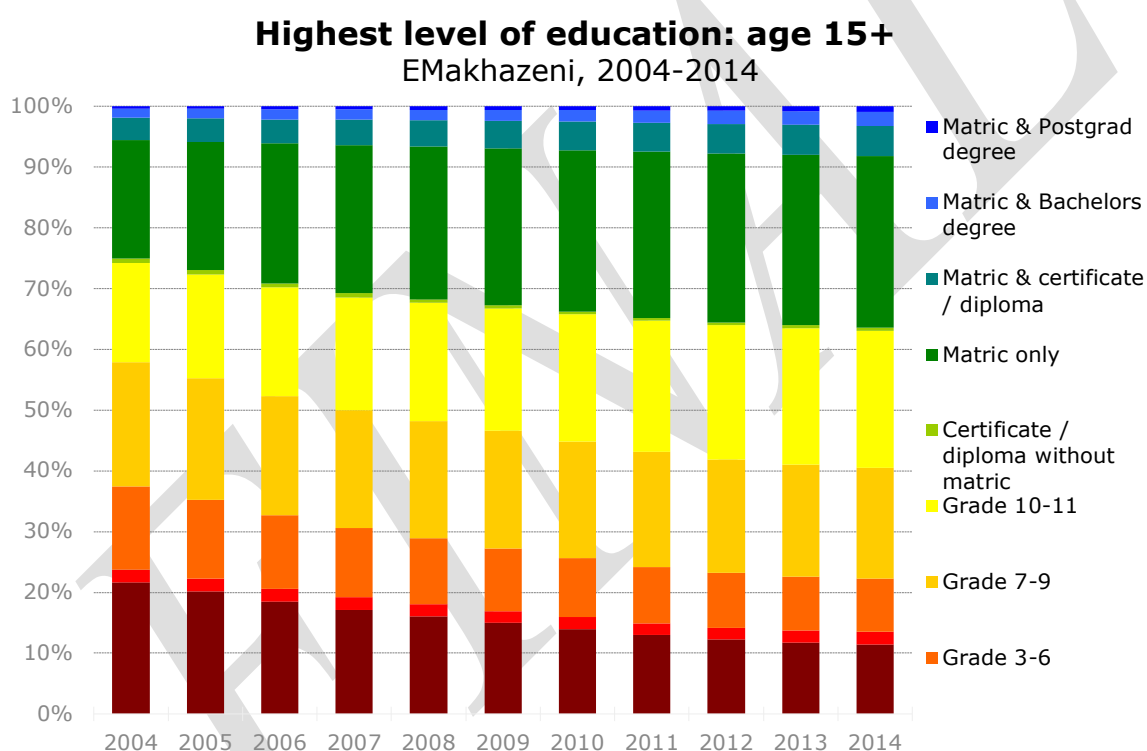
Emakhazeni municipality achieved the highest admission rate to a university degree in 2015. The admission rate to a university degree stood at 29.5%. The municipality is also pursuing the development of a Technical and Vocational Education and Training to expand the skills base. The aim is to introduce a TVET campus in Belfast in order to achieve the above.

Education

Education is important to the economic growth in a country and the development of its industries, providing a trained workforce and skilled professionals required.

The education measure represents the highest level of education of an individual, using the 15 years and older age category. (According to the United Nations definition of education, one is an adult when 15 years or older. IHS uses this cut-off point to allow for cross-country comparisons. Furthermore, the age of 15 is also the legal age at which children may leave school in South Africa).

CHART 4. HIGHEST LEVEL OF EDUCATION: AGE 15+ - EMAKHAZENI LOCAL MUNICIPALITY, 2004-2014 [PERCENTAGE]



Source: IHS Global Insight Regional eXplorer version 969

The number of people without any schooling within eMakhazeni Local Municipality, decreased from 2004 to 2014 with an average annual rate of -6.57%, while number of people with a 'matric only', increased from 5,900 to 8,180. The number of people with 'matric and a certificate/diploma' increased with an average annual rate of 2.28%, with the number of people with a 'matric and a Bachelor's' degree increasing with an average annual rate of 4.59%. Overall improvement in the level of education is visible with an increase in the number of people with 'matric' or higher education.

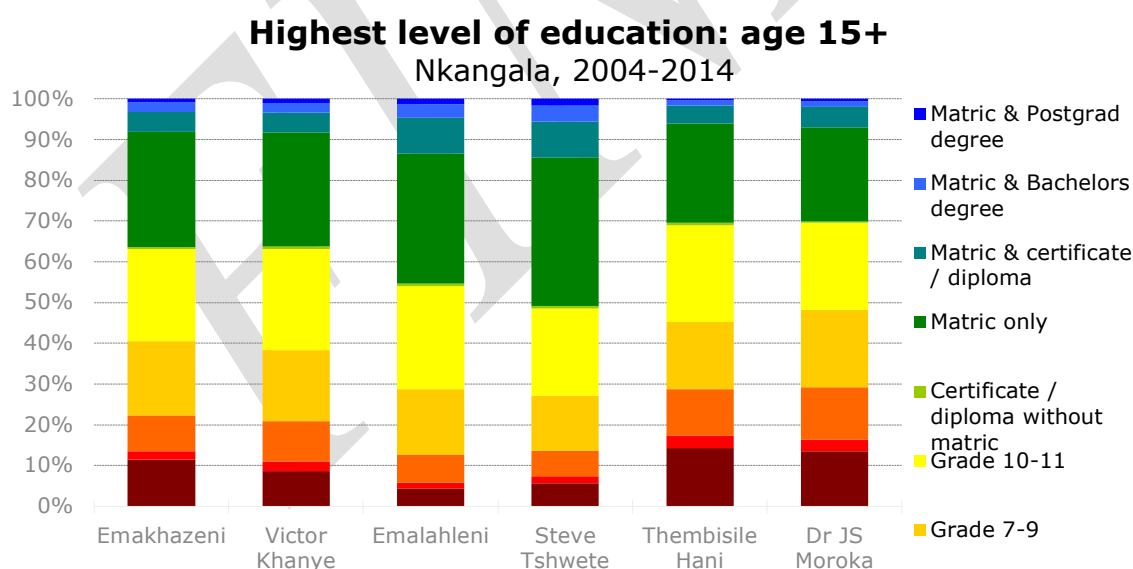
TABLE 8: HIGHEST LEVEL OF EDUCATION: AGE 15+ - EMAKHAZENI, NKANGALA, MPUMALANGA AND NATIONAL TOTAL, 2014 [NUMBERS]

	eMakhaze ni	Nkangala	Mpumalanga	National Total	eMakhazeni as % of district municipality	eMakhazeni as % of province	eMakhazeni as % of national
No schooling	3,320	73,500	255,000	2,220,000	4.5%	1.30%	0.15%
Grade 0-2	603	17,700	53,900	686,000	3.4%	1.12%	0.09%
Grade 3-6	2,520	75,500	217,000	3,090,000	3.3%	1.16%	0.08%
Grade 7-9	5,280	137,000	381,000	5,890,000	3.9%	1.39%	0.09%
Grade 10-11	6,530	197,000	532,000	7,670,000	3.3%	1.23%	0.09%
Certificate/ diploma without matric	147	5,130	13,900	191,000	2.9%	1.06%	0.08%
Matric only	8,180	247,000	677,000	9,390,000	3.3%	1.21%	0.09%
Matric certificate/ diploma	1,420	58,000	151,000	2,070,000	2.4%	0.94%	0.07%
Matric Bachelors degree	685	22,000	66,100	1,340,000	3.1%	1.04%	0.05%
Matric Postgrad degree	257	8,850	27,100	615,000	2.9%	0.95%	0.04%

Source: IHS Global Insight Regional eXplorer version 969

The number of people without any schooling in eMakhazeni Local Municipality accounts for 4.51% of the number of people without schooling in the district municipality, 1.30% of the province and 0.15% of the national. In 2014, the number of people in eMakhazeni Local Municipality with a matric only was 8,180 which is a share of 3.31% of the district municipality's total number of people that has obtained a matric. The number of people with a matric and a Postgrad degree constitutes 3.12% of the district municipality, 1.04% of the province and 0.05% of the national total.

CHART 5. HIGHEST LEVEL OF EDUCATION: AGE 15+, EMAKHAZENI, VICTOR KHANYE, EMALAHLENI, STEVE TSHWETE, THEMBISILE HANI AND DR JS MOROKA 2014 [PERCENTAGE]



Source: IHS Global Insight Regional eXplorer version 969

Functional literacy

For the purpose of this report, IHS defines functional literacy as the number of people in a region that are 20 years and older and have completed at least their primary education (i.e. grade 7).

Functional literacy describes the reading and writing skills that are adequate for an individual to cope with the demands of everyday life - including the demands posed in the workplace. This is contrasted with illiteracy in the strictest sense, meaning the inability to read or write. Functional literacy enables individuals to enter the labour market and contribute towards economic growth thereby reducing poverty.

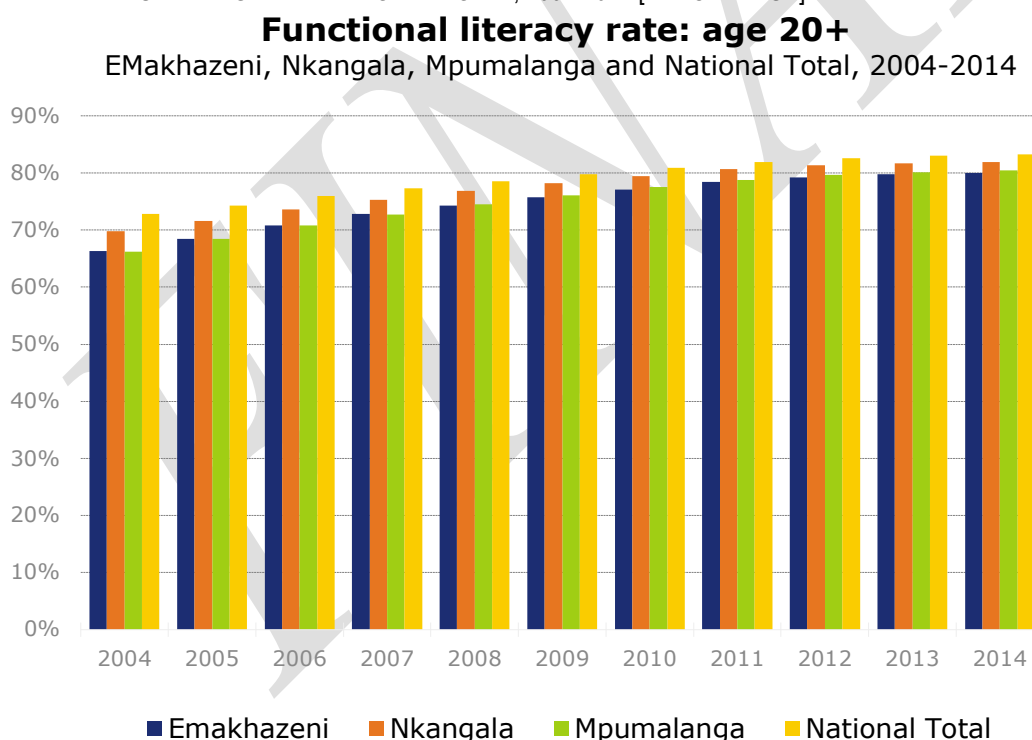
TABLE 9: FUNCTIONAL LITERACY: AGE 20+, COMPLETED GRADE 7 OR HIGHER - EMAKHAZENI LOCAL MUNICIPALITY, 2004-2014 [NUMBER PERCENTAGE]

	Illiterate	Literate	%
2004	12,363	24,294	66.3%
2005	11,624	25,191	68.4%
2006	10,653	25,874	70.8%
2007	9,706	25,980	72.8%
2008	8,942	25,894	74.3%
2009	8,279	25,897	75.8%
2010	7,778	26,207	77.1%
2011	7,373	26,734	78.4%
2012	7,106	27,161	79.3%
2013	6,987	27,468	79.7%
2014	6,947	27,806	80.0%
Average Annual growth			
2004-2014	-5.60%	1.36%	1.90%

Source: IHS Global Insight Regional eXplorer version 969

A total of 27 800 individuals in eMakhazeni Local Municipality were considered functionally literate in 2014, while 6 950 people were considered to be illiterate. Expressed as a rate, this amounts to 80.01% of the population, which is an increase of 0.14 percentage points since 2004 (66.27%). The number of illiterate individuals decreased on average by -5.60% annually from 2004 to 2014, with the number of functional literate people increasing at 1.36% annually.

CHART 6. FUNCTIONAL LITERACY: AGE 20+, COMPLETED GRADE 7 OR HIGHER - EMAKHAZENI, NKANGALA, MPUMALANGA AND NATIONAL TOTAL, 2004-2014 [PERCENTAGE]

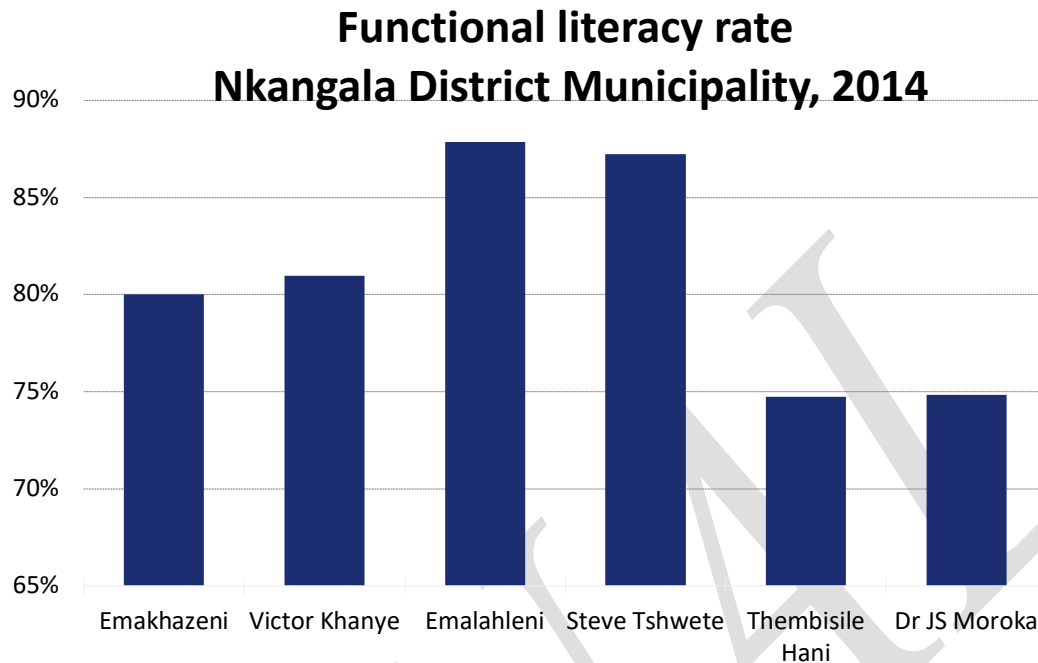


Source: IHS Global Insight Regional eXplorer version 969

eMakhazeni Local Municipality's functional literacy rate of 80.01% in 2014 is lower than that of Nkangala at 81.92%, and is lower than the province rate of 80.42%. When comparing to National Total as whole, which has a functional literacy rate of 83.21%, it can be seen that the functional literacy rate is higher than that of the eMakhazeni Local Municipality.

A higher literacy rate is often associated with higher levels of urbanization, for instance where access to schools is less of a problem, and where there are economies of scale. From a spatial breakdown of the literacy rates in South Africa, it is perceived that the districts with larger cities normally have higher literacy rates.

CHART 7. LITERACY RATE - EMAKHAZENI, VICTOR KHANYE, EMALAHLENI, STEVE TSHWETE, THEMBISILE HANI AND DR JS MOROKA, 2014 [PERCENTAGE]



Source: IHS Global Insight Regional eXplorer version 969

In terms of the literacy rate for each of the regions within the Nkangala District Municipality, Emalahleni local municipality had the highest literacy rate, with a total of 87.9%. The lowest literacy rate can be observed in the Thembisile Hani local municipality with a total of 74.7%.

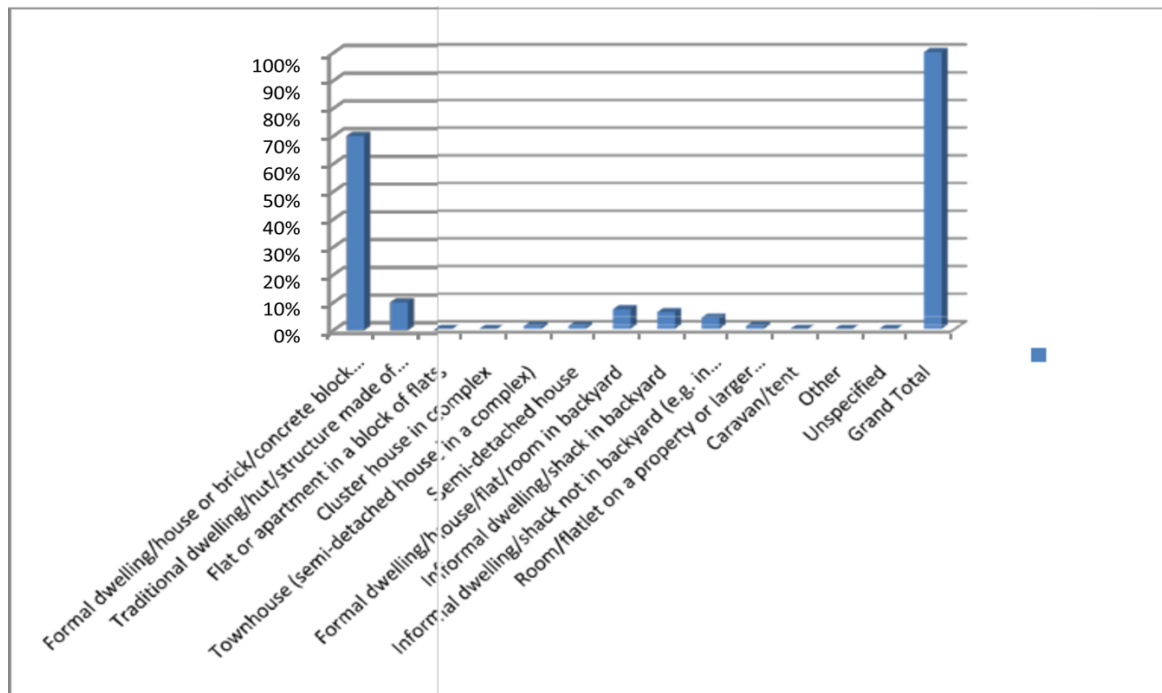
The following is the summary of the grade 12 results 2018;

TABLE 10: 2018 GRADE 12 RESULTS

NAME OF SCHOOL	NO WROTE	NO PASSED	NO FAILED	BACHELOR	DIPLOMA	HIGHER CERTIFICATE	PERCENTAGE
Belfast academy	47	46	01	32	11	03	97%
Imemeza	32	31	01	13	12	06	96%
Siyifunile	25	24	01	13	8	03	96%
Khayalami	134	115	19	32	56	27	85%
Klipspruit	41	33	33	10	15	8	80%
Tonteldoos	35	27	07	10	08	09	79%
Emakhazeni boarding school	27	18	09	5	10	03	66%
Skhulile	80	46	34	06	16	24	57%
Morileg	41	20	21	2	9	9	48%
Total	462	360	102	123	145	92	82.2%

Dwelling type

CHART 8. DWELLING TYPE

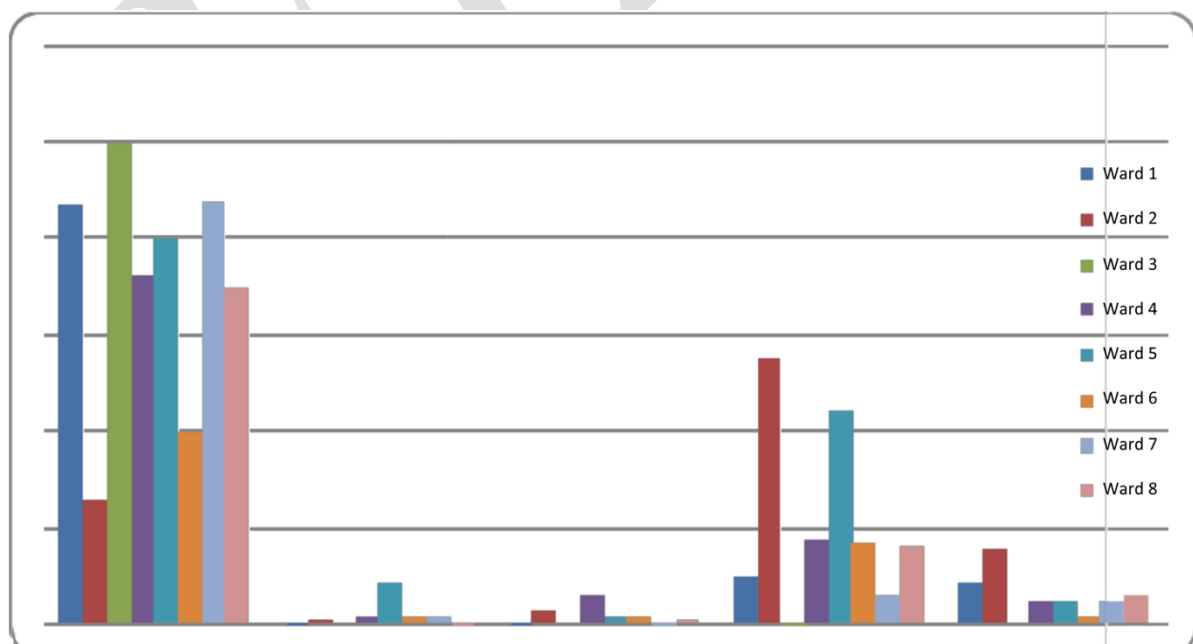


Source: Stats SA, CS 2016

About 70% of household's lives in formal dwelling/ house or brick/ concrete block structure within the municipality while 10% live in traditional dwelling or structure made of traditional mater. This 10% may be households living in rural areas. There is still, however, 4% living in informal settlements and a further 6% living in informal dwelling/ shack in the backyard. This means that the municipality need to prioritize and/or expedite the finalization of township establishments in order to settle these people.

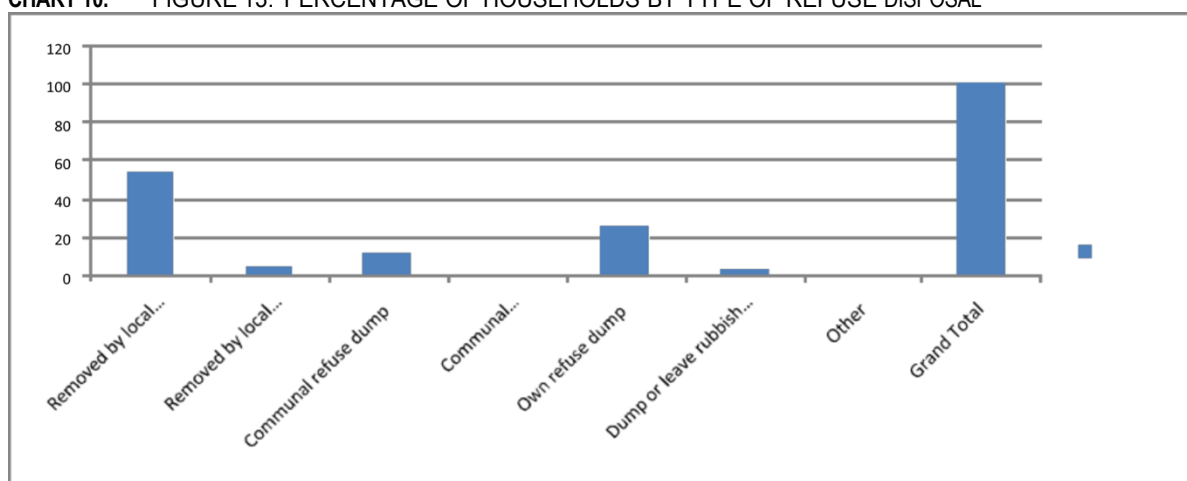
Households by type of refuse disposal

CHART 9. FIGURE 12: PERCENTAGE OF HOUSEHOLDS BY TYPE OF REFUSE DISPOSAL



Source: Statistics South Africa, 2011

CHART 10. FIGURE 13: PERCENTAGE OF HOUSEHOLDS BY TYPE OF REFUSE DISPOSAL



Source: Statistics South Africa, CS 2016

The refuse removal by the municipality has dropped since 2011 census. This means that the municipality has reduced this service rendered to the community. The percentage indicated might be caused by the interruptions due to temporary interruptions of the service as a result of lack of reliable refuse vehicles. The implication was that community members might have revolted against the municipality due to the lack of service rendered. However, new refuse trucks have since been procure and refuse collection have since been increased.

HIV and AIDS estimates

HIV and AIDS can have a substantial impact on the growth of a particular population. However, there are many factors affecting the impact of the HIV virus on population progression: adult HIV prevalence rates; the speed at which the virus progresses; age distribution of the virus; the mother-to-child transmission; child treatment; adult treatment; and the percentage by which the virus decreases total fertility. ARV treatment can also prolong the lifespan of people that are HIV+. In the absence of any treatment, people diagnosed with HIV live for approximately 10 years before reaching the final stage of the disease (called AIDS). When patients reach this stage, recovery is highly unlikely.

The HIV+ estimates are calculated by using the prevalence rates from the HIV/AIDS model built by the Actuarial Society of Southern Africa (ASSA-2008). These rates are used as base rates on a provincial level. IHS slightly adjusted the provincial ASSA-2008 data to more accurately reflect the national HIV Prevalence rate per population group as used in the national demographic models. The ASSA model in turn uses the prevalence rates from various primary data sets, in particular the HIV/AIDS surveys conducted by the Department of Health and the Antenatal clinic surveys. Their rates are further adjusted for over-reporting and then smoothed

TABLE 11: NUMBER OF HIV+ PEOPLE - EMAKHAZENI, NKANGALA, MPUMALANGA AND NATIONAL TOTAL, 2004-2014 [NUMBER AND PERCENTAGE]

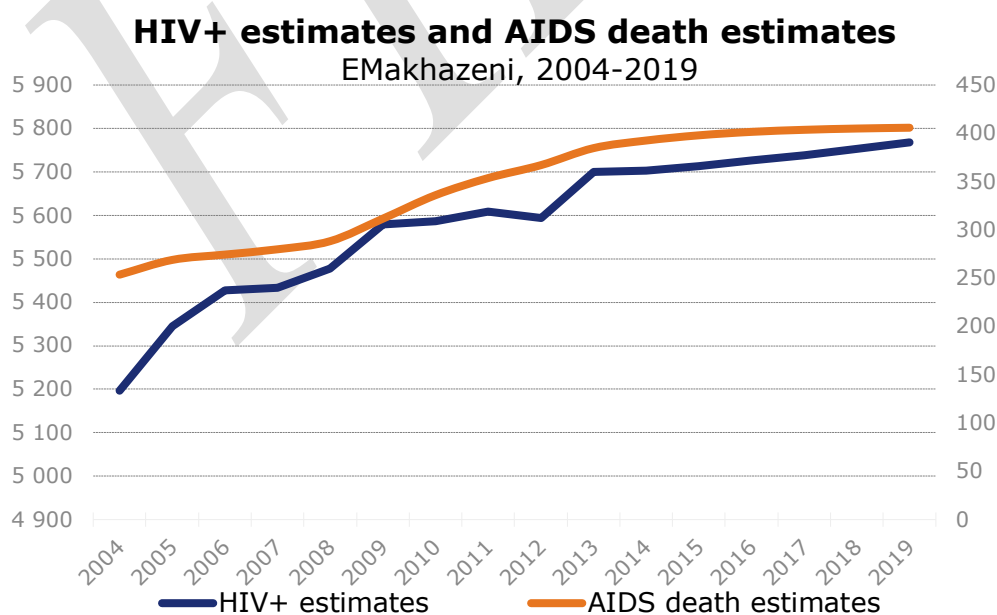
	eMakhazeni	Nkangala	Mpumalanga	National Total	eMakhazeni as % of district municipality	eMakhazeni as % of province	eMakhazeni as % of national
2004	5,200	122,000	427,000	4,600,000	4.3%	1.22%	0.11%
2005	5,340	127,000	445,000	4,810,000	4.2%	1.20%	0.11%
2006	5,430	130,000	460,000	4,970,000	4.2%	1.18%	0.11%
2007	5,430	134,000	473,000	5,090,000	4.1%	1.15%	0.11%
2008	5,480	140,000	482,000	5,190,000	3.9%	1.14%	0.11%
2009	5,580	147,000	490,000	5,270,000	3.8%	1.14%	0.11%
2010	5,590	151,000	497,000	5,350,000	3.7%	1.12%	0.10%
2011	5,610	154,000	504,000	5,420,000	3.6%	1.11%	0.10%
2012	5,590	156,000	509,000	5,480,000	3.6%	1.10%	0.10%
2013	5,700	162,000	514,000	5,530,000	3.5%	1.11%	0.10%
2014	5,700	164,000	518,000	5,570,000	3.5%	1.10%	0.10%
Average Annual growth							
2004-2014	0.93%	3.00%	1.95%	1.94%			

Source: IHS Global Insight Regional eXplorer version 969

In 2014, 5 700 people in the EMakhazeni Local Municipality were infected with HIV. This reflects an increase at an average annual rate of 0.93% since 2004, and in 2014 represented 11.78% of the local municipality's total population. Nkangala District Municipality had an average annual growth rate of 3.00% from 2004 to 2014 in the number of people infected with HIV, which is higher than that of the eMakhazeni Local Municipality. The number of infections in Mpumalanga Province increased from 427,000 in 2004 to 518,000 in 2014. When looking at South Africa as a whole it can be seen that the number of people that are infected increased from 2004 to 2014 with an average annual growth rate of 1.94%.

The lifespan of people that are HIV+ could be prolonged with modern ARV treatments. In the absence of any treatment, people diagnosed with HIV can live for 10 years and longer before they reach the final AIDS stage of the disease.

CHART 11. AIDS PROFILE AND FORECAST - EMAKHAZENI LOCAL MUNICIPALITY, 2004-2019 [NUMBERS]



Source: IHS Global Insight Regional eXplorer version 969

Presenting the number of HIV+ people against the number of people living with AIDS, the people with AIDS added up to 254 in 2004 and 393 for 2014. This number denotes an increase from 2004 to 2014 with a high average annual rate of 4.46% (or 139 people). For the year 2014, they represented 0.81% of the total population of the entire local municipality.

3.5 Economy

The economic state of eMakhazeni Local Municipality is put in perspective by comparing it on a spatial level with its neighbouring locals, Nkangala District Municipality, Mpumalanga Province and South Africa.

The eMakhazeni Local Municipality does not function in isolation from Nkangala, Mpumalanga Province, South Africa and the world and now, more than ever, it is crucial to have reliable information on its economy for effective planning. Information is needed that will empower the municipality to plan and implement policies that will encourage the social development and economic growth of the people and industries in the municipality respectively.

Gross Domestic Product by Region (GDP-R)

The Gross Domestic Product (GDP), an important indicator of economic performance, is used to compare economies and economic states.

Gross Domestic Product by Region (GDP-R) represents the value of all goods and services produced within a region, over a period of one year, plus taxes and minus subsidies.

GDP-R can be measured using either current or constant prices, where the current prices measures the economy in actual Rand, and constant prices measures the economy by removing the effect of inflation, and therefore captures the real growth in volumes, as if prices were fixed in a given base year.

TABLE 12: GROSS DOMESTIC PRODUCT (GDP) - EMAKHAZENI, NKANGALA, MPUMALANGA AND NATIONAL TOTAL, 2004-2014 [R BILLIONS, CURRENT PRICES]

	eMakhazeni	Nkangala	Mpumalanga	National Total	eMakhazeni as % of district municipality	eMakhazeni as % of province	eMakhazeni as % of national
2004	1.0	38.7	97.9	1,476.6	2.7%	1.06%	0.07%
2005	1.2	43.3	107.6	1,639.3	2.7%	1.07%	0.07%
2006	1.3	49.7	122.7	1,839.4	2.6%	1.04%	0.07%
2007	1.5	59.7	146.7	2,109.5	2.5%	1.04%	0.07%
2008	1.7	68.6	169.5	2,369.1	2.5%	1.01%	0.07%
2009	1.8	73.6	182.5	2,507.7	2.5%	1.01%	0.07%
2010	2.1	81.7	202.9	2,748.0	2.6%	1.03%	0.08%
2011	2.4	92.1	226.8	3,025.0	2.6%	1.04%	0.08%
2012	2.6	106.4	257.9	3,262.5	2.5%	1.02%	0.08%
2013	2.8	110.7	269.1	3,534.3	2.5%	1.03%	0.08%
2014	2.9	117.3	284.2	3,797.1	2.5%	1.01%	0.08%

Source: IHS Global Insight Regional eXplorer version 969

With a GDP of R 2.88 billion in 2014 (up from R 1.04 billion in 2004), the EMakhazeni Local Municipality contributed 2.45% to the Nkangala District Municipality GDP of R 117 billion in 2014 increasing in the share of the Nkangala from 2.69% in 2004. The eMakhazeni Local Municipality contributes 1.01% to the GDP of Mpumalanga Province and 0.08% the GDP of South Africa which had a total GDP of R 3.8 trillion in 2014 (as measured in nominal or current prices). It's contribution to the national economy stayed similar in importance from 2004 when it contributed 0.07% to South Africa, but it is lower than the peak of 0.08% in 2012.

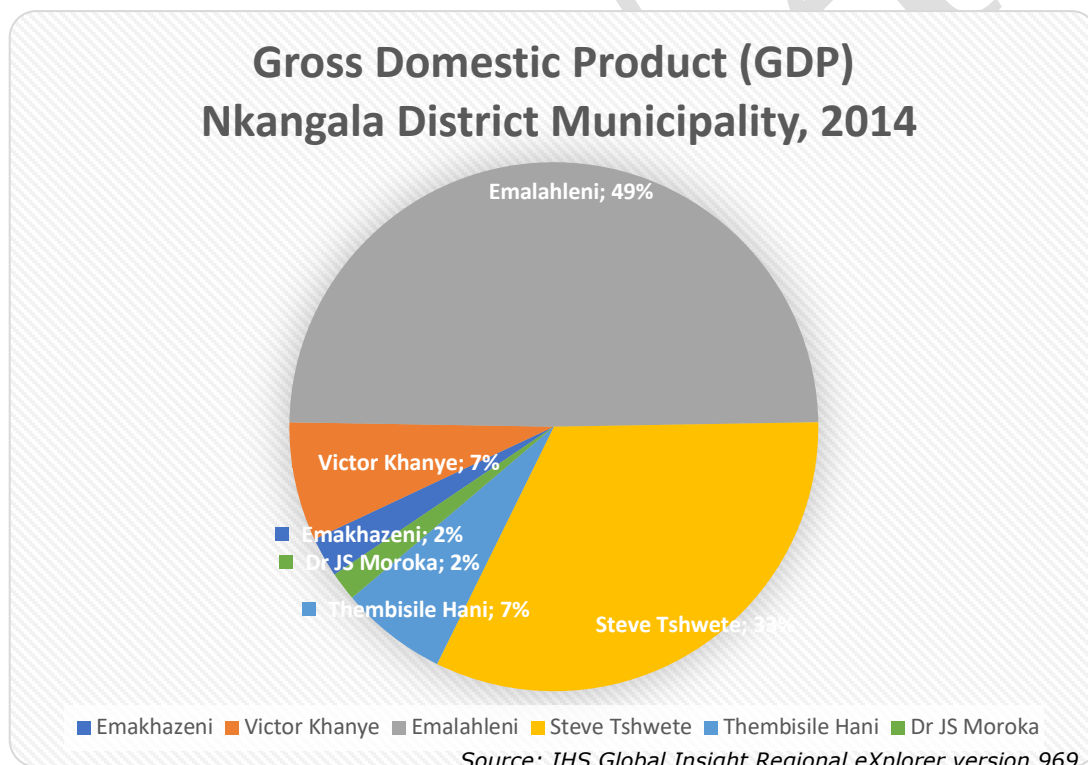
TABLE 13: GROSS DOMESTIC PRODUCT (GDP) - EMAKHAZENI, NKANGALA, MPUMALANGA AND NATIONAL TOTAL, 2004-2014 [ANNUAL PERCENTAGE CHANGE, CONSTANT 2010 PRICES]

	eMakhazeni	Nkangala	Mpumalanga	National Total
2004	-0.4%	5.5%	3.9%	4.4%
2005	3.4%	5.8%	4.3%	5.1%
2006	-2.3%	3.3%	4.2%	5.3%
2007	2.2%	5.5%	4.0%	5.4%
2008	3.7%	-3.7%	1.2%	3.2%
2009	1.3%	-2.7%	-1.4%	-1.5%
2010	8.0%	0.5%	2.6%	3.0%
2011	5.7%	-0.2%	2.1%	3.2%
2012	-0.3%	3.1%	2.1%	2.2%
2013	2.0%	4.7%	1.7%	2.2%
2014	1.3%	4.0%	2.7%	1.5%
Average Annual growth 2004-2014+	2.46%	1.98%	2.34%	2.94%

Source: IHS Global Insight Regional eExplorer version 969

In 2014, the eMakhazeni Local Municipality achieved an annual growth rate of 1.26% which is a significant lower GDP growth than the Mpumalanga Province's 2.65%, but is lower than that of South Africa, where the 2014 GDP growth rate was 1.55%. Similar to the short-term growth rate of 2014, the longer-term average growth rate for eMakhazeni (2.46%) is also slightly lower than that of South Africa (2.94%). The economic growth in eMakhazeni peaked in 2010 at 7.96%.

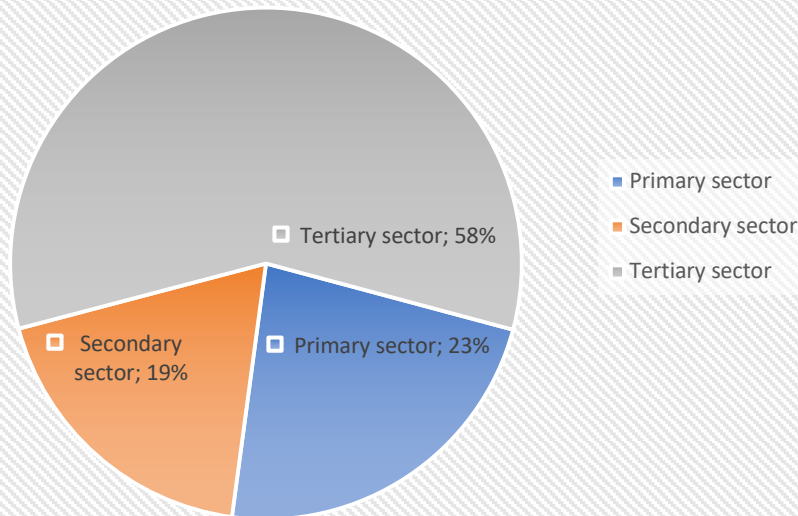
CHART 12. GROSS DOMESTIC PRODUCT (GDP) - EMAKHAZENI LOCAL MUNICIPALITY AND THE REST OF NKANGALA, 2014 [PERCENTAGE]



The tertiary sector contributes the most to the Gross Value Added within the eMakhazeni Local Municipality at 58.3%. This is slightly lower than the national economy (68.1%). The primary sector contributed a total of 23.0% (ranking second), while the secondary sector contributed the least at 18.8%.

CHART 13. GROSS VALUE ADDED (GVA) BY AGGREGATE ECONOMIC SECTOR - EMAKHAZENI LOCAL MUNICIPALITY, 2014 [PERCENTAGE]

Gross Value Added (GVA) by aggregate sector EMakhazeni Local Municipality, 2014



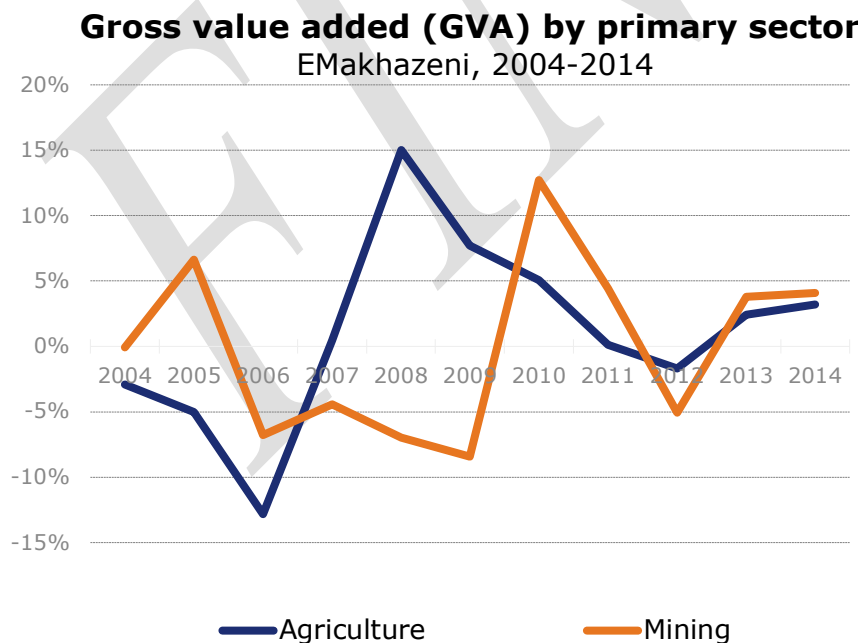
Source: IHS Global Insight Regional eXplorer version 969

The following is a breakdown of the Gross Value Added (GVA) by aggregated sector

Primary Sector

The primary sector consists of two broad economic sectors namely the mining and the agricultural sector. The following chart represents the average growth rate in the GVA for both of these sectors in eMakhazeni Local Municipality from 2004 to 2014.

CHART 14. GROSS VALUE ADDED (GVA) BY PRIMARY SECTOR - EMAKHAZENI, 2004-2014 [ANNUAL PERCENTAGE CHANGE]



Source: IHS Global Insight Regional eXplorer version 969

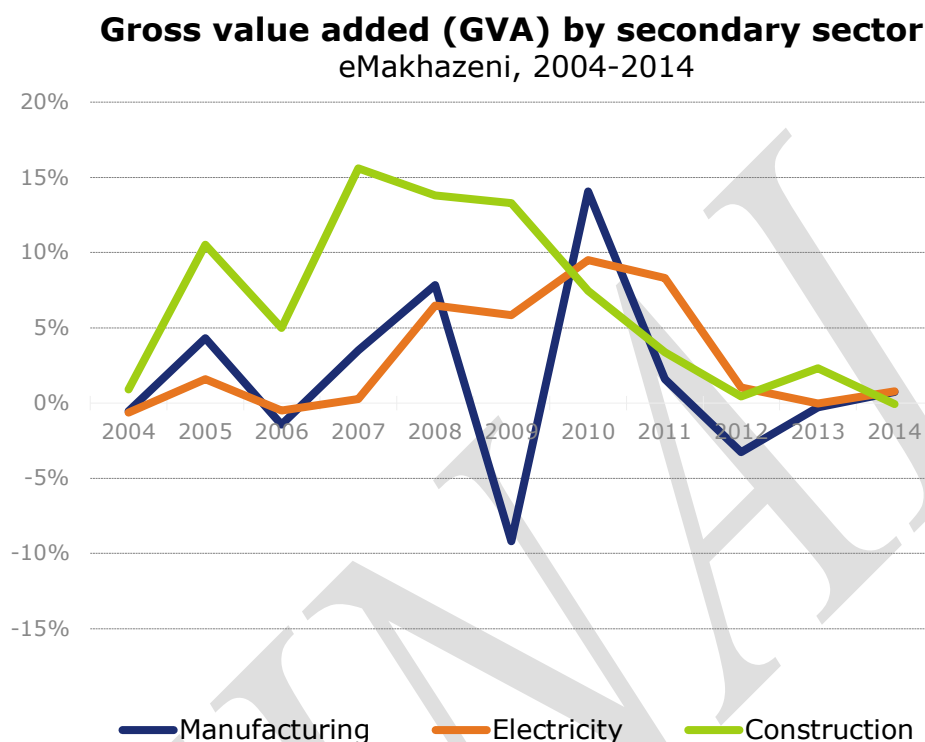
Between 2004 and 2014 the agriculture sector experienced the highest positive growth in 2008 with an average growth rate of 15.0%. The mining sector reached its highest point of growth of 12.7% in 2010. The agricultural sector experienced the lowest growth for the period during 2006 at -12.8%, while the mining

sector reaching its lowest point of growth in 2009 at -8.4%. Both the agriculture and mining sectors are generally characterized by volatility in growth over the period.

Secondary Sector

The secondary sector consists of three broad economic sectors namely the manufacturing, electricity and the construction sector. The following chart represents the average growth rates in the GVA for these sectors in eMakhazeni Local Municipality from 2004 to 2014.

CHART 15. GROSS VALUE ADDED (GVA) BY SECONDARY SECTOR - EMAKHAZENI, 2004-2014 [ANNUAL PERCENTAGE CHANGE]



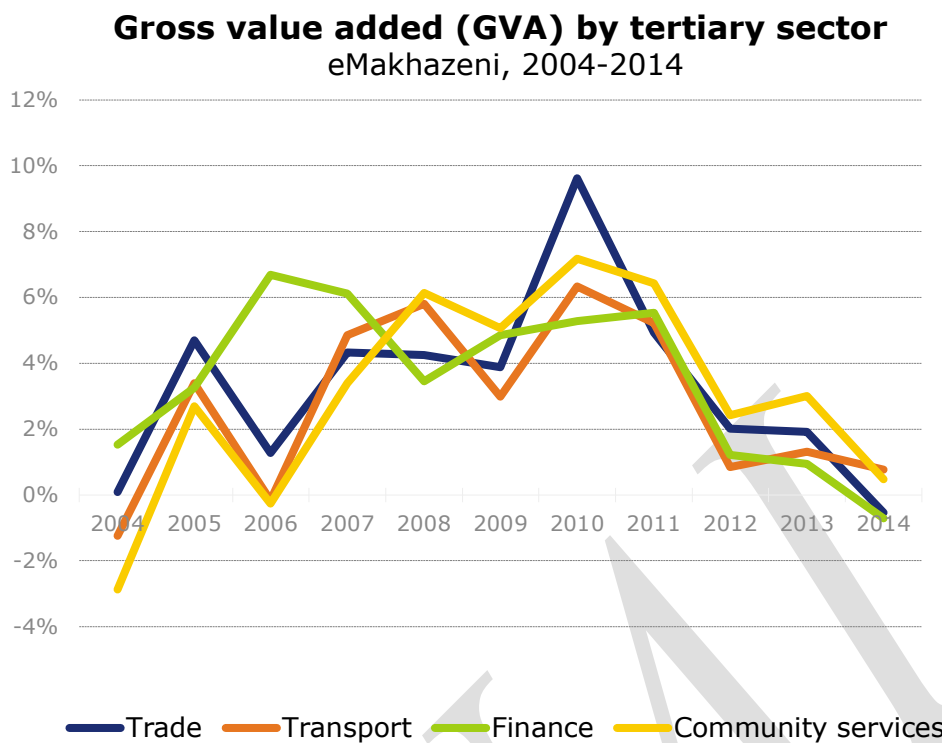
Source: IHS Global Insight Regional eXplorer version 969

Between 2004 and 2014 the manufacturing sector experienced the highest positive growth in 2010 with a growth rate of 14.1%. The construction sector reached its highest growth in 2007 at 15.6%. The manufacturing sector experienced its lowest growth in 2014 of -9.2%, while construction sector reached its lowest point of growth in 2014 with a -0.1% growth rate. The electricity sector experienced the highest growth in 2010 at 9.5%, while it recorded the lowest growth of -0.6% in 2004.

Tertiary Sector

The tertiary sector consists of four broad economic sectors namely the trade, transport, finance and the community services sector. The following chart represents the average growth rates in the GVA for these sectors in eMakhazeni Local Municipality from 2004 to 2014.

CHART 16. GROSS VALUE ADDED (GVA) BY TERTIARY SECTOR - EMAKHAZENI, 2004-2014 [ANNUAL PERCENTAGE CHANGE]



Source: IHS Global Insight Regional eXplorer version 969

The trade sector experienced the highest positive growth in 2010 with a growth rate of 9.6%. It is evident for the transport sector that the highest positive growth rate also existed in 2010 at 6.3% which is lower than that of the manufacturing sector. The finance sector experienced the highest growth rate in 2006 when it recorded growth of 6.7%. The finance sector recorded the lowest growth rate in 2014 with -0.7% growth rate, while the Trade sector also had the lowest growth rate in 2014 at -0.5%. The community services sector, which largely consists of government, experienced its highest positive growth in 2010 with 7.2% and the lowest growth rate in 2004 with -2.9%.

Sector Growth forecast

The GVA forecasts are based on forecasted growth rates derived from two sources: historical growth rate estimates and national level industry forecasts. The projections are therefore partly based on the notion that regions that have performed well in the recent past are likely to continue performing well (and vice versa) and partly on the notion that those regions that have prominent sectors that are forecast to grow rapidly in the national economy (e.g. finance and telecommunications) are likely to perform well (and vice versa). As the target year moves further from the base year (2010) so the emphasis moves from historical growth rates to national-level industry growth rates.

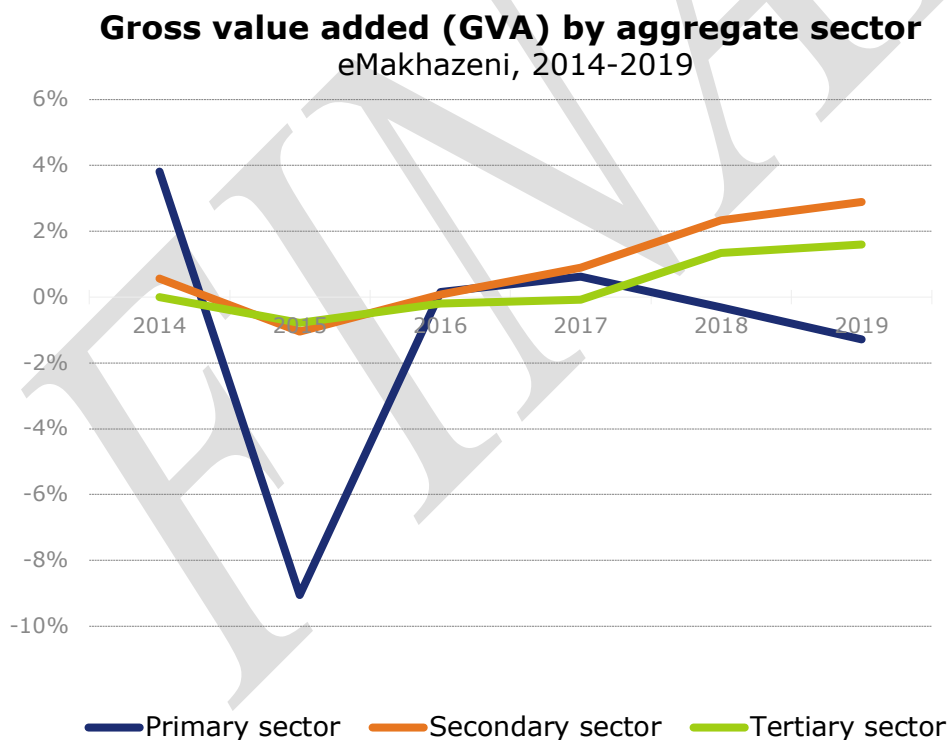
TABLE 14: GROSS VALUE ADDED (GVA) BY BROAD ECONOMIC SECTOR - EMAKHAZENI LOCAL MUNICIPALITY, 2014-2019 [R MILLIONS, CONSTANT 2010 PRICES]

	2014	2015	2016	2017	2018	2019	Average Annual growth
Agriculture	179.5	161.6	152.6	152.4	153.9	156.0	-2.77%
Mining	380.8	348.0	357.7	361.1	358.0	349.3	-1.71%
Manufacturing	197.6	195.1	194.6	196.6	202.2	208.9	1.12%
Electricity	56.2	55.1	54.9	55.0	55.8	57.0	0.29%
Construction	77.8	78.0	78.8	79.6	81.0	82.9	1.28%
Trade	355.5	353.5	353.8	354.7	361.8	370.0	0.80%
Transport	235.4	234.1	234.5	235.7	240.3	245.8	0.87%
Finance	236.5	233.8	231.8	229.1	229.6	231.0	-0.47%
Community services	358.6	355.2	354.4	354.0	357.7	361.5	0.17%
Total Industries	2,077.8	2,014.3	2,013.2	2,018.3	2,040.2	2,062.4	-0.15%

Source: IHS Global Insight Regional eXplorer version 969

The construction sector is expected to grow fastest at an average of 1.28% annually from R 77.8 million in eMakhazeni Local Municipality to R 82.9 million in 2019. The trade sector is estimated to be the largest sector within the eMakhazeni Local Municipality in 2019, with a total share of 17.9% of the total GVA (as measured in current prices), growing at an average annual rate of 0.8%. The sector that is estimated to grow the slowest is the agriculture sector with an average annual growth rate of -2.77%.

CHART 17. GROSS VALUE ADDED (GVA) BY AGGREGATE ECONOMIC SECTOR - EMAKHAZENI LOCAL MUNICIPALITY, 2014-2019 [ANNUAL GROWTH RATE, CONSTANT 2010 PRICES]



Source: IHS Global Insight Regional eXplorer version 969 \

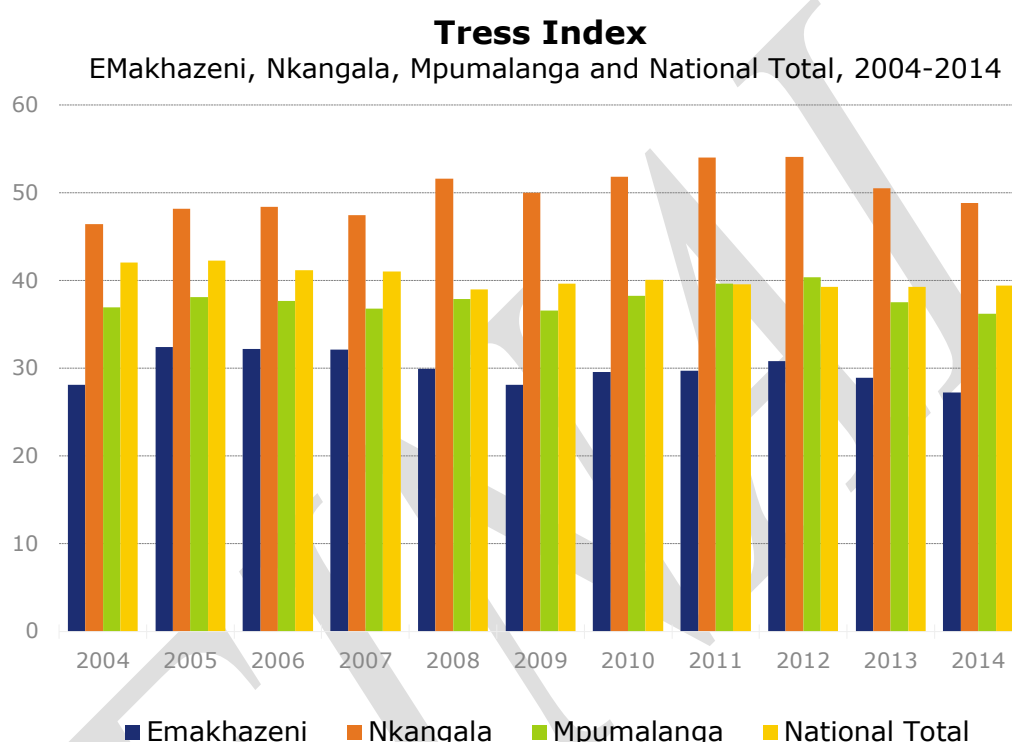
The Primary sector is expected to grow at an average annual rate of -2.04% between 2014 and 2019, with the Secondary sector growing at 1.02% on average annually. The Tertiary sector is expected to grow at an average annual rate of 0.37% for the same period.

Based on the typical profile of a developing country, we can expect faster growth in the secondary and tertiary sectors when compared to the primary sector. Also remember that the agricultural sector is prone to very high volatility as a result of uncertain weather conditions, pests and other natural causes - and the forecasts presented here is merely a long-term trend rather than trying to forecast the unpredictable weather conditions.

Tress Index

The Tress index measures the degree of concentration of an area's economy on a sector basis. A Tress index value of 0 means that all economic sectors in the region contribute equally to GVA, whereas a Tress index of 100 means that only one economic sector makes up the whole GVA of the region.

CHART 18. TRESS INDEX - EMAKHAZENI, NKANGALA, MPUMALANGA AND NATIONAL TOTAL, 2004-2014
[NUMBER]



Source: IHS Global Insight Regional eXplorer version 969

In 2014, eMakhazeni's Tress Index was estimated at 27.2 which are lower than the 48.8 of the district municipality and lower than the 48.8 of the province. This implies that - on average - eMakhazeni Local Municipality is more diversified in terms of its economic activity spread than the province's economy as a whole.

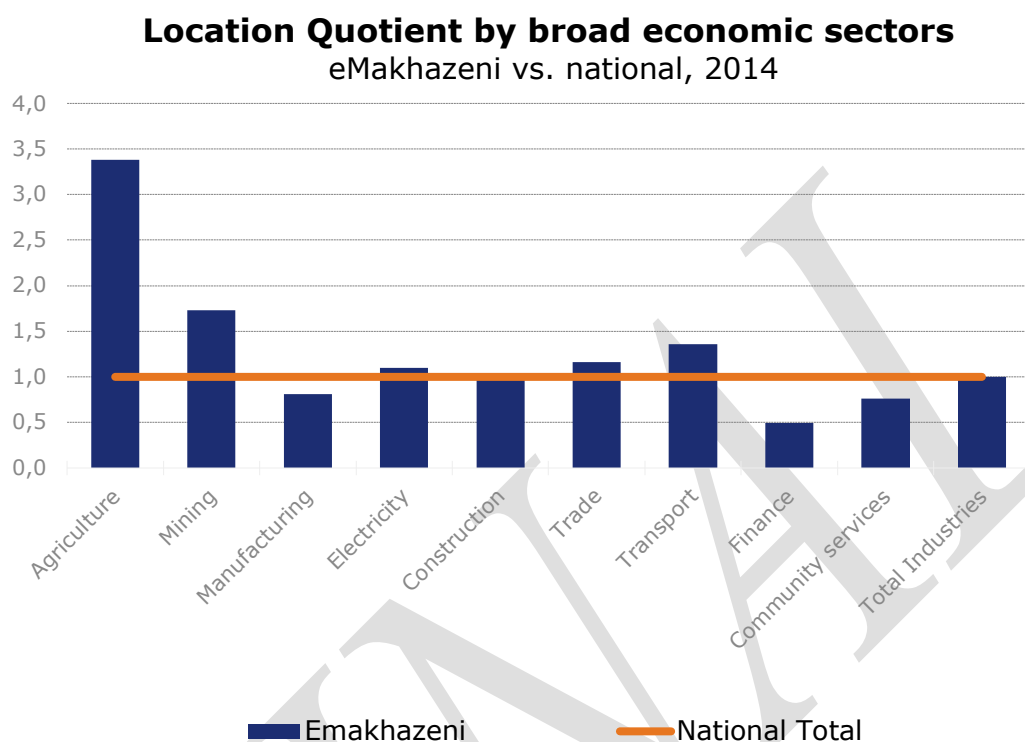
The more diverse an economy is, the more likely it is to create employment opportunities across all skills levels (and not only - for instance - employment opportunities that cater for highly skilled labourers), and maintain a healthy balance between labour-intensive and capital-intensive industries. If both economic growth and the alleviation of unemployment are of concern, clearly there need to be industries that are growing fast and also creating jobs in particular the lower skilled categories. Unfortunately, in practice many industries that are growing fast are not those that create many employment opportunities for unskilled labourers (and alleviate unemployment).

Location Quotient

A specific regional economy has a comparative advantage over other regional economies if it can more efficiently produce the same good. The location quotient is one way of measuring this comparative advantage.

If the location quotient is larger than one for a specified sector within a region, then that region has a comparative advantage in that sector. This is because the share of that sector of the specified regional economy is greater than the same sector in the national economy. The location quotient is usually computed by taking the percentage share of the sector in the regional economy divided by the percentage share of that same sector in the national economy.

CHART 19. LOCATION QUOTIENT BY BROAD ECONOMIC SECTORS - EMAKHAZENI LOCAL MUNICIPALITY AND SOUTH AFRICA, 2014 [NUMBER]



Source: IHS Global Insight Regional eXplorer version 969

For 2014 eMakhazeni Local Municipality has a very large comparative advantage in the agriculture sector. The mining sector also has a very large comparative advantage. The transport also has a comparative advantage when comparing it to the South Africa economy as a whole, although less prominent. The eMakhazeni Local Municipality has a comparative disadvantage when it comes to the finance and community services sector which has a large comparative disadvantage. In general mining is a very concentrated economic sector. Mining is very important to the eMakhazeni Local Municipality Area, with a LQ far above the national average, but not like the predominant mining areas such as Rustenburg and Sishen areas.

Tourism

Tourism can be defined as the non-commercial organization plus operation of vacations and visits to a place of interest. Whether you visit a relative or friend, travel for business purposes, go on holiday or on medical and religious trips - these are all included in tourism.

Trips by purpose of trips

The main purpose for an overnight trip is grouped into these categories:

- Leisure / Holiday
- Business
- Visits to friends and relatives
- Other (Medical, Religious, etc.)

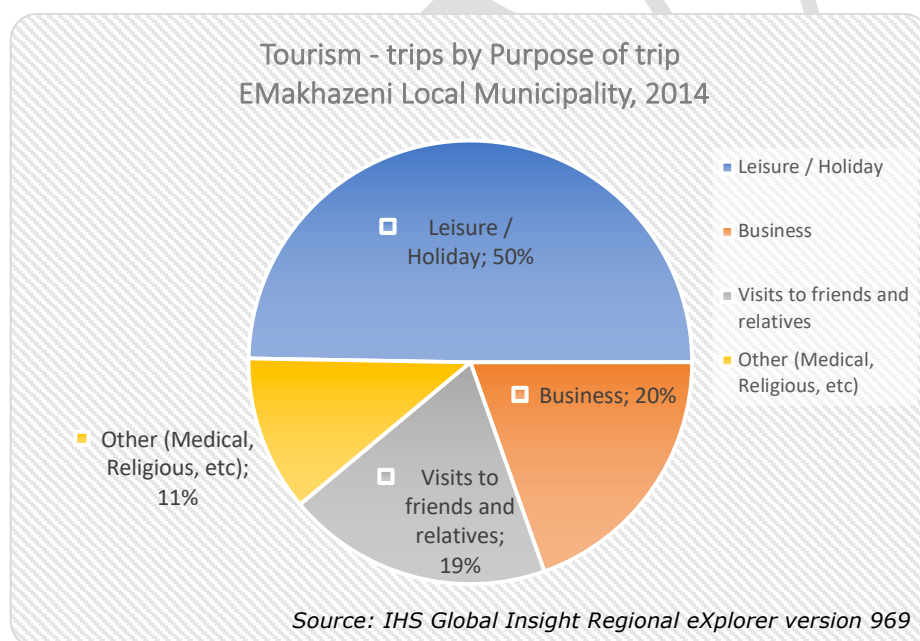
TABLE 15: NUMBER OF TRIPS BY PURPOSE OF TRIPS - EMAKHAZENI LOCAL MUNICIPALITY, 2004-2014 [NUMBER PERCENTAGE]

	Leisure / Holiday	Business	Visits to friends and relatives	Other (Medical, Religious, etc)	Total
2004	20,100	9,410	8,320	11,600	49,400
2005	20,400	9,970	9,010	10,600	50,000
2006	22,100	10,100	9,530	9,380	51,200
2007	25,000	9,790	9,930	8,540	53,200
2008	26,700	9,990	10,900	6,930	54,500
2009	27,500	10,700	11,500	7,060	56,700
2010	30,400	12,600	12,200	7,650	62,800
2011	32,500	13,300	12,900	7,890	66,600
2012	35,200	14,400	13,800	8,190	71,600
2013	36,500	15,000	13,700	8,610	73,900
2014	36,800	14,500	14,300	8,410	74,100
Average Annual growth					
2004-2014	6.27%	4.43%	5.59%	-3.20%	4.13%

Source: IHS Global Insight Regional eXplorer version 969

In eMakhazeni Local Municipality, the Leisure / Holiday, relative to the other tourism, recorded the highest average annual growth rate from 2004 (20 100) to 2014 (36 800) at 6.27%. The type of tourism with the highest volume of tourists was also the Leisure / Holiday tourism with a total number of 36 800 annual tourist and had an average annual growth rate of 6.27%. The tourism type that recorded the lowest growth was Other (Medical, Religious, etc) tourism with an average annual growth rate of -3.20% from 2004 (11 600) to 2014 (8 410).

CHART 20. TRIPS BY PURPOSE OF TRIP - EMAKHAZENI LOCAL MUNICIPALITY, 2014 [PERCENTAGE]



The Leisure / Holiday at 49.72% has largest share the total tourism within EMakhazeni Local Municipality. Business tourism had the second highest share at 19.59%, followed by Visits to friends and relatives tourism at 19.35% and the Other (Medical, Religious, etc) tourism with the smallest share of 11.34% of the total tourism within EMakhazeni Local Municipality.

Origin of Tourists

In the following table, the number of tourists that visited eMakhazeni Local Municipality from both domestic origins, as well as those coming from international places, are listed.

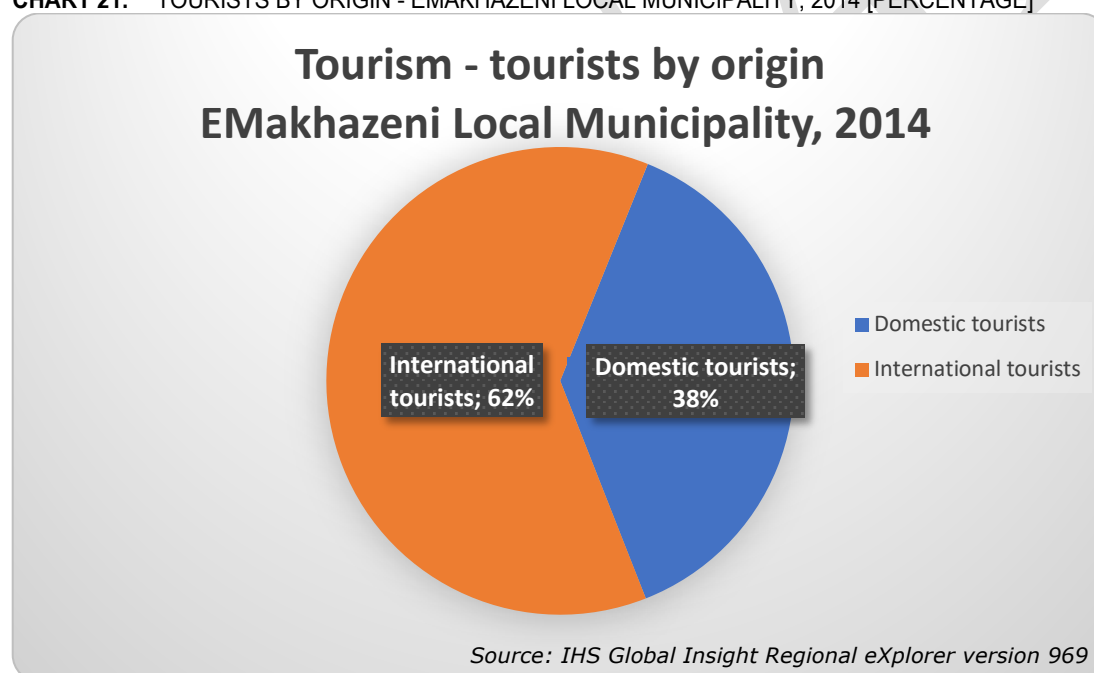
TABLE 16: TOTAL NUMBER OF TRIPS BY ORIGIN TOURISTS - EMAKHAZENI LOCAL MUNICIPALITY, 2004-2014 [NUMBER]

	Domestic tourists	International tourists	Total tourists
2004	26,900	22,600	49,400
2005	26,200	23,800	50,000
2006	25,000	26,200	51,200
2007	24,700	28,600	53,200
2008	23,900	30,600	54,500
2009	24,500	32,300	56,700
2010	25,200	37,600	62,800
2011	26,300	40,300	66,600
2012	27,300	44,400	71,600
2013	28,000	45,900	73,900
2014	28,100	46,000	74,100
Average Annual growth			
2004-2014	0.45%	7.38%	4.13%

Source: IHS Global Insight Regional eXplorer version 969

The number of trips by tourists visiting eMakhazeni Local Municipality from other regions in South Africa has increased at an average annual rate of 0.45% from 2004 (26 900) to 2014 (28 100). The tourists visiting from other countries increased at a relatively high average annual growth rate of 7.38% (from 22 600 in 2004 to 46 000). International tourists constitute 62.08% of the total number of trips, with domestic tourism representing the balance of 37.92%.

CHART 21. TOURISTS BY ORIGIN - EMAKHAZENI LOCAL MUNICIPALITY, 2014 [PERCENTAGE]



3.6 Bednights by origin of tourist

The following is a summary of the number of bed nights spent by domestic and international tourist within eMakhazeni Local Municipality between 2004 and 2014.

TABLE 17: BEDNIGHTS BY ORIGIN OF TOURIST - EMAKHAZENI LOCAL MUNICIPALITY, 2004-2014 [NUMBER]

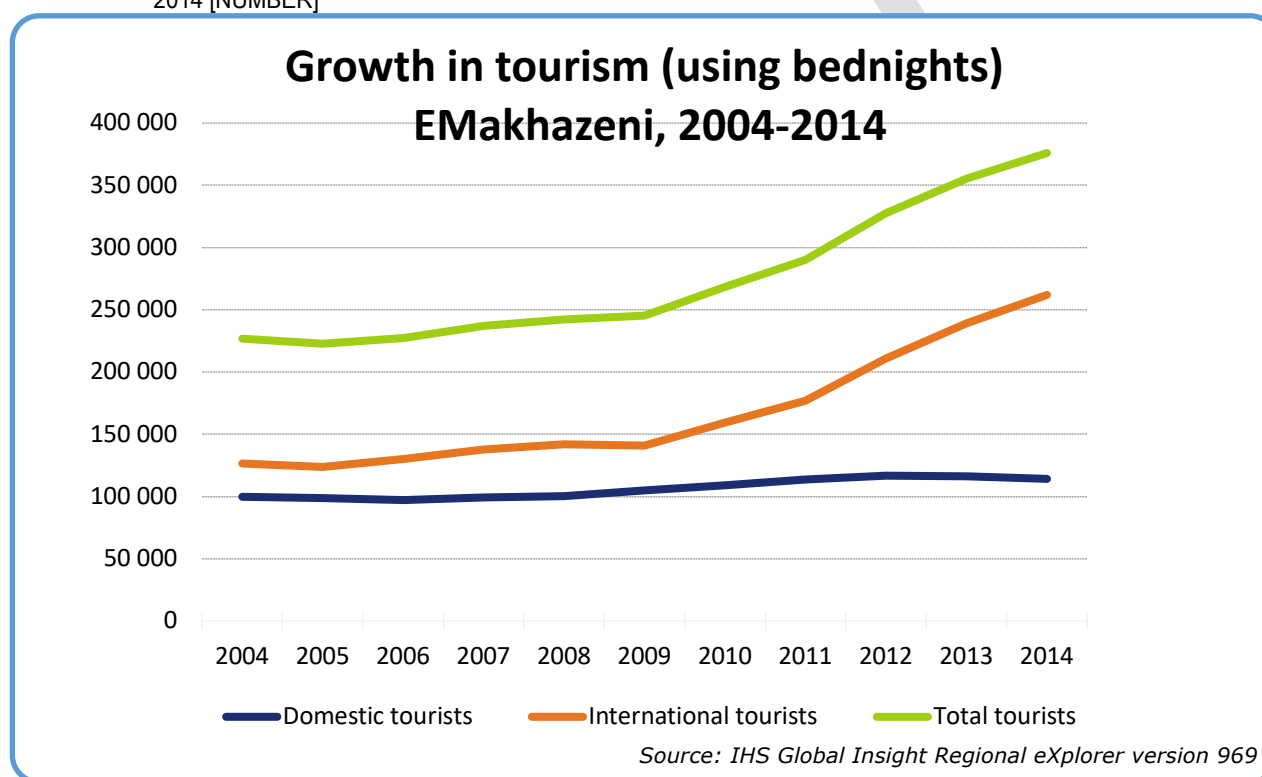
	Domestic tourists	International tourists	Total tourists
2004	100,000	127,000	227,000
2005	99,000	124,000	223,000
2006	97,200	130,000	227,000
2007	99,300	138,000	237,000

2008	100,000	142,000	242,000
2009	105,000	141,000	245,000
2010	109,000	160,000	268,000
2011	113,000	177,000	290,000
2012	117,000	211,000	327,000
2013	116,000	239,000	355,000
2014	114,000	262,000	376,000
Average Annual growth			
2004-2014	1.31%	7.55%	5.19%

Source: IHS Global Insight Regional eXplorer version 969

From 2004 to 2014, the number of bed nights spent by domestic tourists has increased at an average annual rate of 1.31%, while in the same period the international tourists had an average annual increase of 7.55%. The total number of bed nights spent by tourists increased at an average annual growth rate of 5.19% from 227 000 in 2004 to 376 000 in 2014.

CHART 22. GROWTH IN TOURISM (USING BEDNIGHTS) BY ORIGIN - EMAKHAZENI LOCAL MUNICIPALITY, 2004-2014 [NUMBER]



3.7 Tourism spending

It is important to note that this type of spending differs from the concept of contribution to GDP. Tourism spending merely represents a nominal spend of trips made to each region.

TABLE 18: TOTAL TOURISM SPENDING - EMAKHAZENI, NKANGALA, MPUMALANGA AND NATIONAL TOTAL, 2004-2014 [R BILLIONS, CURRENT PRICES]

	EMakhazeni	Nkangala	Mpumalanga	National Total
2004	0.2	1.3	7.2	104.7
2005	0.2	1.3	7.3	107.2
2006	0.3	1.6	8.5	126.9
2007	0.3	1.7	9.4	138.7
2008	0.4	1.9	10.4	152.5
2009	0.4	2.0	10.8	153.4
2010	0.4	2.3	12.0	167.2
2011	0.4	2.5	12.9	174.6
2012	0.5	3.0	15.3	199.9
2013	0.6	3.4	17.0	217.6

2014	0.7	3.8	19.2	238.7
Average Annual growth				
2004-2014	10.41%	11.47%	10.26%	8.60%

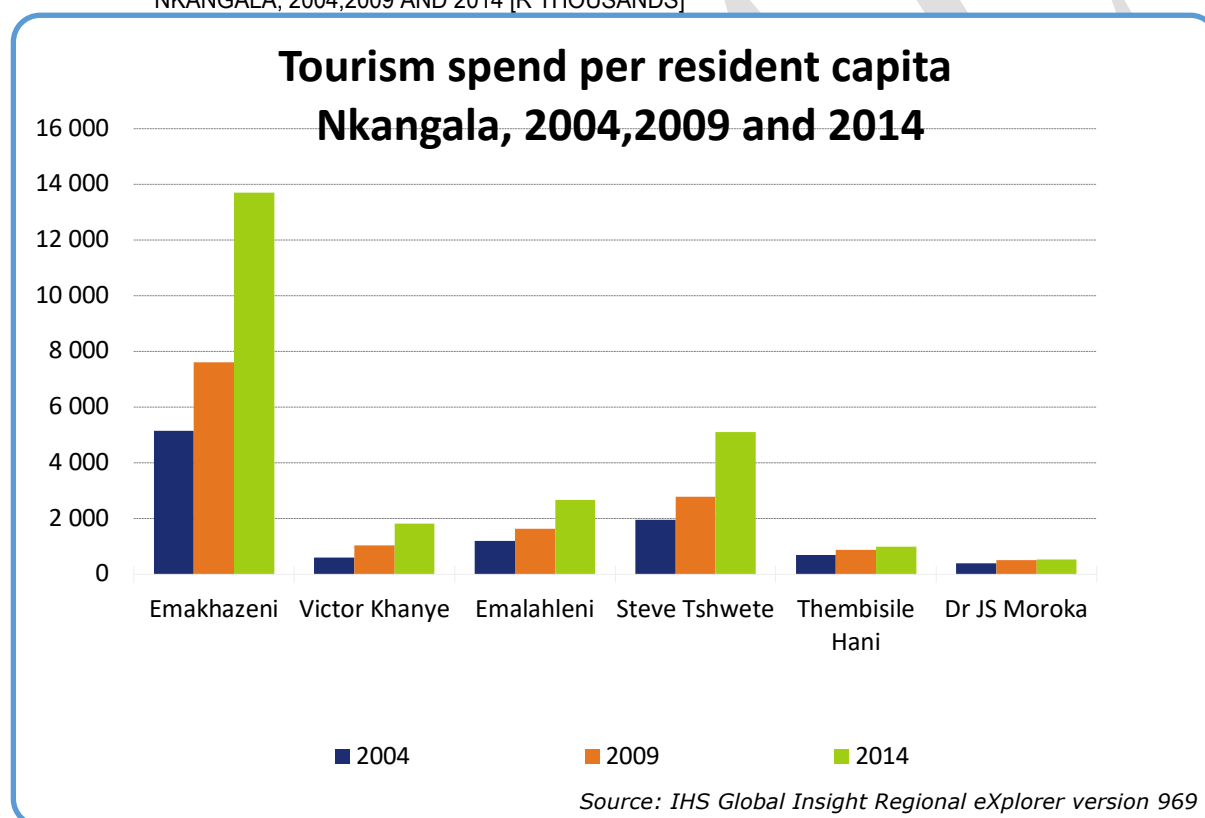
Source: IHS Global Insight Regional eXplorer version 969

eMakhazeni Local Municipality had a total tourism spending of R 663 million in 2014 with an average annual growth rate of 10.4% since 2004 (R 246 million). Nkangala District Municipality had a total tourism spending of R 3.81 billion in 2014 and an average annual growth rate of 11.5% over the period. Total spending in Mpumalanga Province increased from R 7.21 billion in 2004 to R 19.2 billion in 2014 at an average annual rate of 10.3%. South Africa as whole had an average annual rate of 8.6% and increased from R 105 billion in 2004 to R 239 billion in 2014.

Tourism Spend per Resident Capita

Another interesting topic to look at is tourism spending per resident capita. To calculate this, the total amount of tourism spending in the region is divided by the number of residents living within that region. This gives a relative indication of how important tourism is for a particular area.

CHART 23. TOURISM SPEND PER RESIDENT CAPITA - EMAKHAZENI LOCAL MUNICIPALITY AND THE REST OF NKANGALA, 2004,2009 AND 2014 [R THOUSANDS]



In 2014, eMakhazeni Local Municipality had a tourism spend per capita of R 13,700 and an average annual growth rate of 10.28%, eMakhazeni Local Municipality ranked highest amongst all the regions within Nkangala in terms of tourism spend per capita. The local municipality that ranked lowest in terms of tourism spend per capita is Dr JS Moroka with a total of R 532 which reflects an increase at an average annual rate of 3.21% from 2004.

3.3.1. Tourism Spend as a Share of GDP

TABLE 19: TOTAL SPENDING AS % SHARE OF GDP - EMAKHAZENI, NKANGALA, MPUMALANGA AND NATIONAL TOTAL, 2004-2014 [PERCENTAGE]

	EMakhazeni	Nkangala	Mpumalanga	National Total
2004	23.7%	3.3%	7.4%	7.1%
2005	21.6%	3.1%	6.8%	6.5%
2006	22.3%	3.1%	6.9%	6.9%
2007	21.1%	2.9%	6.4%	6.6%
2008	20.6%	2.8%	6.2%	6.4%
2009	19.5%	2.7%	5.9%	6.1%
2010	18.8%	2.8%	5.9%	6.1%
2011	18.4%	2.7%	5.7%	5.8%
2012	19.7%	2.8%	5.9%	6.1%
2013	21.4%	3.0%	6.3%	6.2%
2014	23.0%	3.2%	6.7%	6.3%

Source: IHS Global Insight Regional eXplorer version 969

In eMakhazeni Local Municipality the tourism spending as a percentage of GDP in 2014 was 23.05%. Tourism spending as a percentage of GDP for 2014 was 3.24% in Nkangala District Municipality, 6.74% in Mpumalanga Province. Looking at South Africa as a whole, it can be seen that total tourism spending had a total percentage share of GDP of 6.29%.

3.8 Trade

Trade is defined as the act of buying and selling, with international trade referring to buying and selling across international border, more generally called importing and exporting. The Trade Balance is calculated by subtracting imports from exports.

Relative Importance of Trade

In the table below, the eMakhazeni Local Municipality is compared to Nkangala, Mpumalanga Province and South Africa, in terms of actual imports and exports, the Trade Balance, as well the contribution to GDP and the region's contribution to total national exports and imports.

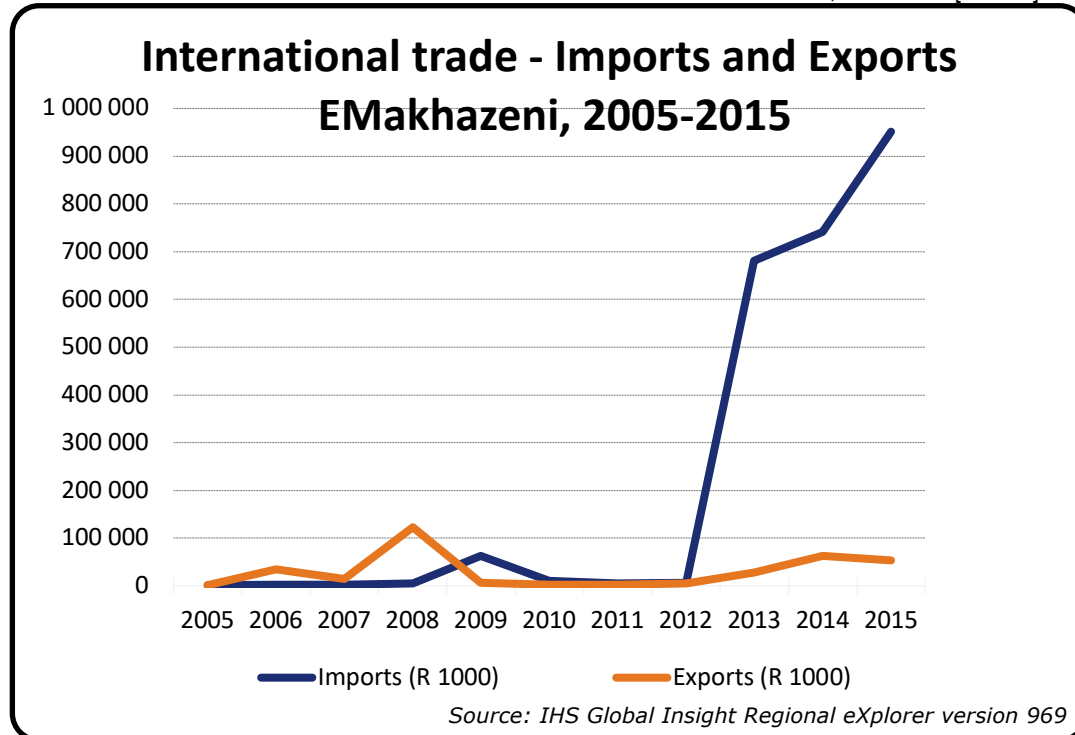
TABLE 20: MERCHANDISE EXPORTS AND IMPORTS - EMAKHAZENI, NKANGALA, MPUMALANGA AND NATIONAL TOTAL, 2015 [R 1000, CURRENT PRICES]

	eMakhazeni	Nkangala	Mpumalanga	National Total
Exports (R 1000)	53,664	4,791,959	18,553,703	1,041,437,998
Imports (R 1000)	951,493	1,670,152	5,944,179	1,075,891,997
Total Trade (R 1000)	1,005,158	6,462,110	24,497,882	2,117,329,995
Trade Balance (R 1000)	-897,829	3,121,807	12,609,524	-34,453,999
Exports as % of GDP	1.8%	4.0%	6.3%	26.0%
Total trade as % of GDP	34.5%	5.4%	8.4%	53.0%
Regional share - Exports	0.0%	0.5%	1.8%	100.0%
Regional share - Imports	0.1%	0.2%	0.6%	100.0%
Regional share - Total Trade	0.0%	0.3%	1.2%	100.0%

Source: IHS Global Insight Regional eXplorer version 969

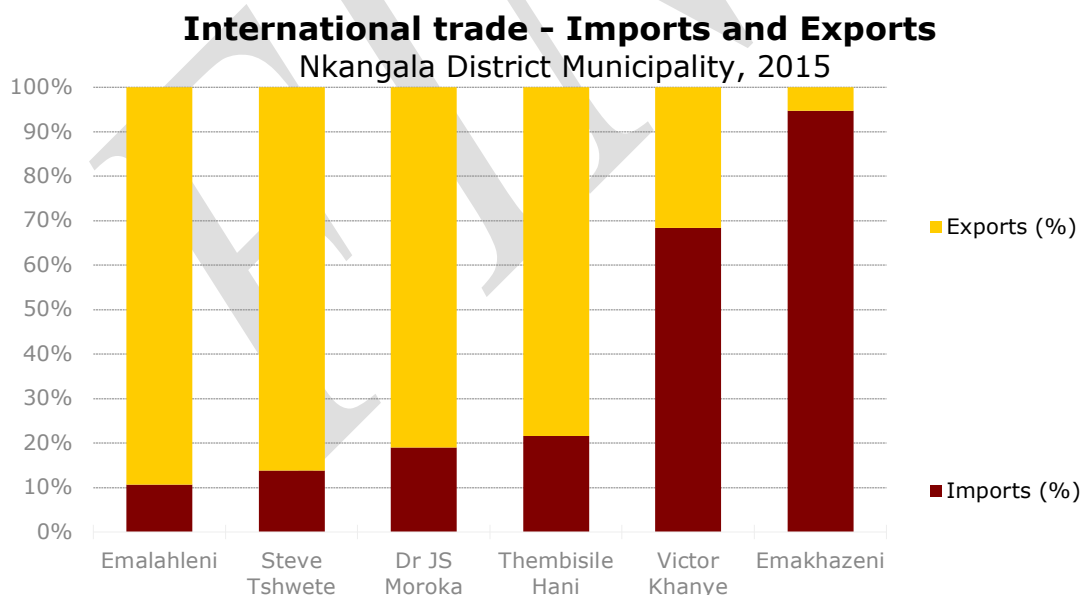
The merchandise export from eMakhazeni Local Municipality amounts to R 53.7 million and as a percentage of total national exports constitute about 0.01%. The exports from eMakhazeni Local Municipality constitute 1.84% of total eMakhazeni Local Municipality's GDP. Merchandise imports of R 951 million constitute about 0.09% of the national imports. Total trade within EMakhazeni is about 0.05% of total national trade. eMakhazeni Local Municipality had a negative trade balance in 2015 to the value of R 898 million.

CHART 24. IMPORT AND EXPORTS IN EMAKHAZENI LOCAL MUNICIPALITY, 2005-2015 [R 1000]



Analysing the trade movements over time, total trade increased from 2005 to 2015 at an average annual growth rate of 80.97%. Merchandise exports increased at an average annual rate of 43.78%, with the highest level of exports of R 123 million experienced in 2008. Merchandise imports increased at an average annual growth rate of 94.21% between 2005 and 2015, with the lowest level of imports experienced in 2005.

CHART 25. MERCHANDISE EXPORTS AND IMPORTS - EMAKHAZENI AND THE REST OF NKANGALA, 2015 [PERCENTAGE]



Source: IHS Global Insight Regional eXplorer version 969

When comparing the eMakhazeni Local Municipality with the other regions in the Nkangala District Municipality, Emalahleni has the biggest amount of international trade (when aggregating imports and exports, in absolute terms) with a total of R 3.67 billion. This is also true for exports - with a total of R 3.28 billion in 2015. Dr JS Moroka had the lowest total trade figure at R 295,000. The Dr JS Moroka also had the lowest exports in terms of currency value with a total of R 239,000 exports.

3.9 AGRICULTURE AND MINING

Farming is the dominant economic activity in the eMakhazeni area occupying the largest part of the physical area. Small towns serve as service centres to the agricultural sector. The most dominant activities in the area include field, horticultural, animal husbandry, forestry and some fishing. Agriculture generates and inter-regional income and has a high multiplier effect in the local economy. Belfast, Dullstroom, Machadodorp and Waterval-Boven act as service providers to the surrounding rural areas and provide social services as well as farming and household necessities to the farmers and farm workers in the region. Stoffberg in the west plays a relative important role in the farming community and farming activities of the area. The eMakhazeni Municipal is mainly a rural area with scattered rural settlements situated on farms. These settlements usually consist of the homestead, outbuildings, sheds and farm workers' accommodation. The number of farm workers' units range between one to twenty units per farm. Leading sectors in terms of % contribution to eMakhazeni economy is mining (27.1%), transport (26%) trade (8.4%) and community services (14.7%). Mining has remained the biggest contributor in GDP in the municipality between.

The tables below show the contribution of each sector to the municipal GDP:

CHART 26. EMAKHAZENI ECONOMIC SECTORS CONTRIBUTION TO THE MUNICIPAL GDP IN 2001

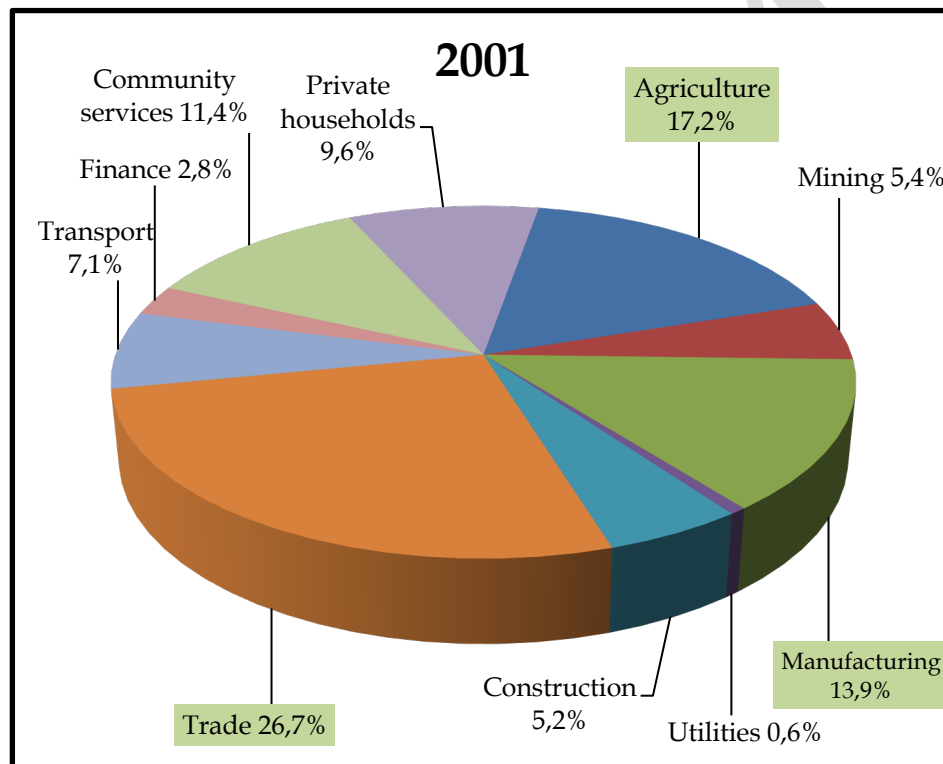
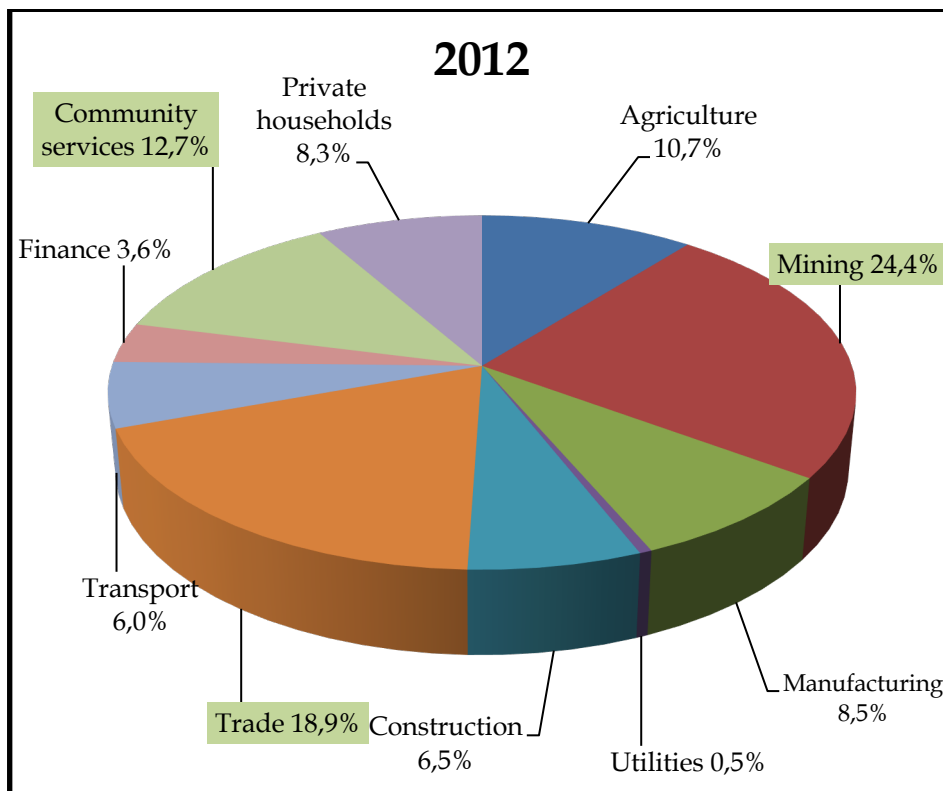


CHART 27. EMAKHAZENI ECONOMIC SECTORS CONTRIBUTION TO THE MUNICIPAL GDP



Labour

The labour force of a country consists of everyone of working age (above a certain age and below retirement) that are participating as workers, i.e. people who are actively employed or seeking employment. This is also called the economically active population (EAP). People not included are students, retired people, stay-at-home parents, people in prisons or similar institutions, people employed in jobs or professions with unreported income, as well as discouraged workers who cannot find work.

TABLE 21: WORKING AGE POPULATION IN EMAKHAZENI, NKANGALA, MPUMALANGA AND NATIONAL TOTAL, 2004 AND 2014 [NUMBER]

	EMakhazeni		Nkangala		Mpumalanga		National Total	
	2004	2014	2004	2014	2004	2014	2004	2014
15-19	5,110	3,990	126,000	117,000	436,000	396,000	4,910,000	4,590,000
20-24	5,270	4,440	123,000	133,000	397,000	412,000	4,910,000	4,940,000
25-29	4,500	4,800	101,000	138,000	319,000	405,000	4,340,000	4,870,000
30-34	3,800	4,120	83,200	119,000	260,000	338,000	3,520,000	4,450,000
35-39	2,970	3,290	72,800	93,800	225,000	263,000	3,070,000	3,550,000
40-44	2,790	2,930	67,100	80,100	198,000	224,000	2,740,000	3,000,000
45-49	2,330	2,440	55,900	74,200	164,000	204,000	2,340,000	2,720,000
50-54	1,970	2,180	45,500	70,700	134,000	185,000	1,890,000	2,480,000
55-59	1,800	1,810	35,000	58,900	101,000	156,000	1,510,000	2,130,000
60-64	1,200	1,640	24,600	47,800	78,200	122,000	1,180,000	1,700,000
Total	31,743	31,631	733,973	932,737	2,312,641	2,704,228	30,398,673	34,425,615

Source: IHS Global Insight Regional eXplorer version 969

The working age population in eMakhazeni in 2014 was 31 600, decreasing at an average annual rate of -0.04% since 2004. For the same period the working age population for Nkangala District Municipality increased at 2.43% annually, while that of Mpumalanga Province increased at 1.58% annually. South Africa's working age population of 30.4 million in 2004 increased annually by 1.25% to reach 34.4 million in 2014.

In theory, a higher or increasing population dividend is supposed to provide additional stimulus to economic growth. People of working age tend to uphold higher consumption patterns (Final Consumption Expenditure, FCE), and a more dense concentration of working age people is supposed to decrease dependency ratios - given that the additional labour which is offered to the market, is absorbed.

Economically Active Population (EAP)

The economically active population (EAP) is a good indicator of how many of the total working age population are in reality participating in the labour market of a region. If a person is economically active, he or she forms part of the labour force.

The economically active population (EAP) is defined as the number of people (between the age of 15 and 65) who are able and willing to work, and who are actively looking for work. It includes both employed and unemployed people. People, who recently have not taken any active steps to find employment, are not included in the measure. These people may (or may not) consider themselves unemployed. Regardless, they are counted as discouraged work seekers, and thus form part of the non-economically active population.

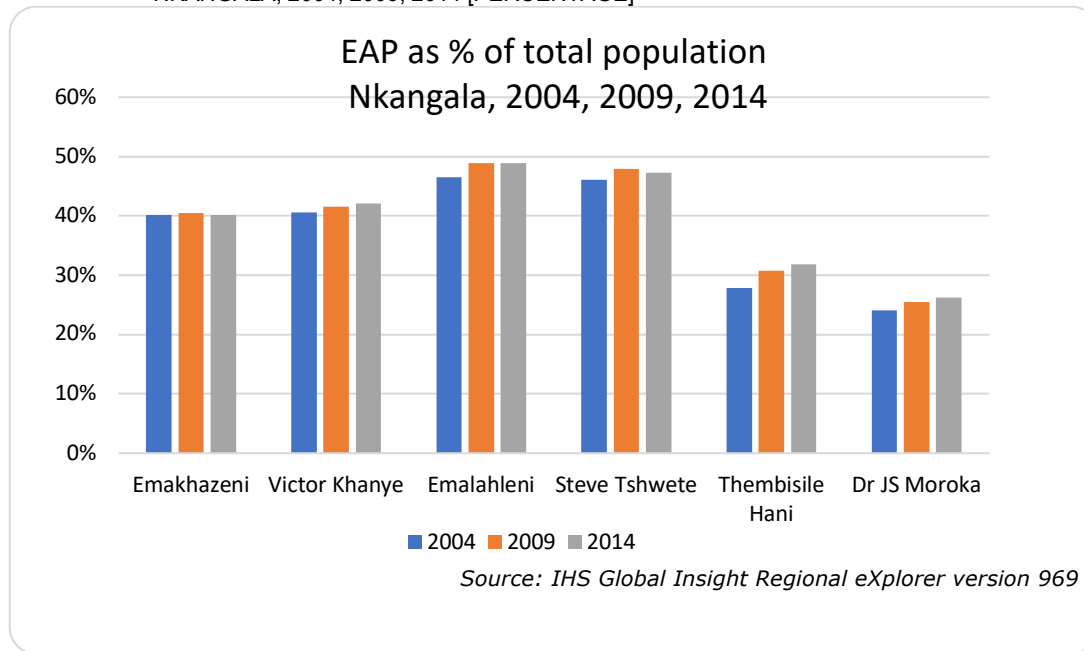
TABLE 22: ECONOMICALLY ACTIVE POPULATION (EAP) - EMAKHAZENI, NKANGALA, MPUMALANGA AND NATIONAL TOTAL, 2004-2014 [NUMBER, PERCENTAGE]

	EMakhazeni	Nkangala	Mpumalanga	National Total	EMakhazeni as % of district municipality	EMakhazeni as % of province	EMakhazeni as % of national
2004	19,200	408,000	1,240,000	17,000,000	4.7%	1.55%	0.11%
2005	19,400	421,000	1,270,000	17,300,000	4.6%	1.53%	0.11%
2006	19,700	440,000	1,310,000	17,700,000	4.5%	1.50%	0.11%
2007	19,800	459,000	1,360,000	18,100,000	4.3%	1.46%	0.11%
2008	19,600	476,000	1,380,000	18,300,000	4.1%	1.42%	0.11%
2009	19,100	486,000	1,390,000	18,200,000	3.9%	1.37%	0.10%
2010	18,600	495,000	1,390,000	18,200,000	3.8%	1.34%	0.10%
2011	18,400	506,000	1,410,000	18,300,000	3.6%	1.31%	0.10%
2012	18,600	523,000	1,440,000	18,600,000	3.6%	1.29%	0.10%
2013	19,100	545,000	1,490,000	19,000,000	3.5%	1.28%	0.10%
2014	19,500	564,000	1,540,000	19,500,000	3.5%	1.27%	0.10%
Average Annual growth							
2004-2014	0.13%	3.28%	2.17%	1.43%			

Source: IHS Global Insight Regional eXplorer version 969

eMakhazeni Local Municipality's EAP was 19 500 in 2014, which is 40.20% of its total population of 48 400, and roughly 3.45% of the total EAP of the Nkangala District Municipality. From 2004 to 2014, the average annual increase in the EAP in the eMakhazeni Local Municipality was 0.13%, which is 3.15 percentage points lower than the growth in the EAP of Nkangala's for the same period.

CHART 28. EAP AS % OF TOTAL POPULATION - EMAKHAZENI AND THE REST OF NKANGALA, 2004, 2009, 2014 [PERCENTAGE]



In 2004, 40.2% of the total population in eMakhazeni Local Municipality were classified as economically active which increased to 40.2% in 2014. Compared to the other regions in Nkangala, Emalahleni local municipality had the highest EAP as a percentage of the total population within its own region relative to the other regions. On the other hand, Dr JS Moroka local municipality had the lowest EAP with 26.2% people classified as economically active population in 2014.

Labour Force participation rate

The labour force participation rate (LFPR) is the Economically Active Population (EAP) expressed as a percentage of the total working age population.

The following is the labour participation rate of the eMakhazeni, Nkangala, Mpumalanga and National Total as a whole.

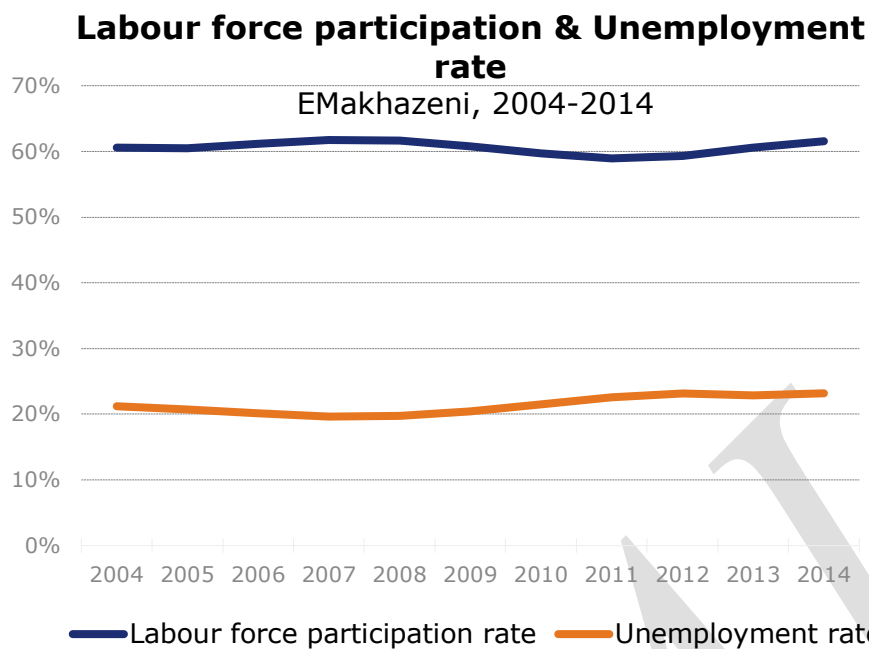
TABLE 23: THE LABOUR FORCE PARTICIPATION RATE - EMAKHAZENI, NKANGALA, MPUMALANGA AND NATIONAL TOTAL, 2004-2014 [PERCENTAGE]

	EMakhazeni	Nkangala	Mpumalanga	National Total
2004	60.5%	55.7%	53.6%	55.8%
2005	60.4%	56.2%	53.9%	56.0%
2006	61.1%	57.4%	55.0%	56.6%
2007	61.7%	58.5%	55.9%	57.0%
2008	61.7%	58.9%	56.0%	56.7%
2009	60.8%	58.5%	55.4%	55.9%
2010	59.7%	58.1%	54.7%	55.1%
2011	58.9%	58.0%	54.4%	54.7%
2012	59.3%	58.5%	54.8%	55.0%
2013	60.6%	59.6%	55.8%	55.9%
2014	61.5%	60.5%	56.8%	56.8%

Source: IHS Global Insight Regional eXplorer version 969

The eMakhazeni Local Municipality's labour force participation rate increased from 60.53% to 61.52% which is an increase of 0.99 percentage points. The Nkangala District Municipality increased from 55.65% to 60.46%, Mpumalanga Province increased from 53.61% to 56.81% and South Africa increased from 55.78% to 56.75% from 2004 to 2014. The eMakhazeni Local Municipality labour force participation rate exhibited a lower percentage point change compared to the Mpumalanga Province from 2004 to 2014. The eMakhazeni Local Municipality had a higher labour force participation rate when compared to South Africa in 2014.

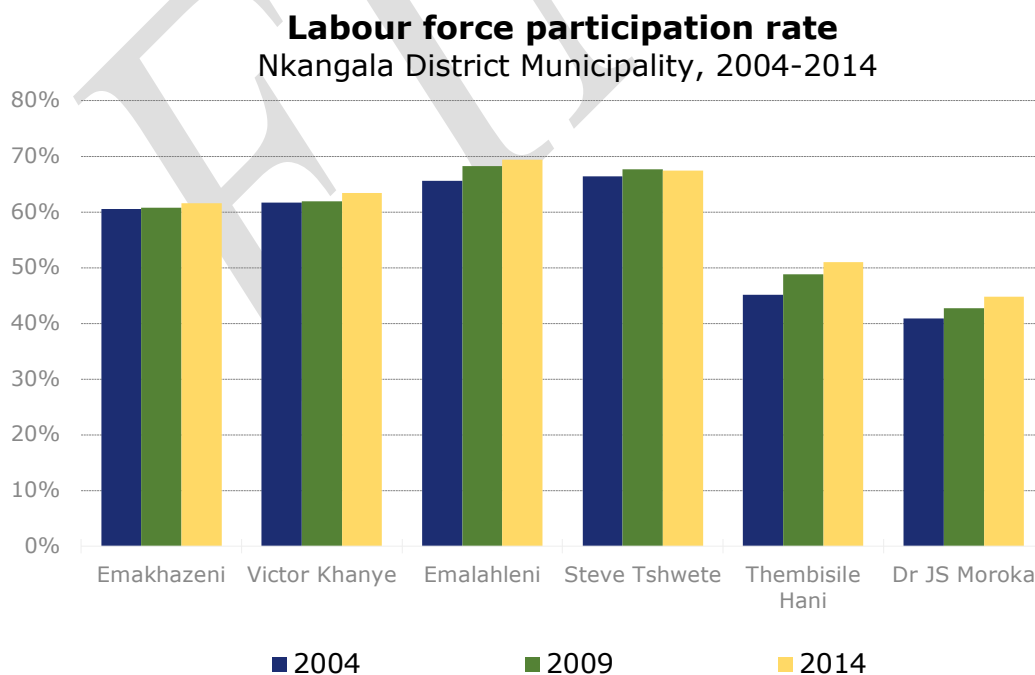
CHART 29. THE LABOUR FORCE PARTICIPATION RATE - EMAKHAZENI LOCAL MUNICIPALITY, 2004-2014 [PERCENTAGE]



Source: IHS Global Insight Regional eXplorer version 969

In 2014 the labour force participation rate for eMakhazeni was at 61.5% which is very similar when compared to the 60.5% in 2004. The unemployment rate is an efficient indicator that measures the success rate of the labour force relative to employment. In 2004, the unemployment rate for EMakhazeni was 21.2% and increased overtime to 23.2% in 2014. The gap between the labour force participation rate and the unemployment rate decreased which indicates a negative outlook for the employment within eMakhazeni Local Municipality.

CHART 30. THE LABOUR FORCE PARTICIPATION RATE - EMAKHAZENI, VICTOR KHANYE, EMALAHLENI, STEVE TSHWETE, THEMBSILE HANI AND DR JS MOROKA, 2004, 2009 AND 2014 [PERCENTAGE]



Source: IHS Global Insight Regional eXplorer version 969

Emalahleni local municipality had the highest labour force participation rate with 69.4% in 2014 increasing from 65.5% in 2004. Dr JS Moroka local municipality had the lowest labour force participation rate of 44.8% in 2014, this increased from 40.9% in 2004.

Total Employment

Employment data is a key element in the estimation of unemployment. In addition, trends in employment within different sectors and industries normally indicate significant structural changes in the economy. Employment data is also used in the calculation of productivity, earnings per worker, and other economic indicators.

Total employment consists of two parts: employment in the formal sector, and employment in the informal sector

TABLE 24: TOTAL EMPLOYMENT - EMAKHAZENI, NKANGALA, MPUMALANGA AND NATIONAL TOTAL, 2004-2014 [NUMBERS]

	eMakhazeni	Nkangala	Mpumalanga	National Total
2004	14,200	243,000	832,000	12,300,000
2005	14,500	255,000	863,000	12,700,000
2006	15,000	272,000	909,000	13,200,000
2007	15,300	289,000	952,000	13,700,000
2008	15,300	301,000	976,000	13,900,000
2009	15,000	308,000	976,000	13,800,000
2010	14,600	312,000	971,000	13,700,000
2011	14,400	319,000	974,000	13,700,000
2012	14,600	330,000	993,000	13,900,000
2013	15,100	347,000	1,020,000	14,300,000
2014	15,400	358,000	1,060,000	14,600,000

Average Annual growth

2004-2014 0.81% 3.95% 2.42% 1.79%

Source: IHS Global Insight Regional eXplorer version 969

In 2014, eMakhazeni employed 15 400 people which is 4.30% of the total employment in Nkangala (358 000), 1.46% of total employment in Mpumalanga Province (1.06 million), and 0.11% of the total employment of 14.6 million in South Africa. Employment within eMakhazeni increased annually at an average rate of 0.81% from 2004 to 2014. The eMakhazeni Local Municipality average annual employment growth rate of 0.81% exceeds the average annual labour force growth rate of 0.13% resulting in unemployment increasing from 21.21% in 2004 to 23.19% in 2014 in the local municipality.

TABLE 25: TOTAL EMPLOYMENT PER BROAD ECONOMIC SECTOR - EMAKHAZENI AND THE REST OF NKANGALA, 2014 [NUMBERS]

	eMakhazeni	Victor Khanye	Emalahleni	Steve Tshwete	Thembisile Hani	Dr JS Moroka	Total Nkangala
Agriculture	1,940	3,490	4,470	5,230	774	535	16,433
Mining	1,030	2,150	36,800	17,800	332	140	58,305
Manufacturing	1,030	2,130	13,800	9,240	1,320	568	28,091
Electricity	123	236	6,700	3,170	149	103	10,478
Construction	1,050	1,640	14,300	8,160	2,620	1,080	28,811
Trade	3,390	5,450	31,200	20,600	6,200	3,140	69,959
Transport	933	1,570	7,600	4,650	1,580	755	17,092
Finance	1,330	3,170	18,100	13,400	2,580	2,160	40,712
Community services	2,640	3,700	23,800	16,400	5,190	3,330	55,093
Households	1,940	2,520	14,400	10,000	3,030	1,570	33,426
Total	15,400	26,100	171,000	109,000	23,800	13,400	358,399

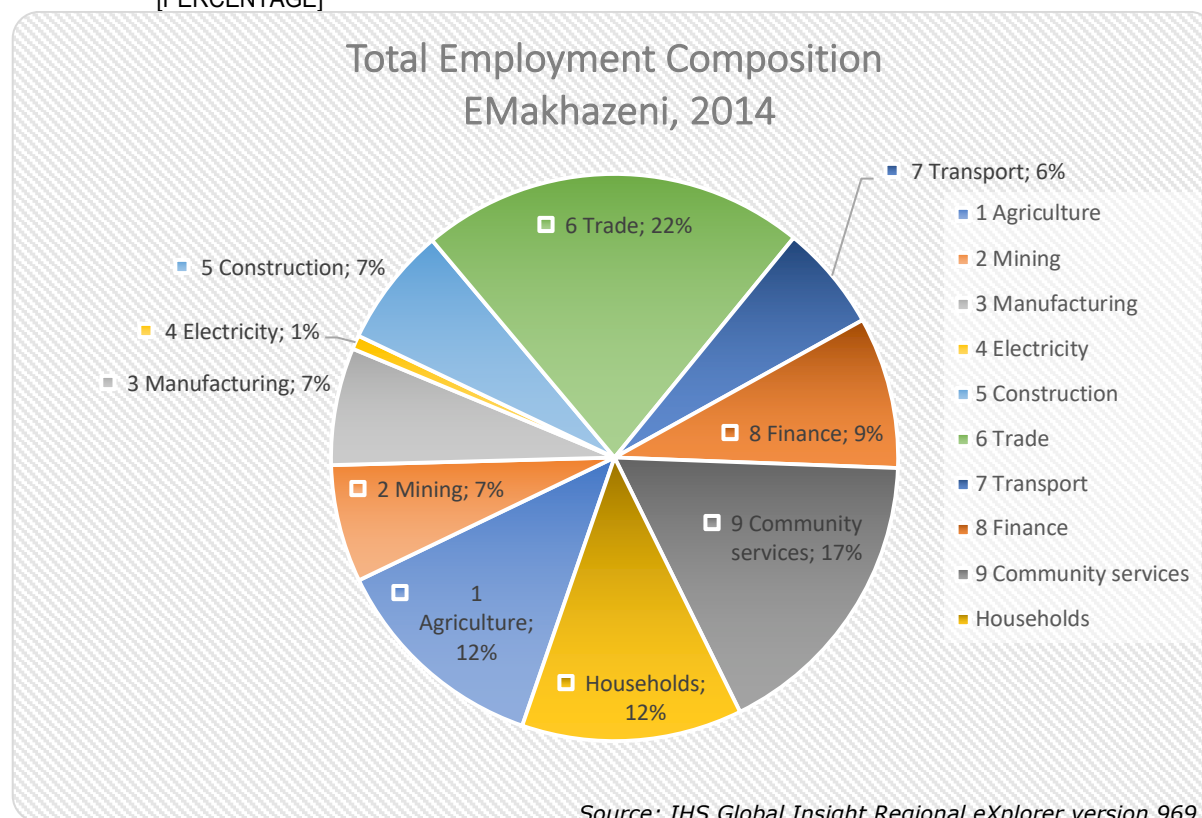
Source: IHS Global Insight Regional eXplorer version 969

eMakhazeni Local Municipality employs a total number of 15 400 people within its local municipality. The local municipality that employs the highest number of people relative to the other regions within Nkangala

District Municipality is Emalahleni local municipality with a total number of 171 000. The local municipality that employs the lowest number of people relative to the other regions within Nkangala District Municipality is Dr JS Moroka local municipality with a total number of 13 400 employed people.

In eMakhazeni Local Municipality the economic sectors that recorded the largest number of employment in 2014 were the trade sector with a total of 3 390 employed people or 22.0% of total employment in the local municipality. The community services sector with a total of 2 640 (17.1%) employs the second highest number of people relative to the rest of the sectors. The electricity sector with 123 (0.8%) is the sector that employs the least number of people in eMakhazeni Local Municipality, followed by the transport sector with 933 (6.1%) people employed.

CHART 31. TOTAL EMPLOYMENT PER BROAD ECONOMIC SECTOR - EMAKHAZENI LOCAL MUNICIPALITY, 2014 [PERCENTAGE]



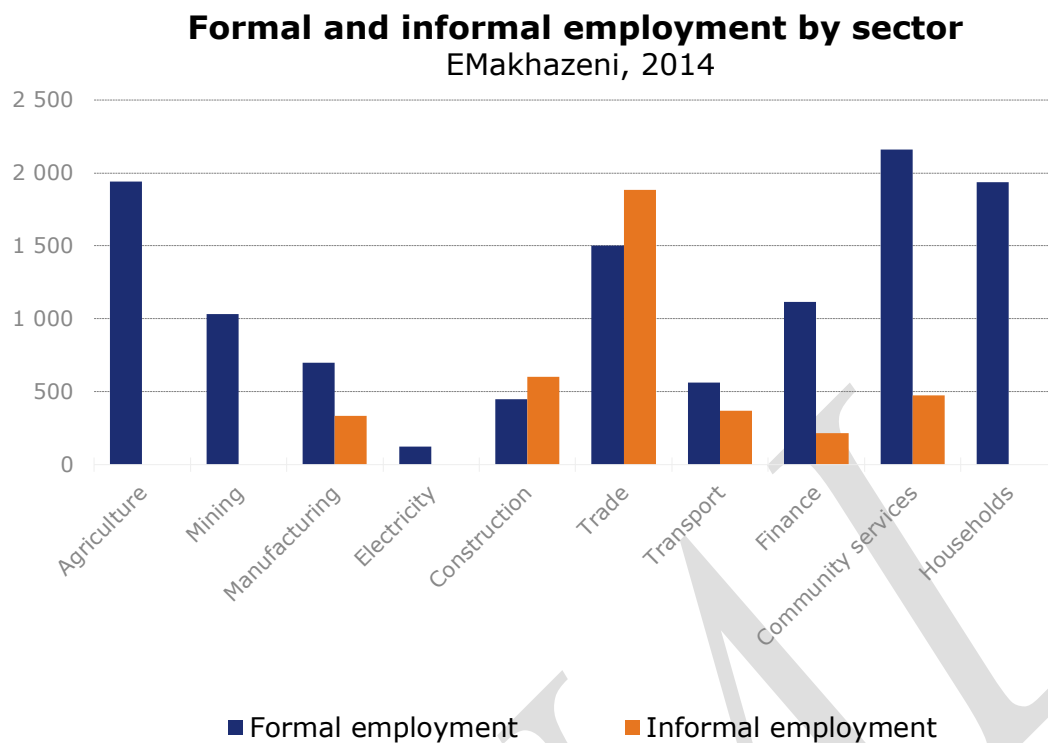
Formal and Informal employment

Total employment can be broken down into formal and informal sector employment. Formal sector employment is measured from the formal business side, and the informal employment is measured from the household side where formal businesses have not been established.

Formal employment is much more stable than informal employment. Informal employment is much harder to measure and manage, simply because it cannot be tracked through the formal business side of the economy. Informal employment is however a reality in South Africa and cannot be ignored.

The number of formally employed people in eMakhazeni Local Municipality counted 11 500 in 2014, which is about 74.80% of total employment, while the number of people employed in the informal sector counted 3 880 or 25.20% of the total employment. Informal employment in eMakhazeni increased from 3 360 in 2004 to an estimated 3 880 in 2014.

CHART 32. FORMAL AND INFORMAL EMPLOYMENT BY BROAD ECONOMIC SECTOR - EMAKHAZENI LOCAL MUNICIPALITY, 2014 [NUMBERS]



Source: IHS Global Insight Regional eXplorer version 969

Some of the economic sectors have little or no informal employment:

Mining industry, due to well-regulated mining safety policies, and the strict registration of a mine, has little or no informal employment. The Electricity sector is also well regulated, making it difficult to get information on informal employment. Domestic Workers and employment in the Agriculture sector is typically counted under a separate heading.

In 2014 the Trade sector recorded the highest number of informally employed, with a total of 1 880 employees or 48.56% of the total informal employment. This can be expected as the barriers to enter the Trade sector in terms of capital and skills required is less than with most of the other sectors. The Finance sector has the lowest informal employment with 215 and only contributes 5.54% to total informal employment.

TABLE 26: FORMAL AND INFORMAL EMPLOYMENT BY BROAD ECONOMIC SECTOR - EMAKHAZENI LOCAL MUNICIPALITY, 2014 [NUMBERS]

	Formal employment	Informal employment
Agriculture	1,940	N/A
Mining	1,030	N/A
Manufacturing	697	333
Electricity	123	N/A
Construction	447	603
Trade	1,500	1,880
Transport	562	371
Finance	1,120	215
Community services	2,160	474
Households	1,940	N/A

Source: IHS Global Insight Regional eXplorer version 969

The informal sector is vital for the areas with very high unemployment and very low labour participation rates. Unemployed people see participating in the informal sector as a survival strategy. The most desirable situation would be to get a stable formal job. But because the formal economy is not growing fast enough to generate adequate jobs, the informal sector is used as a survival mechanism.

Unemployment

The unemployed includes all persons between 15 and 65 who are currently not working, but who are actively looking for work. It therefore excludes people who are not actively seeking work (referred to as discouraged work seekers).

The choice of definition for what constitutes being unemployed has a large impact on the final estimates for all measured labour force variables. The following definition was adopted by the Thirteenth International Conference of Labour Statisticians (Geneva, 1982): The "unemployed" comprise all persons above a specified age who during the reference period were:

- "Without work", i.e. not in paid employment or self-employment;
- "Currently available for work", i.e. were available for paid employment or self-employment during the reference period; and
- "Seeking work", i.e. had taken specific steps in a specified reference period to seek paid employment or self-employment. The specific steps may include registration at a public or private employment exchange; application to employers; checking at worksites, farms, factory gates, market or other assembly places; placing or answering newspaper advertisements; seeking assistance of friends or relatives; looking for land.

TABLE 27: UNEMPLOYMENT (OFFICIAL DEFINITION) - EMAKHAZENI, NKANGALA, MPUMALANGA AND NATIONAL TOTAL, 2004-2014 [NUMBER PERCENTAGE]

	EMakhazeni	Nkangala	Mpumalanga	National Total	EMakhazeni as % of district municipality	EMakhazeni as % of province	EMakhazeni as % of national
2004	4,080	123,000	375,000	4,700,000	3.3%	1.09%	0.09%
2005	4,020	121,000	370,000	4,580,000	3.3%	1.09%	0.09%
2006	3,970	121,000	368,000	4,480,000	3.3%	1.08%	0.09%
2007	3,900	120,000	365,000	4,390,000	3.2%	1.07%	0.09%
2008	3,860	122,000	367,000	4,350,000	3.2%	1.05%	0.09%
2009	3,900	125,000	373,000	4,370,000	3.1%	1.05%	0.09%
2010	4,010	130,000	383,000	4,450,000	3.1%	1.05%	0.09%
2011	4,160	134,000	395,000	4,530,000	3.1%	1.05%	0.09%
2012	4,320	138,000	407,000	4,640,000	3.1%	1.06%	0.09%
2013	4,370	141,000	422,000	4,770,000	3.1%	1.03%	0.09%
2014	4,510	146,000	437,000	4,910,000	3.1%	1.03%	0.09%

Average Annual growth

2004-2014	1.02%	1.73%	1.53%	0.43%
-----------	-------	-------	-------	-------

Source: IHS Global Insight Regional eXplorer version 969

In 2014, there were a total number of 4 510 people unemployed in eMakhazeni, which is an increase of 435 from 4 080 in 2004. The total number of unemployed people within eMakhazeni constitutes 3.08% of the total number of unemployed people in Nkangala District Municipality. The eMakhazeni Local Municipality experienced an average annual increase of 1.02% in the number of unemployed people, which is better than that of the Nkangala District Municipality which had an average annual increase in unemployment of 1.73%.

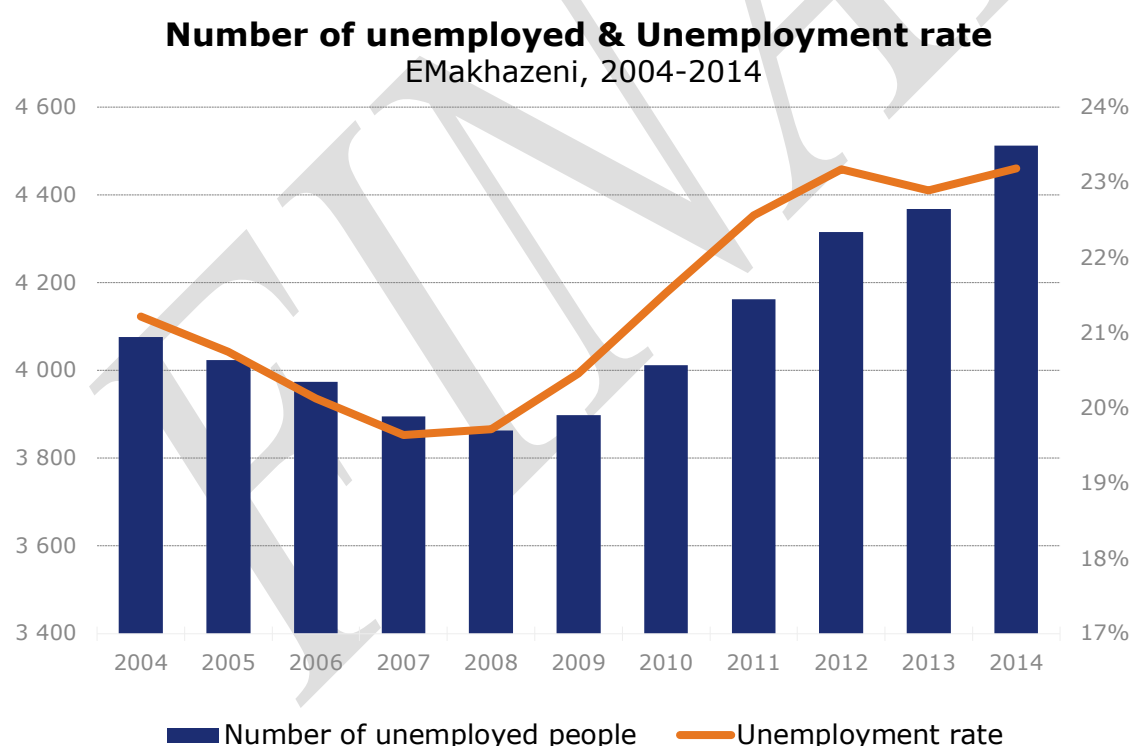
TABLE 28: UNEMPLOYMENT RATE (OFFICIAL DEFINITION) - EMAKHAZENI, NKANGALA, MPUMALANGA AND NATIONAL TOTAL, 2004-2014 [PERCENTAGE]

	EMakhazeni	Nkangala	Mpumalanga	National Total
2004	21.2%	30.2%	30.3%	27.7%
2005	20.7%	28.9%	29.2%	26.6%
2006	20.1%	27.4%	28.0%	25.3%
2007	19.6%	26.2%	27.0%	24.3%
2008	19.7%	25.6%	26.5%	23.8%
2009	20.5%	25.8%	26.9%	24.0%
2010	21.5%	26.2%	27.5%	24.5%
2011	22.6%	26.6%	28.0%	24.8%
2012	23.2%	26.3%	28.3%	25.0%
2013	22.9%	26.0%	28.4%	25.1%
2014	23.2%	26.0%	28.4%	25.1%

Source: IHS Global Insight Regional eXplorer version 969

In 2014, the unemployment rate in EMakhazeni Local Municipality (based on the official definition of unemployment) was 23.19%, which is a increase of 1.97 percentage points. The unemployment rate in EMakhazeni Local Municipality is lower than that of Nkangala. Comparing to the Mpumalanga Province it can be seen that the unemployment rate for EMakhazeni Local Municipality was lower than that of Mpumalanga which was 28.44%. The unemployment rate for South Africa was 25.11% in 2014, which is a decrease of 2.62 percentage points from 27.73% in 2004.

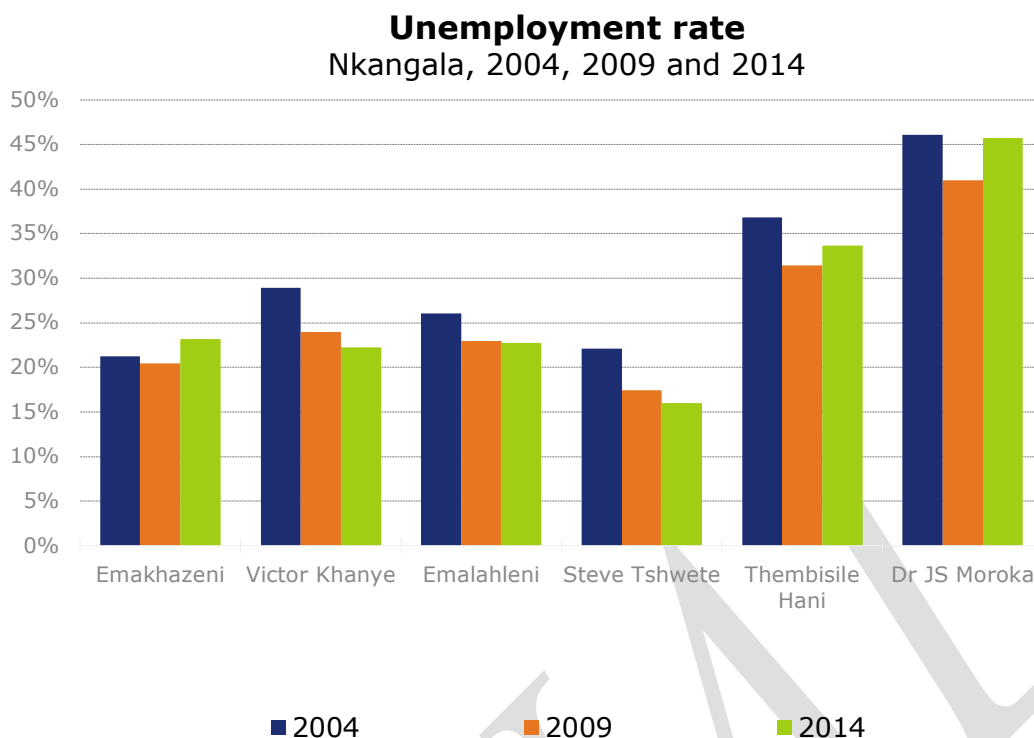
CHART 33. UNEMPLOYMENT AND UNEMPLOYMENT RATE (OFFICIAL DEFINITION) - EMAKHAZENI LOCAL MUNICIPALITY, 2004-2014 [NUMBER PERCENTAGE]



Source: IHS Global Insight Regional eXplorer version 969

When looking at the unemployment rate for the regions within Nkangala District Municipality it can be seen that the Dr JS Moroka local municipality had the highest unemployment rate with 45.8% which decreased from 46.1% in 2004. It can be seen that the Steve Tshwete local municipality had the lowest unemployment rate of 16.0% in 2014, this decreased from 22.1% in 2004.

CHART 34. UNEMPLOYMENT RATE - EMAKHAZENI, VICTOR KHANYE, EMALAHLENI, STEVE TSHWETE, THEMBSILE HANI AND DR JS MOROKA, 2004, 2009 AND 2014 [PERCENTAGE]



Source: IHS Global Insight Regional eXplorer version 969

Income and Expenditure

In a growing economy among which production factors are increasing, most of the household incomes are spent on purchasing goods and services. Therefore, the measuring of the income and expenditure of households is a major indicator of a number of economic trends. It is also a good marker of growth as well as consumer tendencies.

Number of Households by Income category

The number of households is grouped according to predefined income categories or brackets, where income is calculated as the sum of all household gross disposable income: payments in kind, gifts, homemade goods sold, old age pensions, income from informal sector activities, subsistence income, etc.). Note that income tax is included in the income distribution.

Income categories start at R0 - R2,400 per annum and go up to R2,400,000+ per annum. A household is either a group of people who live together and provide themselves jointly with food and/or other essentials for living, or it is a single person living on his/her own. These income brackets do not take into account inflation creep: over time, movement of households "up" the brackets is natural, even if they are not earning any more in real terms.

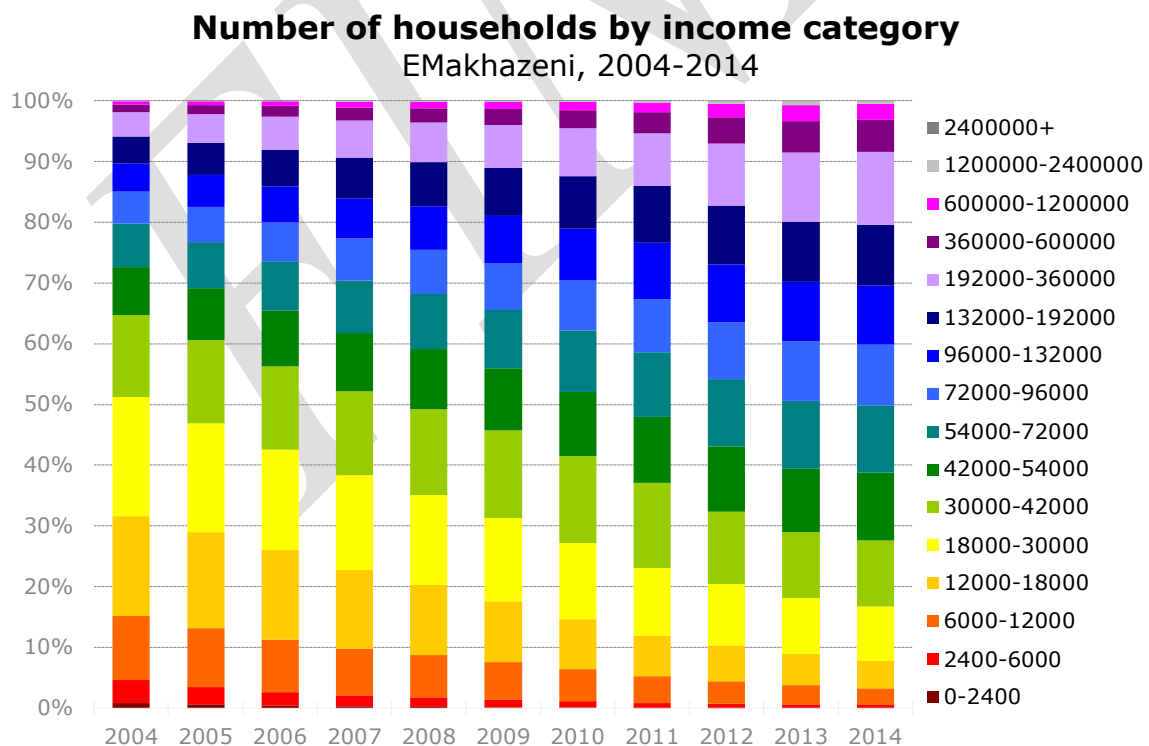
TABLE 29: HOUSEHOLDS BY INCOME CATEGORY - EMAKHAZENI, NKANGALA, MPUMALANGA AND NATIONAL TOTAL, 2014 [NUMBER PERCENTAGE]

	EMakhazeni	Nkangala	Mpumalanga	National Total	EMakhazeni as % of district municipality	EMakhazeni as % of province	EMakhazeni as % of national
0-2400	7	351	1,040	14,100	1.98%	0.67%	0.05%
2400-6000	78	2,850	9,090	118,000	2.74%	0.86%	0.07%
6000-12000	394	13,800	43,900	585,000	2.85%	0.90%	0.07%
12000-18000	657	20,000	63,600	840,000	3.29%	1.03%	0.08%
18000-30000	1,310	38,500	128,000	1,600,000	3.39%	1.02%	0.08%
30000-42000	1,590	42,600	141,000	1,750,000	3.74%	1.13%	0.09%
42000-54000	1,630	39,400	127,000	1,580,000	4.13%	1.28%	0.10%
54000-72000	1,620	41,600	127,000	1,610,000	3.89%	1.27%	0.10%
72000-96000	1,460	38,400	110,000	1,380,000	3.81%	1.33%	0.11%
96000-132000	1,410	38,000	101,000	1,280,000	3.72%	1.40%	0.11%
132000-192000	1,470	37,600	94,500	1,220,000	3.90%	1.55%	0.12%
192000-360000	1,760	47,600	118,000	1,530,000	3.69%	1.49%	0.11%
360000-600000	769	25,000	62,100	942,000	3.07%	1.24%	0.08%
600000-1200000	383	14,700	35,900	631,000	2.60%	1.07%	0.06%
1200000-2400000	70	3,400	8,180	197,000	2.05%	0.85%	0.04%
2400000+	9	546	1,310	34,600	1.74%	0.72%	0.03%
Total	14,600	404,000	1,170,000	15,300,000	3.61%	1.25%	0.10%

Source: IHS Global Insight Regional eXplorer version 969

It was estimated that in 2014 16.72% of all the households in the eMakhazeni Local Municipality, were living on R30,000 or less per annum. In comparison with 2004's 51.20%, the number is more than half. The 192000-360000 income category has the highest number of households with a total number of 1 760, followed by the 42000-54000 income category with 1 630 households. Only 6.9 households fall within the 0-2400 income category.

CHART 35. HOUSEHOLDS BY INCOME BRACKET - EMAKHAZENI LOCAL MUNICIPALITY, 2004-2014 [PERCENTAGE]



Source: IHS Global Insight Regional eXplorer version 969

For the period 2004 to 2014 the number of households earning more than R30,000 per annum has increased from 48.80% to 83.28%.

Annual total Personal Income

Personal income is an even broader concept than labour remuneration. Personal income includes profits, income from property, net current transfers and net social benefits.

Annual total personal income is the sum of the total personal income for all households in a specific region. The definition of income is the same as used in the income brackets (Number of Households by Income Category), also including the income tax. For this variable, current prices are used, meaning that inflation has not been taken into account.

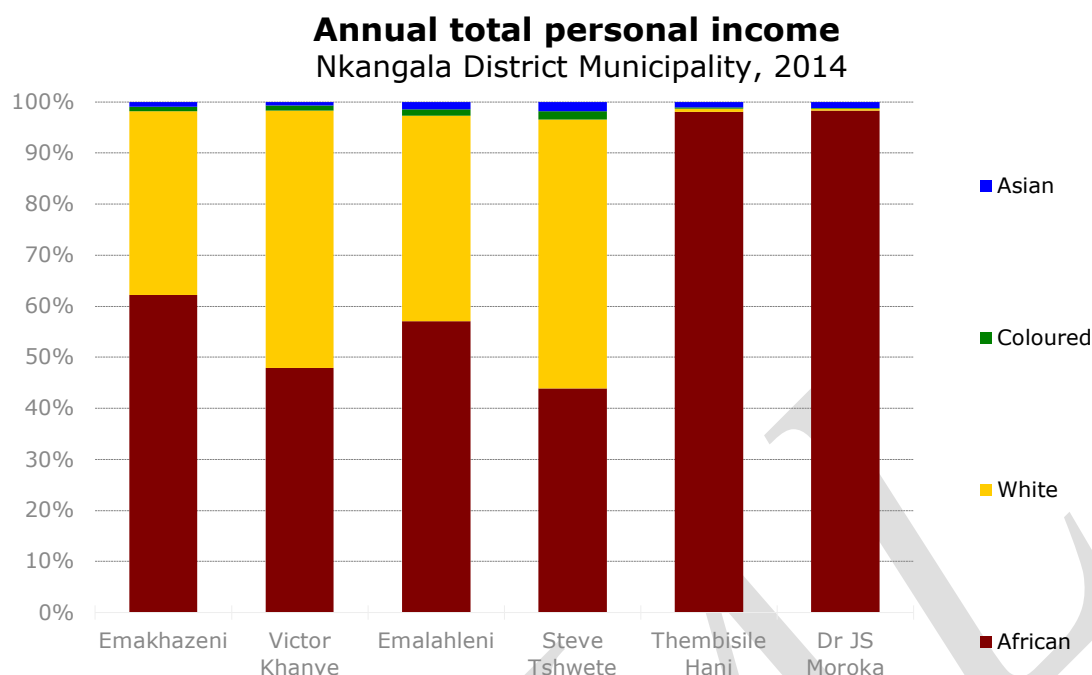
TABLE 30: ANNUAL TOTAL PERSONAL INCOME - EMAKHAZENI, NKANGALA, MPUMALANGA AND NATIONAL TOTAL[CURRENT PRICES, R BILLIONS]

	EMakhazeni	Nkangala	Mpumalanga	National Total
2004	0.8	20.4	57.6	1,031.4
2005	0.9	23.3	65.7	1,145.4
2006	1.1	26.4	74.0	1,259.4
2007	1.2	30.8	85.4	1,432.2
2008	1.3	35.0	95.7	1,587.9
2009	1.4	38.1	102.7	1,695.1
2010	1.5	42.5	113.3	1,843.3
2011	1.6	48.4	127.6	2,029.3
2012	1.9	55.1	144.0	2,218.0
2013	2.1	60.7	156.8	2,406.9
2014	2.1	65.5	168.6	2,598.9
Average Annual growth				
2004-2014	9.88%	12.39%	11.34%	9.68%

Source: IHS Global Insight Regional eXplorer version 969

eMakhazeni Local Municipality recorded an average annual growth rate of 9.88% (from R 818 million to R 2.1 billion) from 2004 to 2014, which is less than both Nkangala's (12.39%) as well as Mpumalanga Province's (11.34%) average annual growth rates. South Africa had an average annual growth rate of 9.68% (from R 1.03 trillion to R 2.6 trillion) which is less than the growth rate in eMakhazeni Local Municipality.

TABLE 31: ANNUAL TOTAL PERSONAL INCOME BY POPULATION GROUP - EMAKHAZENI AND THE REST OF NKANGALA [CURRENT PRICES, R BILLIONS]



Source: IHS Global Insight Regional eXplorer version 969

The total personal income of eMakhazeni Local Municipality amounted to approximately R 2.1 billion in 2014. The African population group earned R 1.31 billion, or 62.21% of total personal income, while the White population group earned R 756 million, or 36.04% of the total personal income. The Coloured and the Asian population groups only had a share of 0.88% and 0.87% of total personal income respectively.

TABLE 32: ANNUAL TOTAL PERSONAL INCOME - EMAKHAZENI, VICTOR KHANYE, EMALAHLENI, STEVE TSHWETE, THEMBISILE HANI AND DR JS MOROKA [CURRENT PRICES, R BILLIONS]

	EMakhazeni	Victor Khanye	Emalahleni	Steve Tshwete	Thembisile Hani	Dr JS Moroka
2004	0.82	1.06	9.25	4.47	2.65	2.13
2005	0.94	1.23	10.62	5.23	2.97	2.34
2006	1.06	1.41	12.02	6.07	3.31	2.56
2007	1.20	1.66	13.92	7.32	3.82	2.93
2008	1.31	1.91	15.58	8.61	4.32	3.29
2009	1.37	2.11	16.73	9.69	4.66	3.54
2010	1.48	2.39	18.60	11.19	5.07	3.81
2011	1.64	2.75	21.15	13.13	5.55	4.13
2012	1.90	3.08	24.34	14.88	6.47	4.48
2013	2.11	3.44	26.73	16.27	7.37	4.74
2014	2.10	3.51	28.73	17.34	8.35	5.50
Average Annual growth						
2004-2014	9.88%	12.70%	12.00%	14.53%	12.17%	9.96%

Source: IHS Global Insight Regional eXplorer version 969

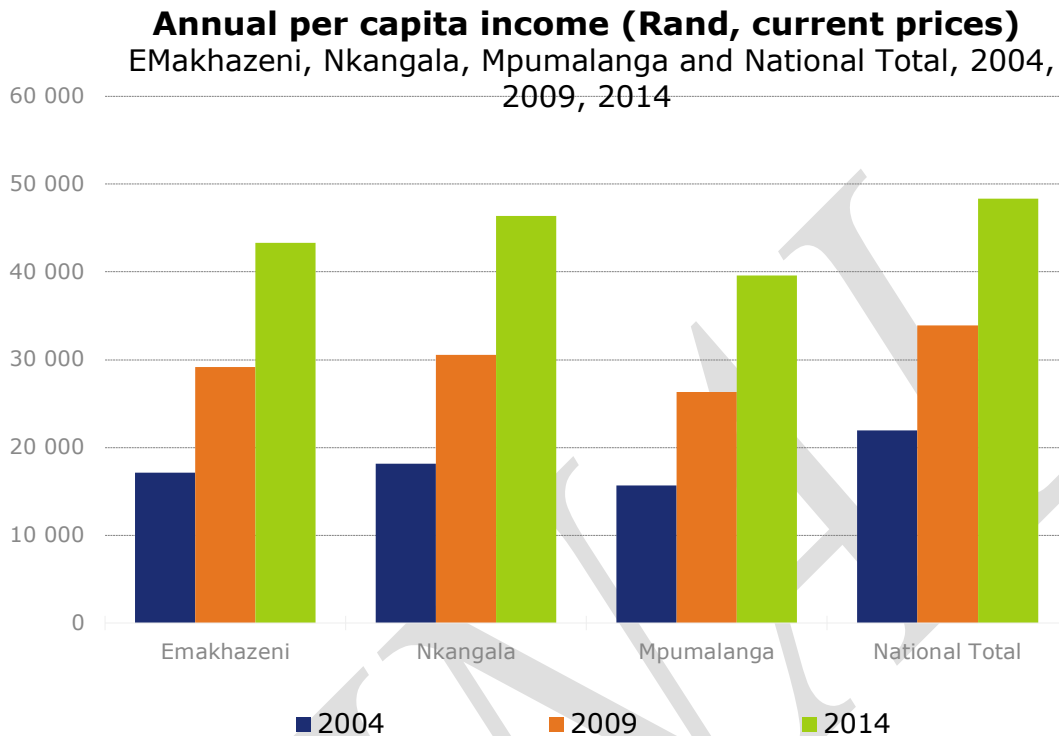
When looking at the annual total personal income for the regions within Nkangala District Municipality it can be seen that the Emalahleni local municipality had the highest total personal income with R 28.7 billion which increased from R 9.25 billion recorded in 2004. It can be seen that the eMakhazeni local municipality had the lowest total personal income of R 2.1 billion in 2014, this increased from R 818 million in 2004.

Annual per Capita Income

Per capita income refers to the income per person. Thus, it takes the total personal income per annum and divides it equally among the population.

Per capita income is often used as a measure of wealth particularly when comparing economies or population groups. Rising per capita income usually indicates a likely swell in demand for consumption.

CHART 36. PER CAPITA INCOME - EMAKHAZENI, NKANGALA, MPUMALANGA AND NATIONAL TOTAL, 2004, 2009, 2014 [RAND, CURRENT PRICES]



Source: IHS Global Insight Regional eXplorer version 969

Although the per capita income in eMakhazeni Local Municipality is R 43,400 which is higher than the Mpumalanga (R 39,600), it is less than that of the Nkangala District Municipality (R 46,400). The per capita income for eMakhazeni Local Municipality (R 43,400) is lower than that of the South Africa as a whole which is R 48,300.

CHART 37. PER CAPITA INCOME BY POPULATION GROUP - EMAKHAZENI AND THE REST OF NKANGALA DISTRICT MUNICIPALITY, 2014 [RAND, CURRENT PRICES]

	African	White
eMakhazeni	31,400	133,000
Victor Khanye	25,700	113,000
Emalahleni	47,100	155,000
Steve Tshwete	41,200	137,000
Thembisile Hani	25,300	N/A
Dr JS Moroka	21,500	N/A

Source: IHS Global Insight Regional eXplorer version 969

Emalahleni local municipality has the highest per capita income with a total of R 65,600. Steve Tshwete local municipality had the second highest per capita income at R 65,400, whereas Dr JS Moroka local municipality had the lowest per capita income at R 21,800. In eMakhazeni Local Municipality, the White population group has the highest per capita income, with R 133,000, relative to the other population groups. The population group with the second highest per capita income within eMakhazeni Local Municipality is the African population group (R 31,400). Some of the population groups - where there are less than 1,000 people living in the area were excluded from the analysis.

Index of Buying Power

The Index of Buying Power (IBP) is a measure of a region's overall capacity to absorb products and/or services. The index is useful when comparing two regions in terms of their capacity to buy products. Values range from 0 to 1 (where the national index equals 1), and can be interpreted as the percentage of national buying power attributable to the specific region. Regions' buying power usually depends on three factors: the size of the population; the ability of the population to spend (measured by total income); and the willingness of the population to spend (measured by total retail sales).

TABLE 33: INDEX OF BUYING POWER - EMAKHAZENI, NKANGALA, MPUMALANGA AND NATIONAL TOTAL, 2014 [NUMBER]

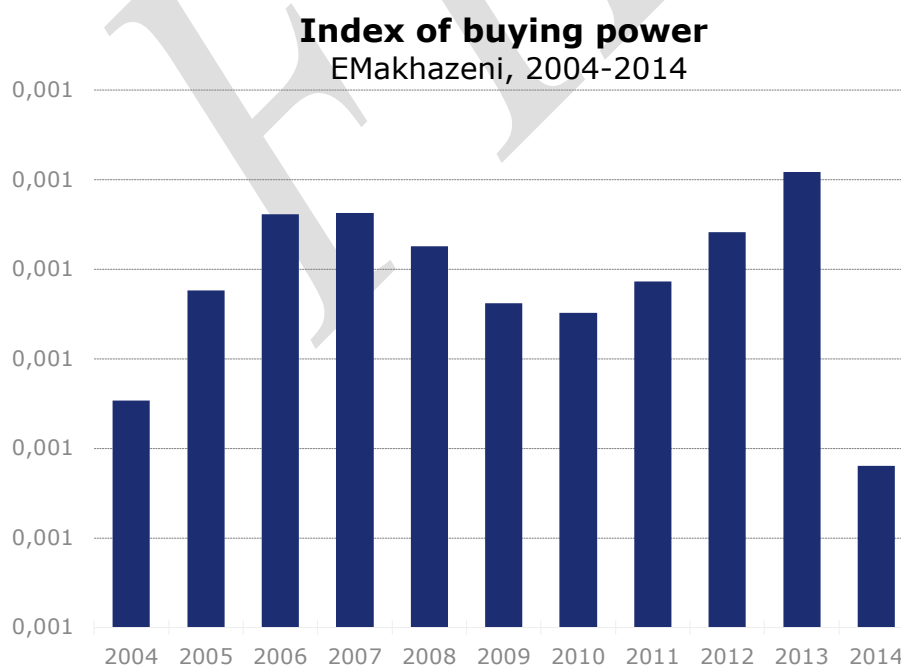
	EMakhazeni	Nkangala	Mpumalanga	National Total
Population	48,412	1,413,021	4,257,905	53,781,908
Population - share of national total	0.1%	2.6%	7.9%	100.0%
Income	2,098	65,518	168,624	2,598,922
Income - share of national total	0.1%	2.5%	6.5%	100.0%
Retail	542,392	16,828,258	43,817,332	807,267,000
Retail - share of national total	0.1%	2.1%	5.4%	100.0%
Index	0.00	0.02	0.06	1.00

Source: IHS Global Insight Regional eXplorer version 969

eMakhazeni Local Municipality has a 0.1% share of the national population, 0.1% share of the total national income and a 0.1% share in the total national retail, this all equates to an IBP index value of 0.00078 relative to South Africa as a whole. Nkangala has an IBP of 0.024, were Mpumalanga Province has an IBP index value of 0.063 and South Africa a value of 1 relative to South Africa as a whole.

The considerable low index of buying power of the eMakhazeni Local Municipality suggests that the local municipality has access to only a small percentage of the goods and services available in all of the Nkangala District Municipality. Its residents are most likely spending some of their income in neighbouring areas.

CHART 38. INDEX OF BUYING POWER EMAKHAZENI LOCAL MUNICIPALITY, 2004-2014 [INDEX VALUE]



Source: IHS Global Insight Regional eXplorer version 969

Between 2004 and 2014 the index of buying power within eMakhazeni Local Municipality increased to its highest level in 2013 (0.0008417) from its lowest in 2014 (0.000776). The buying power within eMakhazeni Local Municipality is relatively small compared to other regions and it decreased at an average annual growth rate of -0.19%.

3.10 Development

Indicators of development, like the Human Development Index (HDI), Gini Coefficient (income inequality), poverty and the poverty gap, and education, are used to estimate the level of development of a given region in South Africa relative to the rest of the country.

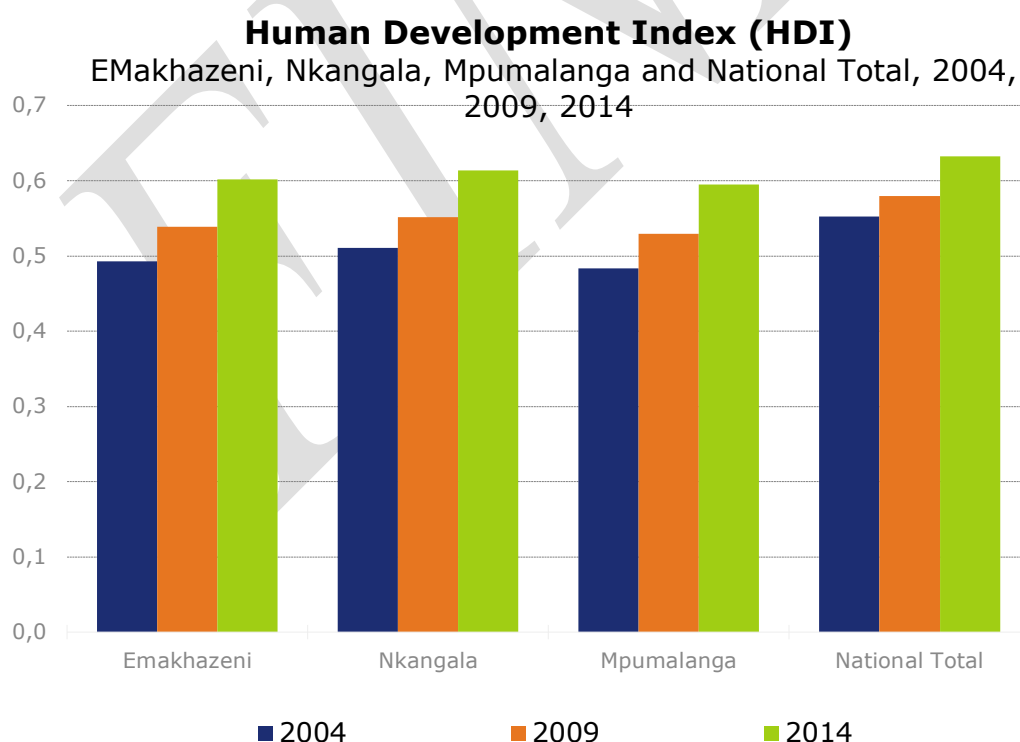
Another indicator that is widely used is the number (or percentage) of people living in poverty. Poverty is defined as the deprivation of those things that determine the quality of life, including food, clothing, shelter and safe drinking water. More than that, other "intangibles" is also included such as the opportunity to learn, and the privilege to enjoy the respect of fellow citizens. Curbing poverty and alleviating the effects thereof should be a premise in the compilation of all policies that aspire towards a better life for all.

Human Development Index (HDI)

The Human Development Index (HDI) is a composite relative index used to compare human development across population groups or regions.

HDI is the combination of three basic dimensions of human development: A long and healthy life, knowledge and a decent standard of living. A long and healthy life is typically measured using life expectancy at birth. Knowledge is normally based on adult literacy and / or the combination of enrolment in primary, secondary and tertiary schools. In order to gauge a decent standard of living, we make use of GDP per capita. On a technical note, the HDI can have a maximum value of 1, indicating a very high level of human development, while the minimum value is 0, indicating no human development.

CHART 39. HUMAN DEVELOPMENT INDEX (HDI) - EMAKHAZENI, NKANGALA, MPUMALANGA AND NATIONAL TOTAL, 2004, 2009, 2014 [NUMBER]

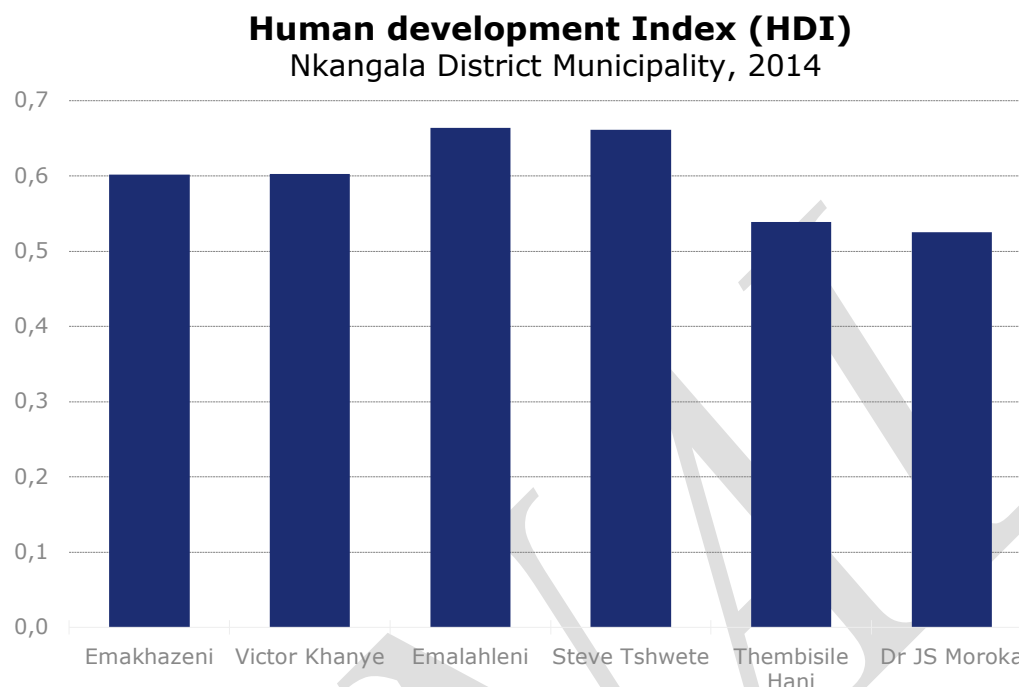


Source: IHS Global Insight Regional eXplorer version 969

In 2014 eMakhazeni Local Municipality had an HDI of 0.602 compared to the Nkangala with a HDI of 0.614, 0.595 of Mpumalanga and 0.633 of National Total as a whole. Seeing that South Africa recorded a higher

HDI in 2014 when compared to eMakhazeni Local Municipality which translates to worse human development for eMakhazeni Local Municipality compared to South Africa. South Africa's HDI increased at an average annual growth rate of 1.37% and this increase is lower than that of eMakhazeni Local Municipality (2.02%).

CHART 40. HUMAN DEVELOPMENT INDEX (HDI) - EMAKHAZENI, VICTOR KHANYE, EMALAHLENI, STEVE TSHWETE, THEMBSILE HANI AND DR JS MOROKA, 2014 [NUMBER]



Source: IHS Global Insight Regional eXplorer version 969

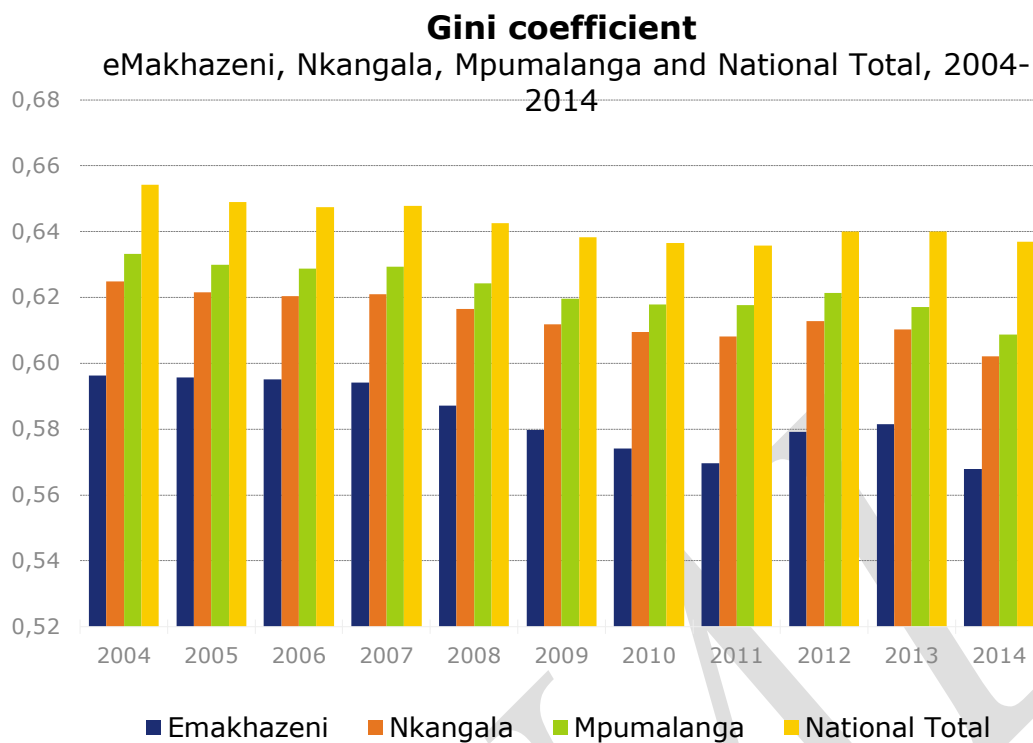
In terms of the HDI for each the regions within the Nkangala District Municipality, Emalahleni local municipality has the highest HDI, with an index value of 0.664. The lowest can be observed in the Dr JS Moroka local municipality with an index value of 0.525.

Gini Coefficient

The Gini coefficient is a summary statistic of income inequality. It varies from 0 to 1.

If the Gini coefficient is equal to zero, income is distributed in a perfectly equal manner, in other words there is no variance between the high and low income earners within the population. In contrast, if the Gini coefficient equals 1, income is completely inequitable, i.e. one individual in the population is earning all the income and the rest has no income. Generally this coefficient lies in the range between 0.25 and 0.70.

CHART 41. GINI COEFFICIENT - EMAKHAZENI, NKANGALA, MPUMALANGA AND NATIONAL TOTAL, 2004-2014 [NUMBER]



Source: IHS Global Insight Regional eXplorer version 969

In 2014, the Gini coefficient in eMakhazeni Local Municipality was at 0.568, which reflects a decrease in the number over the ten-year period from 2004 to 2014. The Nkangala District Municipality and the Mpumalanga Province, both had a more unequal spread of income amongst their residents (at 0.602 and 0.609 respectively) when compared to eMakhazeni Local Municipality.

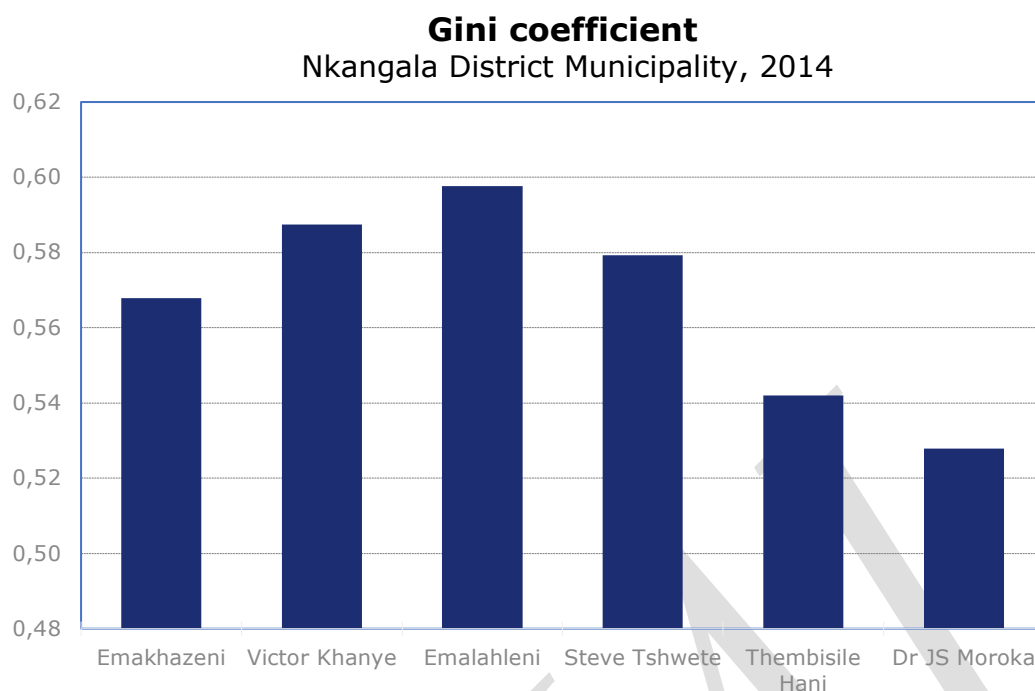
TABLE 34: GINI COEFFICIENT BY POPULATION GROUP - EMAKHAZENI, 2004, 2014 [NUMBER]

	African	White
2004	0.54	0.51
2014	0.54	0.41
Average Annual growth		
2004-2014	-0.03%	-2.15%

Source: IHS Global Insight Regional eXplorer version 969

When segmenting the eMakhazeni Local Municipality into population groups, it can be seen that the Gini coefficient for the African population group decreased the least amongst the population groups with an average annual growth rate of -0.03%. The Gini coefficient for the White population group decreased the most with an average annual growth rate of -2.15%. This implies that all the population groups have improved in terms of income equality within its own population group over the period.

CHART 42. GINI COEFFICIENT - EMAKHAZENI, VICTOR KHANYE, EMALAHLENI, STEVE TSHWETE, THEMBSILE HANI AND DR JS MOROKA, 2014 [NUMBER]



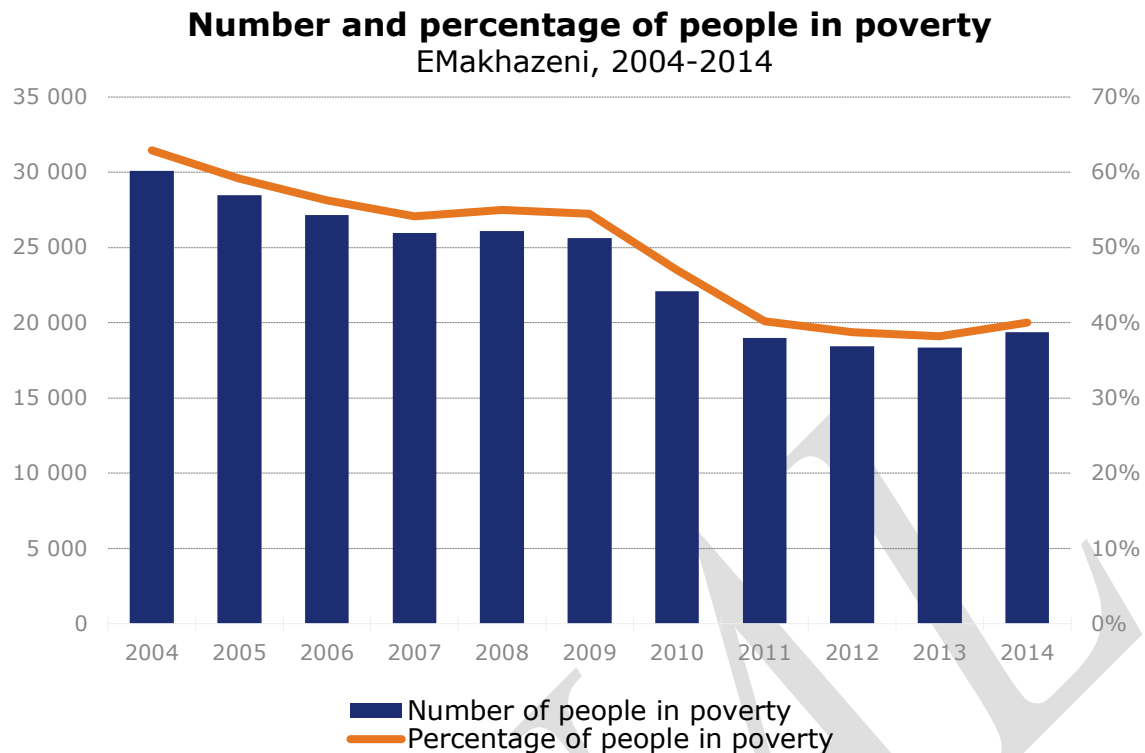
Source: IHS Global Insight Regional eXplorer version 969

In terms of the Gini coefficient for each of the regions within the Nkangala District Municipality, Emalahleni local municipality has the highest Gini coefficient, with an index value of 0.598. The lowest Gini coefficient can be observed in the Dr JS Moroka local municipality with an index value of 0.528.

Poverty

The upper poverty line is defined by StatsSA as the level of consumption at which individuals are able to purchase both sufficient food and non-food items without sacrificing one for the other. This variable measures the number of individuals living below that particular level of consumption for the given area, and is balanced directly to the official upper poverty rate as measured by StatsSA.

CHART 43. NUMBER AND PERCENTAGE OF PEOPLE LIVING IN POVERTY - EMAKHAZENI LOCAL MUNICIPALITY, 2004-2014 [NUMBER PERCENTAGE]



Source: IHS Global Insight Regional eXplorer version 969

In 2014, there were 19 400 people living in poverty, using the upper poverty line definition, across eMakhazeni Local Municipality - this is 35.56% lower than the 30 100 in 2004. The percentage of people living in poverty decreased from 62.92% in 2004 to 40.05% in 2014 which is a decrease of 22.9 percentage points.

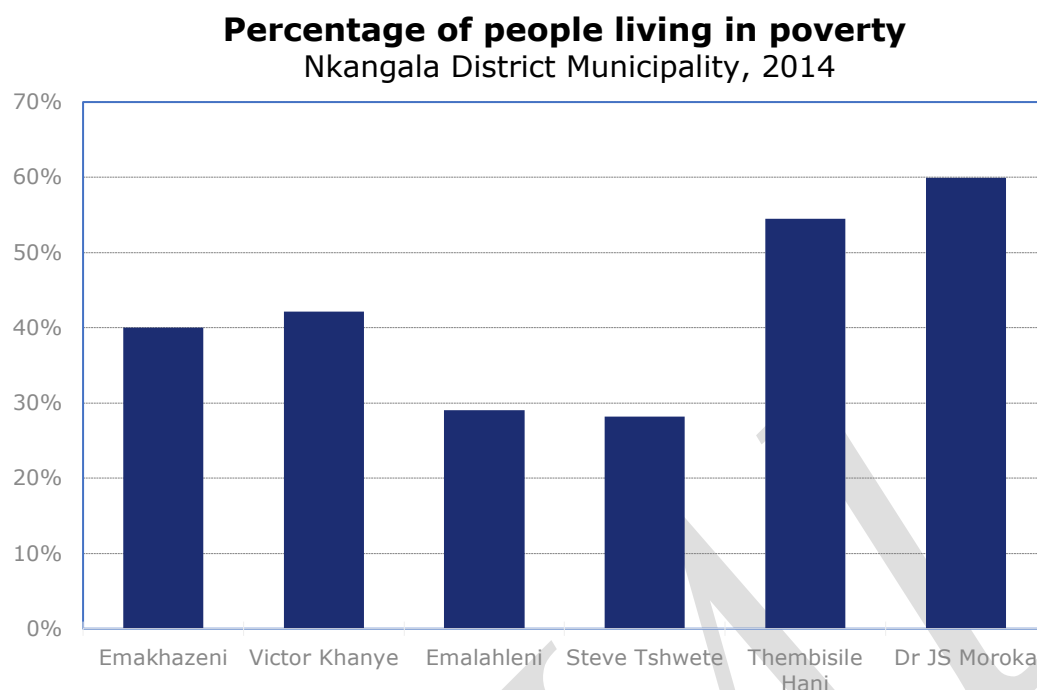
TABLE 35: PERCENTAGE OF PEOPLE LIVING IN POVERTY BY POPULATION GROUP - EMAKHAZENI, 2004-2014 [PERCENTAGE]

	African	White
2004	70.2%	2.5%
2005	66.4%	1.7%
2006	63.3%	1.4%
2007	60.7%	2.0%
2008	61.4%	3.1%
2009	60.9%	3.4%
2010	52.7%	2.2%
2011	45.4%	1.3%
2012	43.9%	1.2%
2013	43.4%	1.1%
2014	45.7%	1.0%

Source: IHS Global Insight Regional eXplorer version 969

In 2014, the population group with the highest percentage of people living in poverty was the African population group with a total of 45.70% people living in poverty, using the upper poverty line definition. The percentage of African population group living in poverty decreased by 24.5 percentage points from 70.23% in 2004 to 45.70% in 2014. In 2014 1.01% of the White population group lived in poverty, as compared to the 2.52% in 2004.

TABLE 36: PERCENTAGE OF PEOPLE LIVING IN POVERTY - EMAKHAZENI, VICTOR KHANYE, EMALAHLENI, STEVE TSHWETE, THEMBISILE HANI AND DR JS MOROKA, 2014 [PERCENTAGE]



Source: IHS Global Insight Regional eXplorer version 969

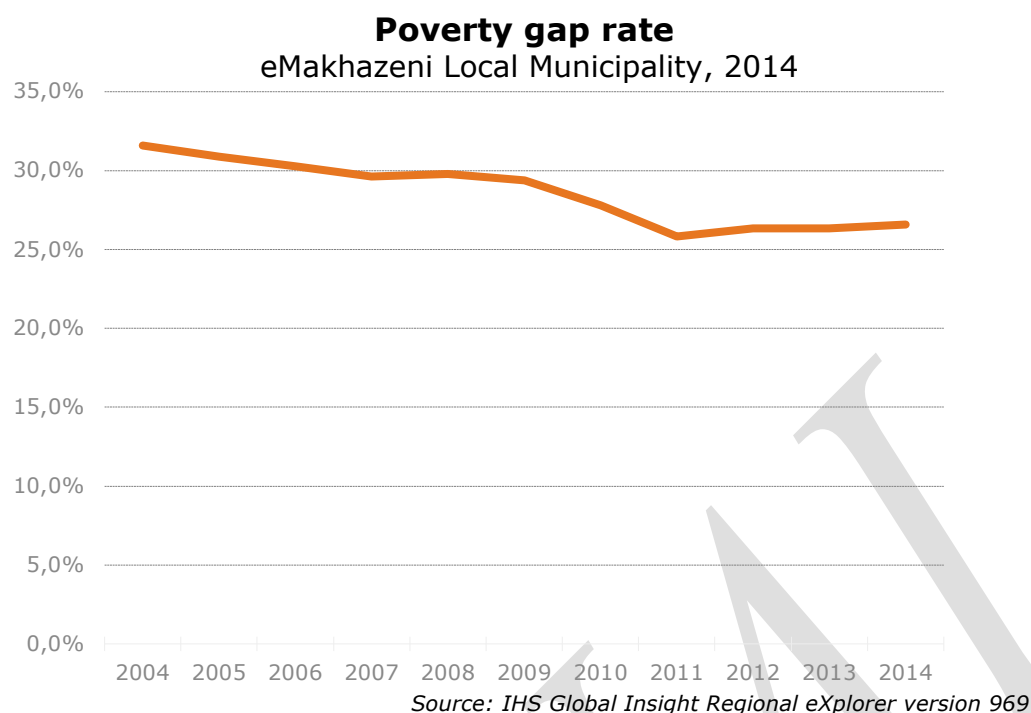
In terms of the percentage of people living in poverty for each of the regions within the Nkangala District Municipality, Dr JS Moroka local municipality has the highest percentage of people living in poverty, with a total of 60.0%. The lowest percentage of people living in poverty can be observed in the Steve Tshwete local municipality with a total of 28.2% living in poverty, using the upper poverty line definition.

Poverty Gap Rate

The poverty gap is used as an indicator to measure the depth of poverty. The gap measures the average distance of the population from the poverty line and is expressed as a percentage of the upper bound poverty line, as defined by StatsSA. The Poverty Gap deals with a major shortcoming of the poverty rate, which does not give any indication of the depth, of poverty. The upper poverty line is defined by StatsSA as the level of consumption at which individuals are able to purchase both sufficient food and non-food items without sacrificing one for the other.

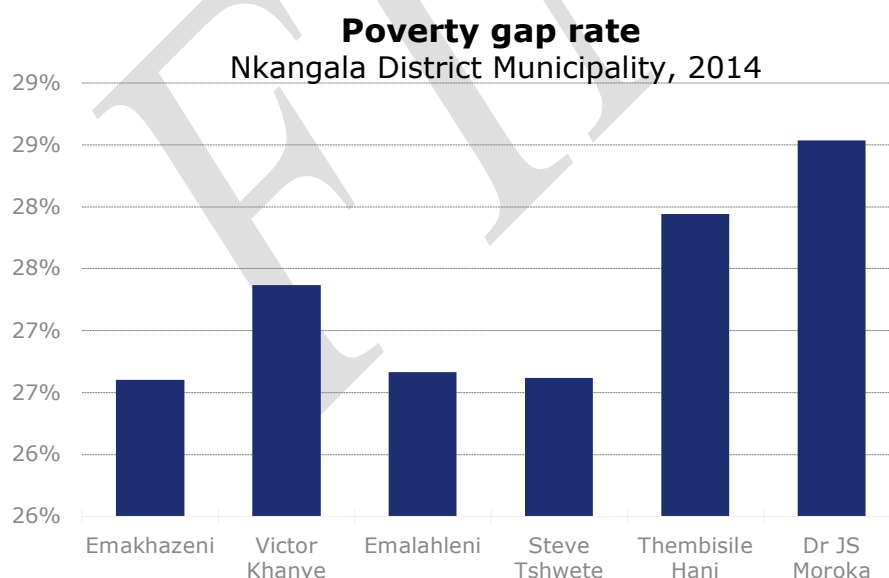
It is estimated that the poverty gap rate in eMakhazeni Local Municipality amounted to 26.6% in 2014 - the rate needed to bring all poor households up to the poverty line and out of poverty.

TABLE 37: POVERTY GAP RATE BY POPULATION GROUP - EMAKHAZENI LOCAL MUNICIPALITY, 2004-2014 [PERCENTAGE]



In 2014, the poverty gap rate was 26.6% and in 2004 the poverty gap rate was 31.6%, it can be seen that the poverty gap rate decreased from 2004 to 2014, which means that there were improvements in terms of the depth of the poverty within eMakhazeni Local Municipality.

TABLE 38: POVERTY GAP RATE - EMAKHAZENI, VICTOR KHANYE, EMALAHLENI, STEVE TSHWETE, THEMBSILE HANI AND DR JS MOROKA, 2014 [PERCENTAGE]



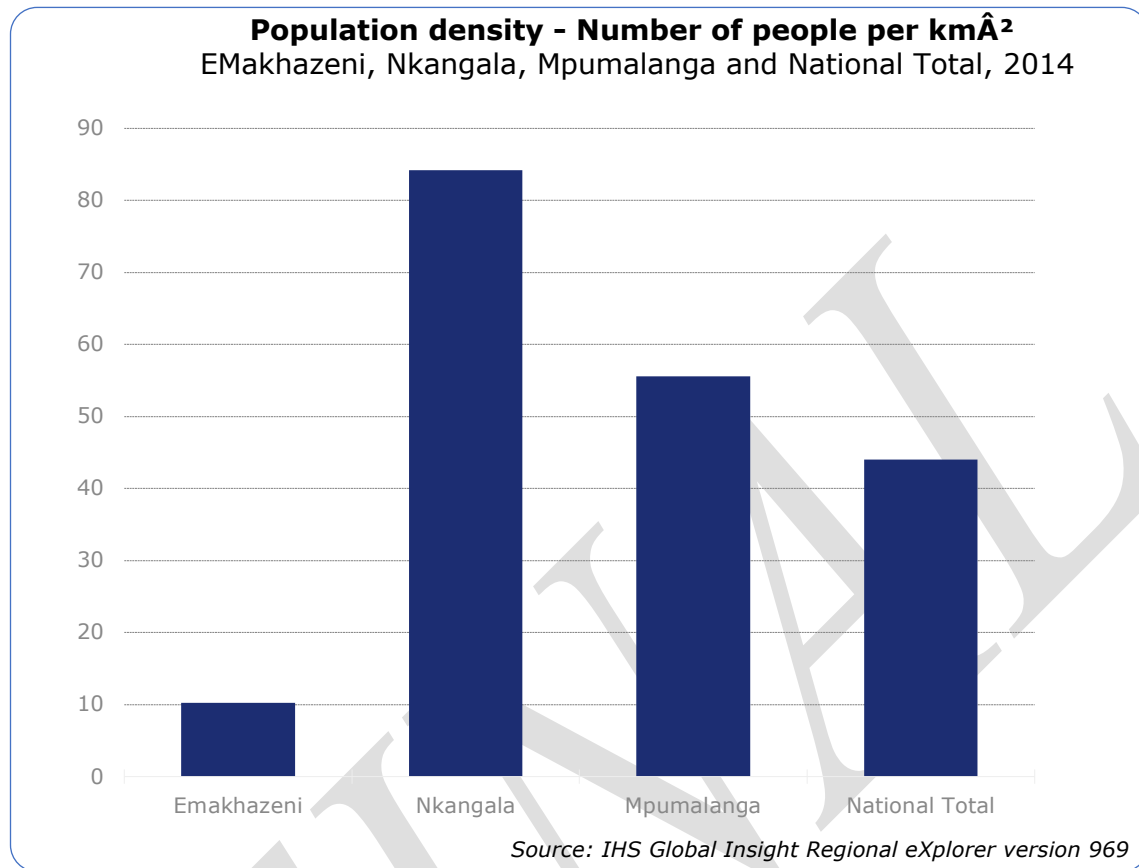
Source: IHS Global Insight Regional eXplorer version 969

In terms of the poverty gap rate for each of the regions within the Nkangala District Municipality, Dr JS Moroka local municipality had the highest poverty gap rate, with a rate of 28.5%. The lowest poverty gap rate can be observed in the eMakhazeni local municipality with a total of 26.6%.

Population Density

Population density measures the concentration of people in a region. To calculate this, the population of a region is divided by the area size of that region. The output is presented as the number of people per square kilometre.

CHART 44. POPULATION DENSITY - EMAKHAZENI, NKANGALA, MPUMALANGA AND NATIONAL TOTAL, 2014 [NUMBER OF PEOPLE PER KM]



In 2014, with an average of 10.2 people per square kilometre, EMakhazeni Local Municipality had a lower population density than Nkangala (84.2 people per square kilometre). Compared to Mpumalanga Province (55.6 per square kilometre) it can be seen that there are less people living per square kilometre in eMakhazeni Local Municipality than in Mpumalanga Province.

CHART 45. POPULATION DENSITY - EMAKHAZENI AND THE REST OF NKANGALA, 2004-2014 [NUMBER OF PEOPLE PER KM]

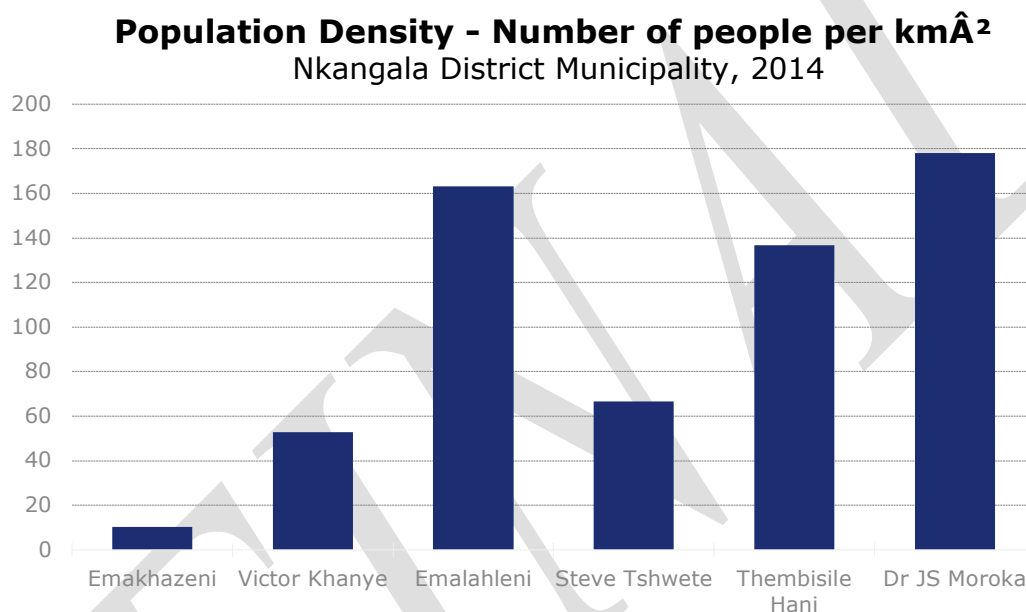
	EMakhazeni	Victor Khanye	Emalahleni	Steve Tshwete	Thembisile Hani	Dr JS Moroka
2004	10.08	40.12	120.92	41.92	116.00	171.69
2005	10.14	40.86	124.36	43.38	116.94	169.91
2006	10.17	41.73	127.87	45.09	118.31	169.10
2007	10.11	42.78	131.20	47.15	120.38	170.14
2008	10.01	44.05	134.73	49.65	122.99	172.45
2009	9.91	45.39	138.54	52.35	125.55	174.61
2010	9.90	46.83	143.16	55.18	128.00	175.97
2011	9.96	48.36	148.41	58.15	130.19	176.40
2012	10.04	49.84	153.52	61.03	132.32	176.69
2013	10.12	51.31	158.44	63.84	134.46	177.23
2014	10.20	52.75	163.14	66.56	136.58	177.95
Average Annual growth						
2004-2014	0.12%	2.78%	3.04%	4.73%	1.65%	0.36%

Source: IHS Global Insight Regional eXplorer version 969

In 2014, eMakhazeni Local Municipality had a population density of 10.2 per square kilometre and it ranked highest amongst its peers. The region with the highest population density per square kilometre were the Dr JS Moroka with a total population density of 178 per square kilometre per annum. In terms of growth, eMakhazeni Local Municipality had an average annual growth in its population density of 0.12% per square kilometre per annum. The region with the highest growth rate in the population density per square kilometre was Steve Tshwete with an average annual growth rate of 4.73% per square kilometre., it was also the region with the lowest average annual growth rate of 0.12% people per square kilometre over the period under discussion.

Using population density instead of the total number of people creates a better basis for comparing different regions or economies. A higher population density influences the provision of household infrastructure, quality of services, and access to resources like medical care, schools, sewage treatment, community centres, etc.

CHART 46. POPULATION DENSITY - EMAKHAZENI, VICTOR KHANYE, EMALAHLENI, STEVE TSHWETE, THEMBSILE HANI AND DR JS MOROKA, 2014 [PERCENTAGE]



Source: IHS Global Insight Regional eXplorer version 969

In terms of the population density for each of the regions within the Nkangala District Municipality, Dr JS Moroka local municipality had the highest density, with 178 people per square kilometre. The lowest population density can be observed in the eMakhazeni local municipality with a total of 10.2 people per square kilometre.

3.11 Crime

The state of crime in South Africa has been the topic of many media articles and papers in the past years, and although many would acknowledge that the country has a crime problem, very little research has been done on the relative level of crime. The media often tend to focus on more negative or sensational information, while the progress made in combating crime is neglected.

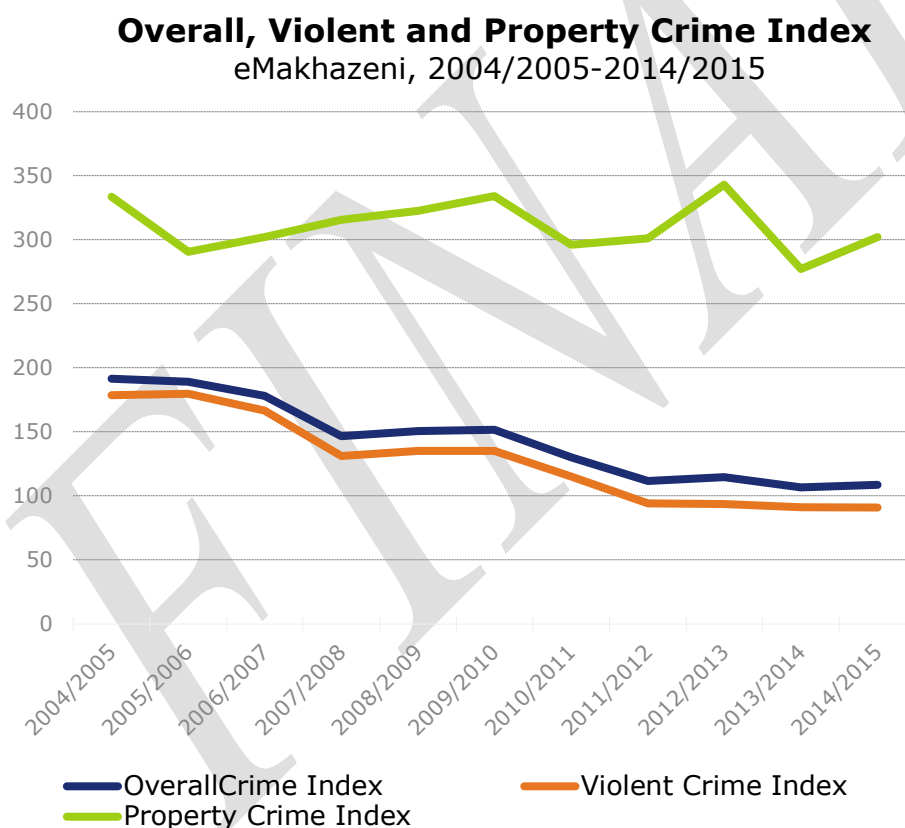
IHS Composite Crime Index

The IHS Composite Crime Index makes use of the official SAPS data, which is reported in 27 crime categories (ranging from murder to crime injuries). These 27 categories are divided into two groups according to the nature of the crime: i.e. violent crimes and property crimes. IHS uses the (a) Length-of-sentence and the (b) Cost-of-crime in order to apply a weight to each category.

Overall crime index

The crime index is a composite, weighted index which measures crime. The higher the index number, the higher the level of crime for that specific year in a particular region. The index is best used by looking at the change over time, or comparing the crime levels across regions.

CHART 47. IHS CRIME INDEX - CALENDER YEARS (WEIGHTED AVG / 100,000 PEOPLE) - EMAKHAZENI LOCAL MUNICIPALITY, 2004/2005-2014/2015 [INDEX VALUE]



Source: IHS Global Insight Regional eXplorer version 969

For the period 2004/2005 to 2014/2015 overall crime has decrease at an average annual rate of 5.51% within the EMakhazeni Local Municipality. Violent crime decreased by 6.52% since 2004/2005, while property crimes decreased by 0.98% between the 2004/2005 and 2014/2015 financial years.

TABLE 39: OVERALL CRIME INDEX - EMAKHAZENI LOCAL MUNICIPALITY AND THE REST OF NKANGALA, 2004/2005-2014/2015 [INDEX VALUE]

	EMakhazeni	Victor Khanye	Emalahleni	Steve Tshwete	Thembisile Hani	Dr JS Moroka
2004/2005	191.55	176.15	183.68	171.60	127.79	115.89
2005/2006	189.06	149.13	157.68	168.55	117.69	103.79
2006/2007	178.00	147.33	147.78	148.19	106.51	107.24
2007/2008	146.47	154.92	125.91	127.55	89.32	93.40
2008/2009	150.84	145.55	143.36	132.18	96.99	98.33
2009/2010	151.88	158.90	131.43	129.91	84.14	80.84
2010/2011	130.19	129.41	118.81	118.38	79.66	64.77
2011/2012	111.53	109.77	116.54	117.84	68.34	62.93
2012/2013	114.52	94.40	105.44	104.30	57.54	65.40
2013/2014	106.73	85.73	106.59	95.12	47.66	50.49
2014/2015	108.64	98.60	106.33	84.67	50.52	51.38

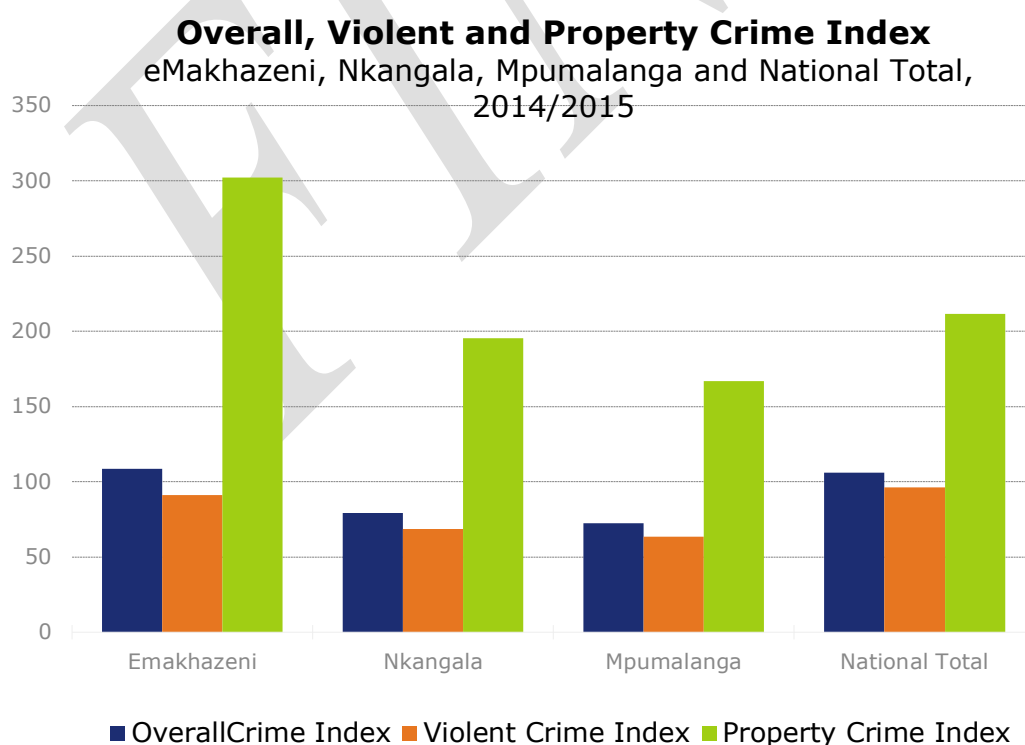
Average Annual growth

2004/2005-2014/2015 -5.51% -5.64% -5.32% -6.82% -8.86% -7.81%

Source: IHS Global Insight Regional eXplorer version 969

In 2014/2015, the eMakhazeni local municipality has the highest overall crime rate of the sub-regions within the overall Nkangala District Municipality with an index value of 109. Emalahleni local municipality has the second highest overall crime index at 106, with Victor Khanye local municipality having the third highest overall crime index of 98.6. It is clear that all the crime is decreasing overtime for all the regions within Nkangala District Municipality. Dr JS Moroka local municipality has the second lowest overall crime index of 51.4 and the Thembisile Hani local municipality has the lowest overall crime rate of 50.5. It is clear that crime is decreasing overtime for all the regions within Nkangala District Municipality. The region that decreased the most in overall crime since 2004/2005 was Thembisile Hani local municipality with an average annual decrease of 8.9% followed by Dr JS Moroka local municipality with an average annual decrease of 7.8%.

CHART 48. IHS CRIME INDEX - CALENDER YEARS (WEIGHTED AVG / 100,000 PEOPLE) - EMAKHAZENI, NKANGALA, MPUMALANGA AND NATIONAL TOTAL, 2014/2015 [INDEX VALUE]



Source: IHS Global Insight Regional eXplorer version 969

From the chart above it is evident that property crime is a major problem for all the regions relative to violent crime. It is evident that the property crime is a major problem for all the regions relative to rest crime indices.

Property crimes comprise of crimes that are classified as less violent in nature and involve acts against property. The crimes included in this index are as follows: arson, malicious damage to property, crimen injuria, burglary at residential premises, burglary at business premises, theft of motor vehicle and motorcycle, theft out of or from motor vehicle, stock-theft, illegal possession of firearms and ammunition, drug-related crime, driving under the influence of alcohol or drugs, all theft not mentioned elsewhere, commercial crime and shoplifting.

3.12 Household Infrastructure

Drawing on the household infrastructure data of a region is of essential value in economic planning and social development. Assessing household infrastructure involves the measurement of four indicators:

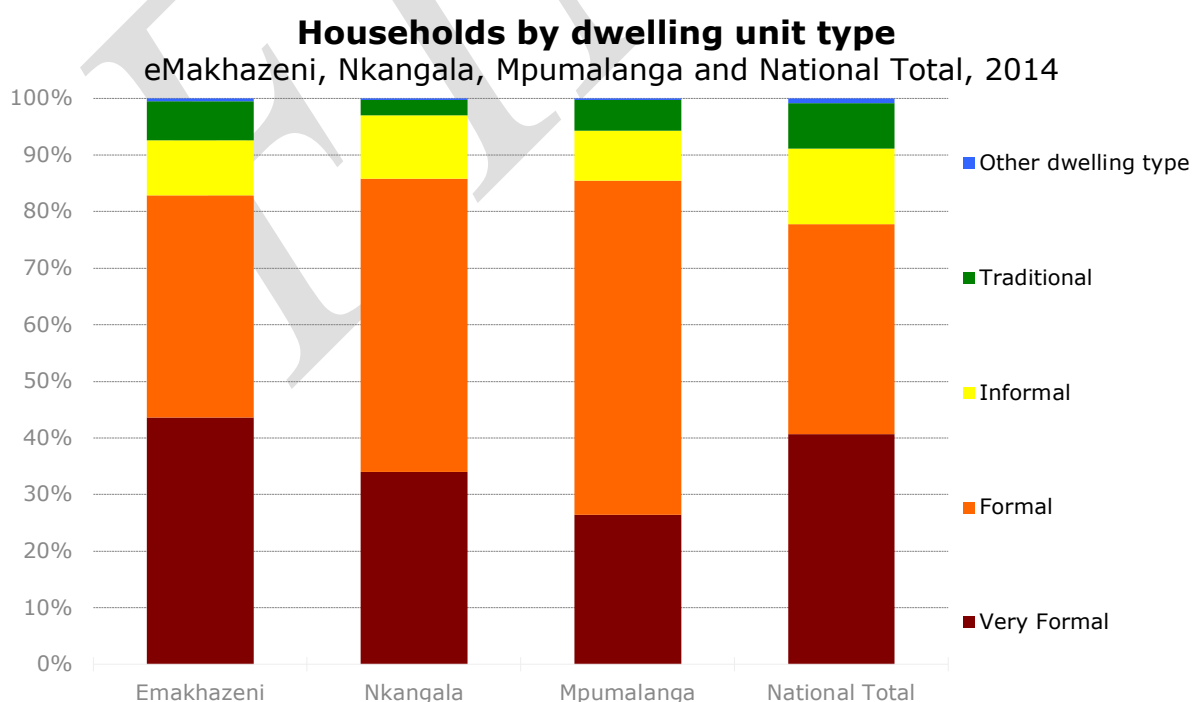
- Access to dwelling units
- Access to proper sanitation
- Access to running water
- Access to refuse removal
- Access to electricity

A household is considered "serviced" if it has access to all four of these basic services. If not, the household is considered to be part of the backlog. The way access to a given service is defined (and how to accurately measure that specific Definition over time) gives rise to some distinct problems. IHS has therefore developed a unique model to capture the number of households and their level of access to the four basic services.

A household is defined as a group of persons who live together and provide themselves jointly with food and/or other essentials for living, or a single person who lives alone.

The next few sections offer an overview of the household infrastructure of the EMakhazeni Local Municipality between 2014 and 2004.

CHART 49. HOUSEHOLDS BY DWELLING UNIT TYPE - EMAKHAZENI, NKANGALA, MPUMALANGA AND NATIONAL TOTAL, 2014 [PERCENTAGE]

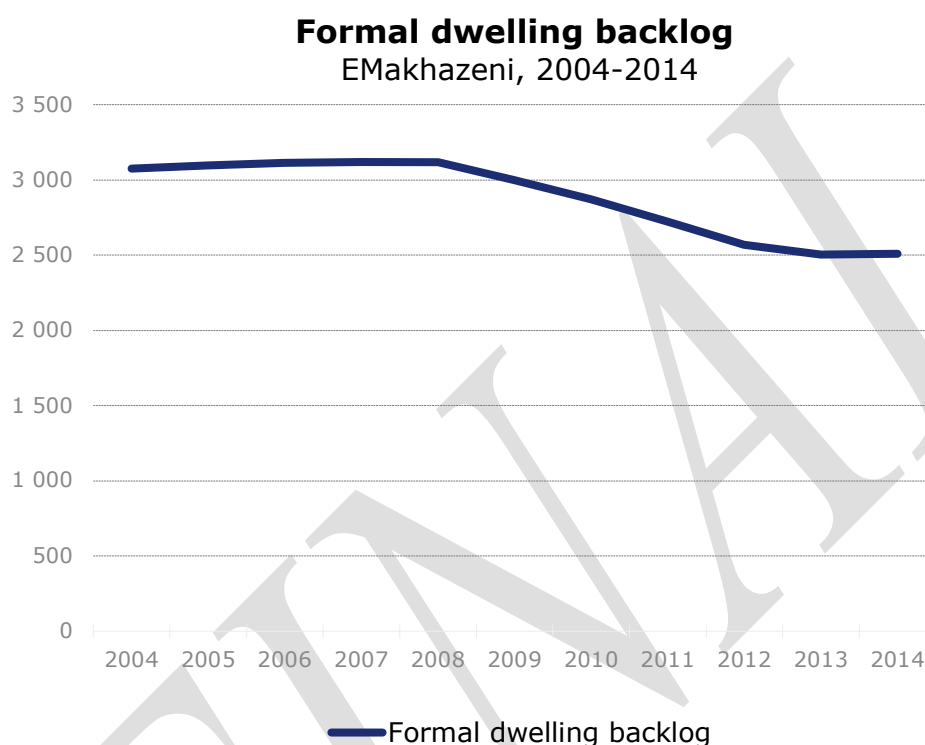


Source: IHS Global Insight Regional eXplorer version 969

EMakhazeni Local Municipality had a total number of 6 370 (43.62% of total households) very formal dwelling units, a total of 5 730 (39.21% of total households) formal dwelling units and a total number of 1 420 (9.73% of total households) informal dwelling units.

The region within the Nkangala District Municipality with the highest number of very formal dwelling units is Emalahleni local municipality with 68 700 or a share of 49.97% of the total very formal dwelling units within Nkangala. The region with the lowest number of very formal dwelling units is Thembisile Hani local municipality with a total of 3 890 or a share of 2.83% of the total very formal dwelling units within Nkangala.

CHART 50. FORMAL DWELLING BACKLOG - NUMBER OF HOUSEHOLDS NOT LIVING IN A FORMAL DWELLING - EMAKHAZENI LOCAL MUNICIPALITY, 2004-2014 [NUMBER OF HOUSEHOLDS]



Source: IHS Global Insight Regional eXplorer version 969

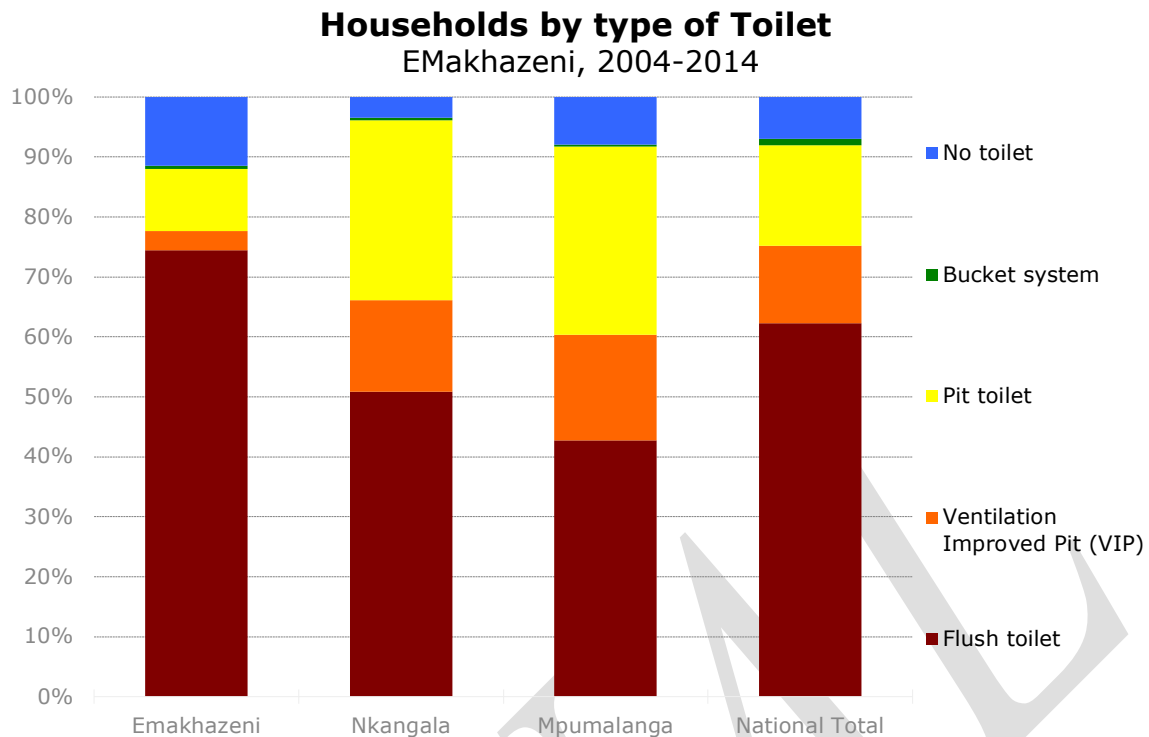
When looking at the formal dwelling unit backlog (number of households not living in a formal dwelling) over time, it can be seen that in 2004 the number of households not living in a formal dwelling were 3 080 within EMakhazeni Local Municipality. From 2004 this number decreased annually at -2.02% to 2 510 in 2014.

Household by Type of Sanitation

Sanitation can be divided into specific types of sanitation to which a household has access. We use the following categories:

- No toilet - No access to any of the toilet systems explained below.
- Bucket system - A top structure with a seat over a bucket. The bucket is periodically removed and the contents disposed of. (Note: this system is widely used but poses health risks to the collectors. Most authorities are actively attempting to discontinue the use of these buckets in their local regions).
- Pit toilet - A top structure over a pit.
- Ventilation improved pit - A pit toilet but with a fly screen and vented by a pipe. Depending on soil conditions, the pit may be lined.
- Flush toilet - Waste is flushed into an enclosed tank, thus preventing the waste to flow into the surrounding environment. The tanks need to be emptied or the contents pumped elsewhere.

CHART 51. HOUSEHOLDS BY TYPE OF SANITATION - EMAKHAZENI, NKANGALA, MPUMALANGA AND NATIONAL TOTAL, 2014 [PERCENTAGE]



Source: IHS Global Insight Regional eXplorer version 969

eMakhazeni Local Municipality had a total number of 10 900 flush toilets (74.47% of total households), 469 Ventilation Improved Pit (VIP) (3.21% of total households) and 1 510 (10.34%) of total households pit toilets.

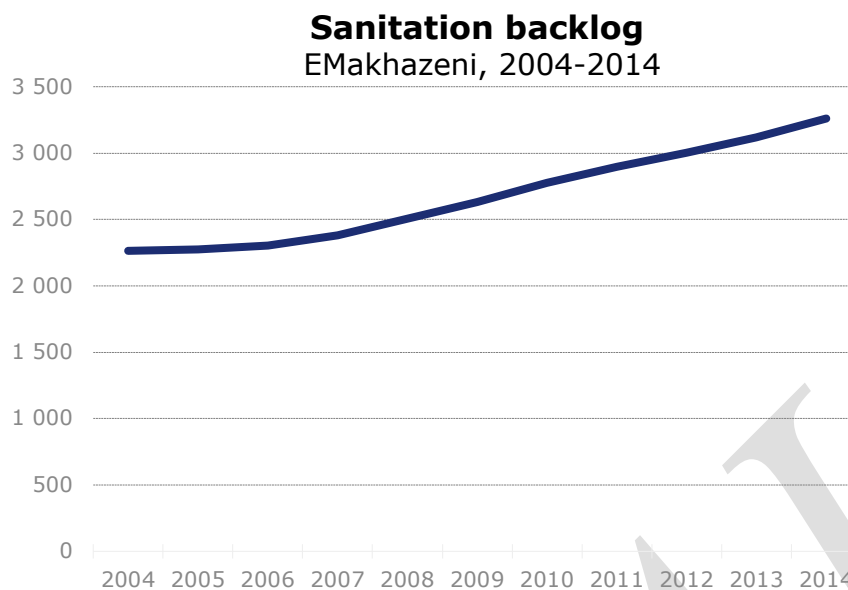
TABLE 40: HOUSEHOLDS BY TYPE OF SANITATION - EMAKHAZENI LOCAL MUNICIPALITY AND THE REST OF NKANGALA, 2014 [NUMBER]

	Flush toilet	Ventilation Improved (VIP)	Pit	Pit toilet	Bucket system	No toilet	Total
eMakhazeni	10,900	469	1,510	71	1,680		14,600
Victor Khanye	19,900	470	2,500	81	790		23,700
Emalahleni	94,300	7,540	31,000	228	5,020		138,000
Steve Tshwete	66,700	4,310	5,410	969	2,470		79,800
Thembisile Hani	6,640	24,900	48,400	232	2,580		82,800
Dr JS Moroka	7,290	23,900	32,500	42	1,520		65,300
Total Nkangala	205,690	61,611	121,299	1,623	14,060		404,283

Source: IHS Global Insight Regional eXplorer version 969

The region within Nkangala with the highest number of flush toilets is Emalahleni local municipality with 94 300 or a share of 45.85% of the flush toilets within Nkangala. The region with the lowest number of flush toilets is Thembisile Hani local municipality with a total of 6 640 or a share of 3.23% of the total flush toilets within Nkangala District Municipality.

CHART 52. SANITATION BACKLOG - EMAKHAZENI LOCAL MUNICIPALITY, 2004-2014 [NUMBER OF HOUSEHOLDS WITHOUT HYGIENIC TOILETS]



Source: IHS Global Insight Regional eXplorer version 969

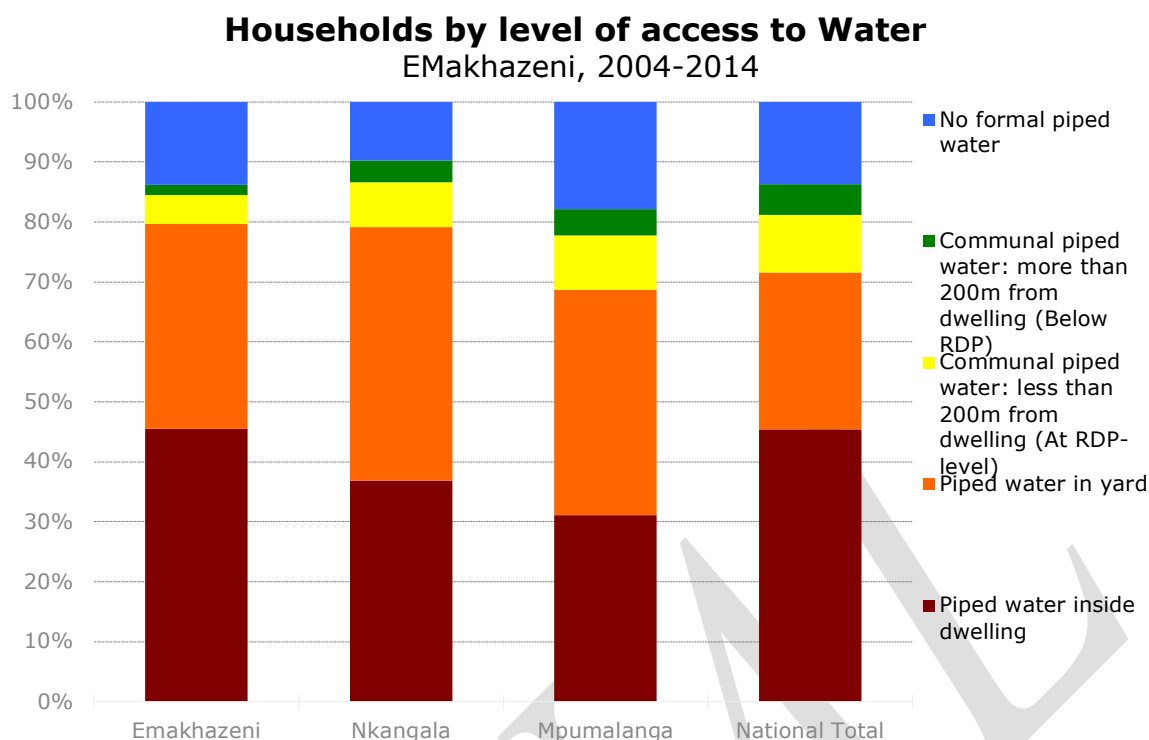
When looking at the sanitation backlog (number of households without hygienic toilets) over time, it can be seen that in 2004 the number of Households without any hygienic toilets in eMakhazeni Local Municipality was 2 260, this increased annually at a rate of 3.72% to 3 260 in 2014.

The total number of households within eMakhazeni Local Municipality increased at an average annual rate of 1.31% from 2004 to 2014, which is higher than the annual increase of 1.86% in the number of households in South Africa.

Households by Access to water

A household is categorized according to its main access to water, as follows: Regional/local water scheme, Borehole and spring, Water tank, Dam/pool/stagnant water, River/stream and other main access to water methods. No formal piped water includes households that obtain water via water carriers and tankers, rain water, boreholes, dams, rivers and springs.

CHART 53. HOUSEHOLDS BY TYPE OF WATER ACCESS - EMAKHAZENI, NKANGALA, MPUMALANGA AND NATIONAL TOTAL, 2014 [PERCENTAGE]



Source: IHS Global Insight Regional eXplorer version 969

eMakhazeni Local Municipality had a total number of 6 640 (or 45.46%) households with piped water inside the dwelling, a total of 5 010 (34.27%) households had piped water inside the yard and a total number of 2 010 (13.78%) households had no formal piped water.

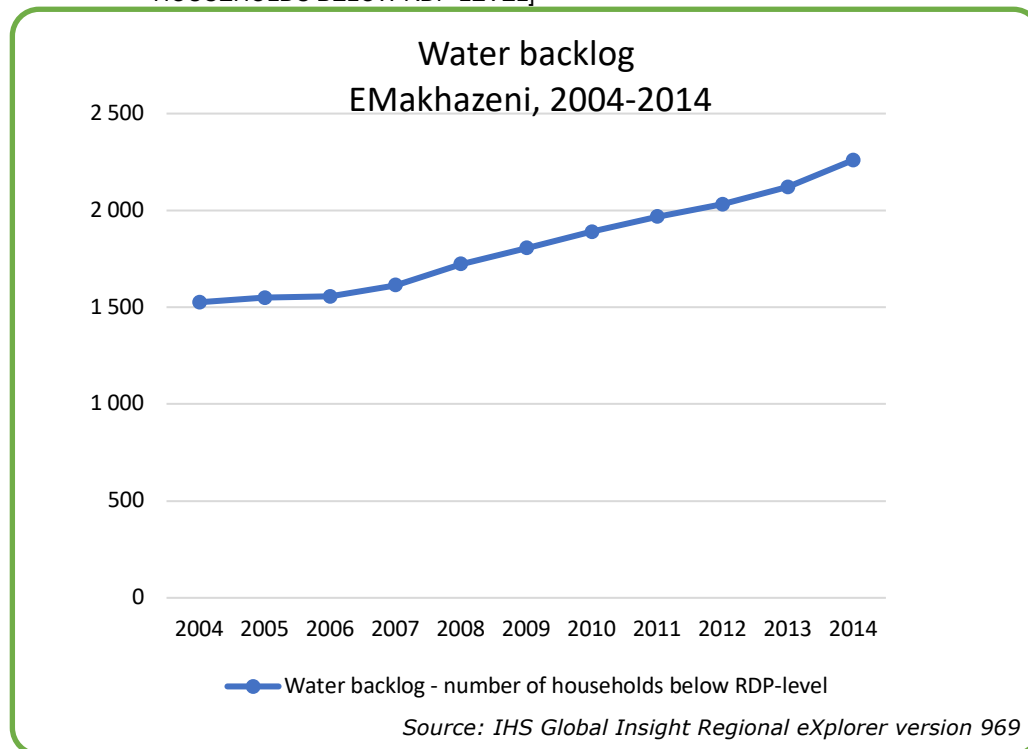
TABLE 41: HOUSEHOLDS BY TYPE OF WATER ACCESS - EMAKHAZENI AND THE REST OF NKANGALA, 2014 [NUMBER]

	Piped water inside dwelling	Piped water in yard	Communal piped water: less than 200m from dwelling (At RDP-level)	Communal piped water: more than 200m from dwelling (Below RDP)	No formal piped water	Total
eMakhazeni	6,640	5,010	701	247	2,010	14,600
Victor Khanye	9,540	9,400	1,220	739	2,850	23,700
Emalahleni	69,800	35,500	12,400	7,300	13,100	138,000
Steve Tshwete	44,700	21,400	6,910	3,450	3,320	79,800
Thembisile Hani	10,400	60,000	5,130	1,410	5,880	82,800
Dr JS Moroka	7,790	39,900	3,720	1,370	12,400	65,300
Total Nkangala	148,890	171,170	30,115	14,512	39,597	404,283

Source: IHS Global Insight Regional eXplorer version 969

The regions within Nkangala District Municipality with the highest number of households with piped water inside the dwelling is Emalahleni local municipality with 69 800 or a share of 46.88% of the households with piped water inside the dwelling within Nkangala District Municipality. The region with the lowest number of households with piped water inside the dwelling is eMakhazeni local municipality with a total of 6 640 or a share of 4.46% of the total households with piped water inside the dwelling within Nkangala District Municipality.

CHART 54. WATER BACKLOG - EMAKHAZENI LOCAL MUNICIPALITY, 2004-2014 [NUMBER OF HOUSEHOLDS BELOW RDP-LEVEL]



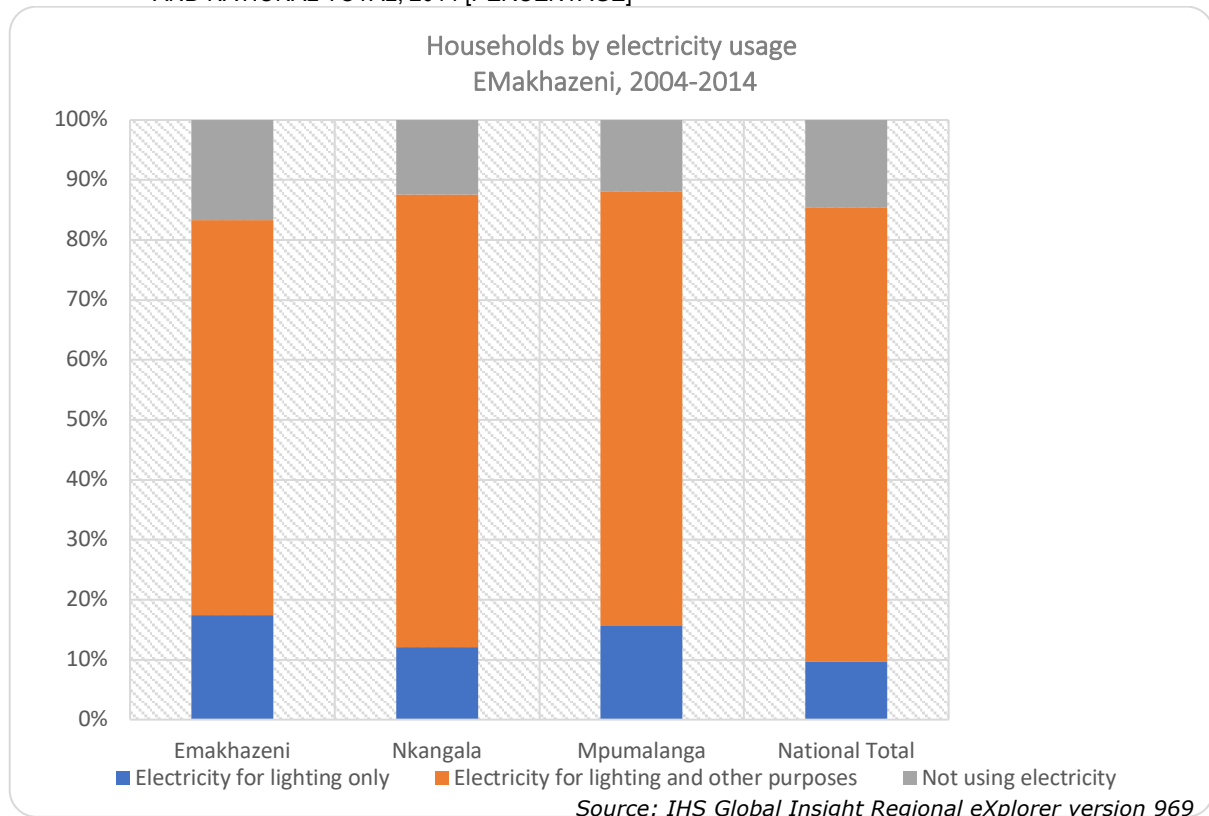
When looking at the water backlog (number of households below RDP-level) over time, it can be seen that in 2004 the number of households below the RDP-level were 1 530 within eMakhazeni Local Municipality, this increased annually at 4.01% per annum to 2 260 in 2014.

The total number of households within eMakhazeni Local Municipality increased at an average annual rate of 1.31% from 2004 to 2014, which is higher than the annual increase of 1.86% in the number of households in South Africa.

Households by Type of Electricity

Households are distributed into 3 electricity usage categories: Households using electricity for cooking, Households using electricity for heating, households using electricity for lighting. Household using solar power are included as part of households with an electrical connection. This time series categorises households in a region according to their access to electricity (electrical connection).

CHART 55. HOUSEHOLDS BY TYPE OF ELECTRICAL CONNECTION - EMAKHAZENI, NKANGALA, MPUMALANGA AND NATIONAL TOTAL, 2014 [PERCENTAGE]



eMakhazeni Local Municipality had a total number of 2 540 (17.40%) households with electricity for lighting only, a total of 9 620 (65.88%) households had electricity for lighting and other purposes and a total number of 2 440 (16.73%) households did not use electricity.

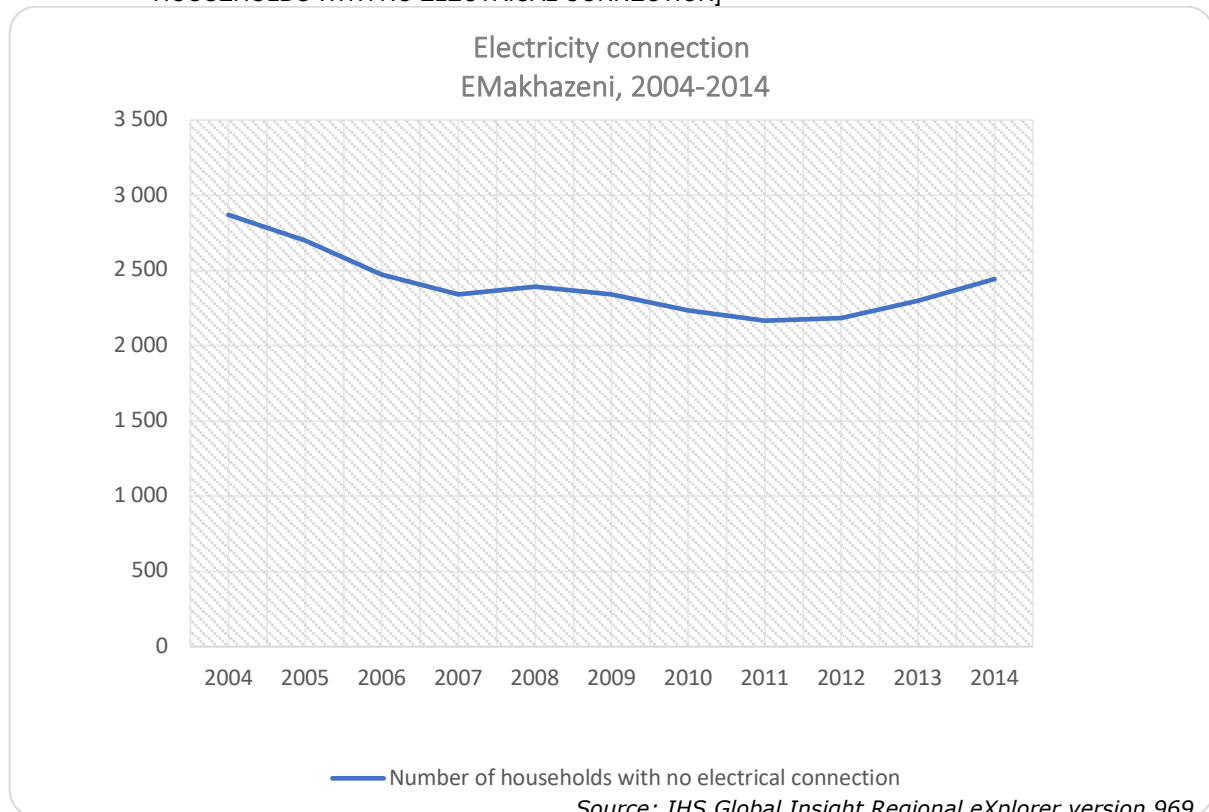
TABLE 42: HOUSEHOLDS BY TYPE OF ELECTRICAL CONNECTION - EMAKHAZENI AND THE REST OF NKANGALA, 2014 [NUMBER]

	Electricity for lighting only	Electricity for lighting and other purposes	Not using electricity	Total
eMakhazeni	2,540	9,620	2,440	14,600
Victor Khanye	5,800	14,800	3,200	23,700
Emalahleni	2,950	105,000	30,300	138,000
Steve Tshwete	8,560	65,600	5,660	79,800
Thembisile Hani	18,500	58,000	6,350	82,800
Dr JS Moroka	10,500	52,600	2,200	65,300
Total Nkangala	48,807	305,279	50,197	404,283

Source: IHS Global Insight Regional eXplorer version 969

The region within Nkangala with the highest number of households with electricity for lighting and other purposes is Emalahleni local municipality with 105 000 or a share of 34.32% of the households with electricity for lighting and other purposes within Nkangala District Municipality. The region with the lowest number of households with electricity for lighting and other purposes is eMakhazeni local municipality with a total of 9 620 or a share of 3.15% of the total households with electricity for lighting and other purposes within Nkangala District Municipality.

CHART 56. ELECTRICITY CONNECTION - EMAKHAZENI LOCAL MUNICIPALITY, 2004-2014 [NUMBER OF HOUSEHOLDS WITH NO ELECTRICAL CONNECTION]



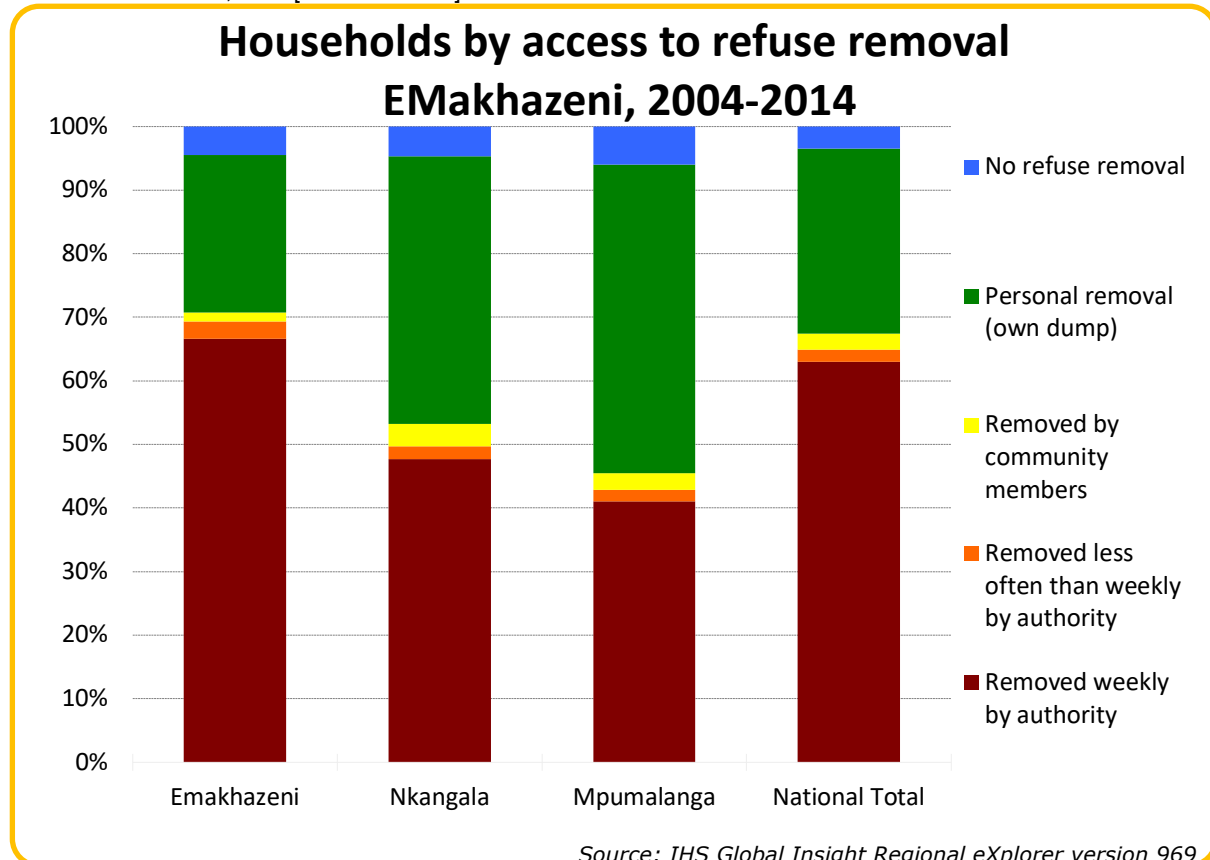
When looking at the number of households with no electrical connection over time, it can be seen that in 2004 the households without an electrical connection in eMakhazeni Local Municipality was 2 870, this decreased annually at -1.60% per annum to 2 440 in 2014.

Households by Refuse Disposal

A distinction is made between formal and informal refuse removal. When refuse is removed by the local authorities, it is referred to as formal refuse removal. Informal refuse removal is where either the household or the community disposes of the waste, or where there is no refuse removal at all. A further breakdown is used in terms of the frequency by which the refuse is taken away, thus leading to the following categories:

- Removed weekly by authority
- Removed less often than weekly by authority
- Removed by community members
- Personal removal / (own dump)
- No refuse removal

CHART 57. HOUSEHOLDS BY REFUSE DISPOSAL - EMAKHAZENI, NKANGALA, MPUMALANGA AND NATIONAL TOTAL, 2014 [PERCENTAGE]



eMakhazeni Local Municipality had a total number of 9 730 (66.61%) households which had their refuse removed weekly by the authority, a total of 396 (2.71%) households had their refuse removed less often than weekly by the authority and a total number of 3 620 (24.79%) households which had to remove their refuse personally (own dump).

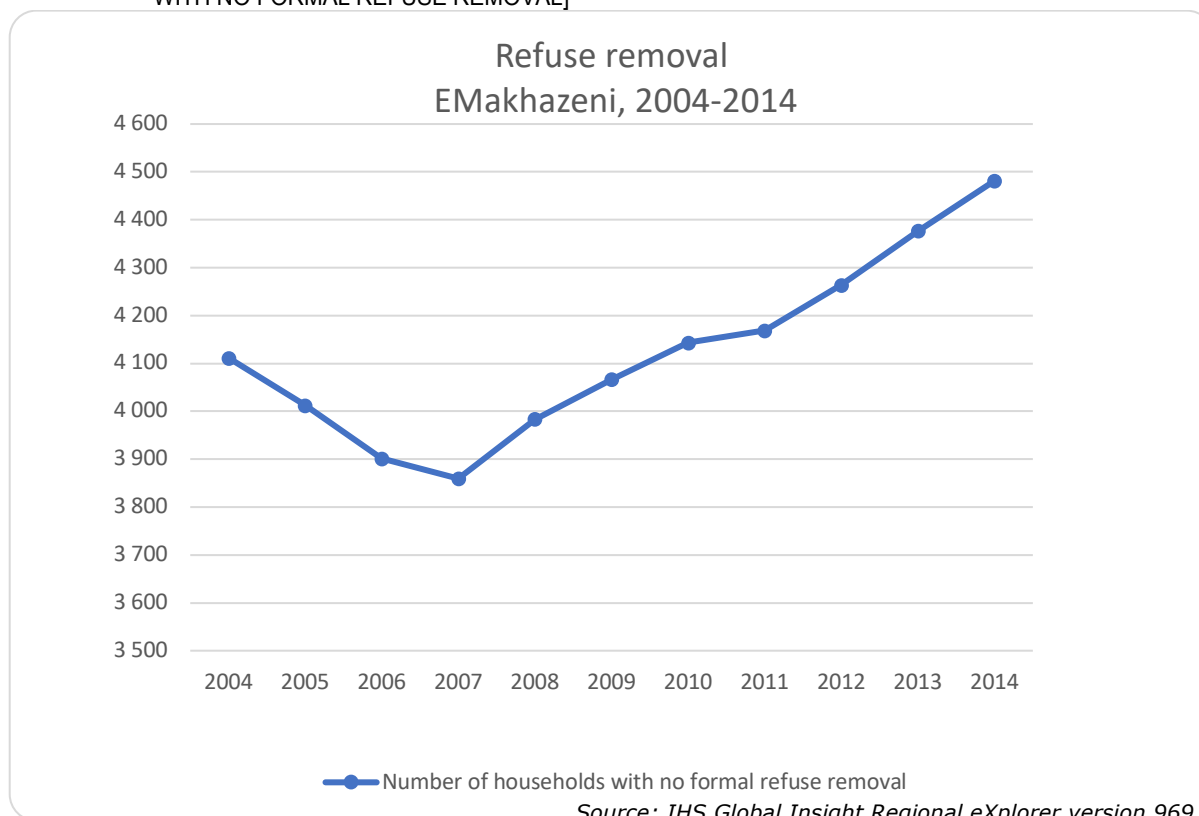
TABLE 43: HOUSEHOLDS BY REFUSE DISPOSAL - EMAKHAZENI AND THE REST OF NKANGALA, 2014 [NUMBER]

	Removed weekly by authority	Removed less often than weekly by authority	Removed by community members	Personal removal (own dump)	No refuse removal	Total
EMakhazeni	9,730	396	213	3,620	647	14,600
Victor Khanye	16,100	796	797	5,190	833	23,700
Emalahleni	89,900	3,180	4,300	34,100	6,600	138,000
Steve Tshwete	65,600	1,930	1,150	9,840	1,300	79,800
Thembisile Hani	3,480	678	6,820	65,100	6,740	82,800
Dr JS Moroka	8,010	967	1,280	52,100	2,860	65,300
Total Nkangala	192,828	7,940	14,569	169,973	18,973	404,283

Source: IHS Global Insight Regional eXplorer version 969

The region within Nkangala with the highest number of households where the refuse is removed weekly by the authority is Emalahleni local municipality with 89 900 or a share of 46.61% of the households where the refuse is removed weekly by the authority within Nkangala. The region with the lowest number of households where the refuse is removed weekly by the authority is Thembisile Hani local municipality with a total of 3 480 or a share of 1.81% of the total households where the refuse is removed weekly by the authority within the district municipality.

CHART 58. REFUSE REMOVAL - EMAKHAZENI LOCAL MUNICIPALITY, 2004-2014 [NUMBER OF HOUSEHOLDS WITH NO FORMAL REFUSE REMOVAL]



When looking at the number of households with no formal refuse removal, it can be seen that in 2004 the households with no formal refuse removal in eMakhazeni Local Municipality was 4 110, this increased annually at 0.87% per annum to 4 480 in 2014.

The total number of households within EMakhazeni Local Municipality increased at an average annual rate of 1.31% from 2004 to 2014, which is higher than the annual increase of 1.86% in the number of households in South Africa.

SWOT ANALYSIS

Based on the situational Analysis the following Strengths, weaknesses, opportunities and threats were identified.

STRENGTHS AND OPPORTUNITIES	WEAKNESSES AND THREATS
<ul style="list-style-type: none"> • Strategic location in terms of regional and context. • Four local service centres (town) providing services to rural areas. • N4 Maputo Corridor and Road P81- 1 important routes in terms of tourism • Railway lines leading from area to two harbours (Maputo and Richards Bay) • Proximately to major urban centres – Middelburg and Nelspruit • Environmental assets – Nature Reserves, natural vegetation, wetlands, and rivers: conservation and tourism opportunities 	<ul style="list-style-type: none"> • Vast, sparsely populated area with low population densities • No clear hierarchy of service centre. Poor accessibility to service centres for rural communities. • Poor and uncoordinated marketing efforts • Poor and erratic railway services. Opportunities associated with this railway line not fully explored • Poor public transport • Lack of adequate information regarding these features. Poor protection and management • Low education and skills levels, high levels of poverty and unemployment.

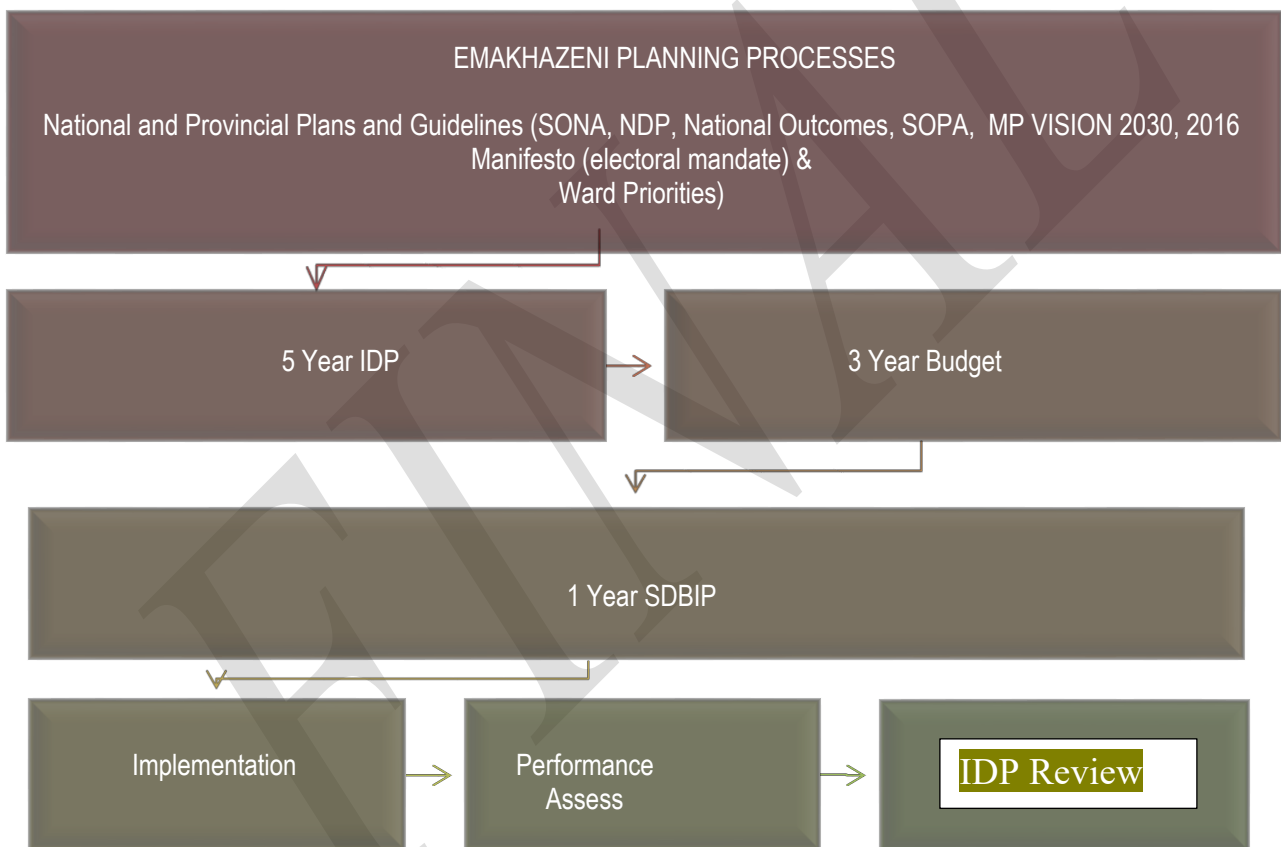
<ul style="list-style-type: none"> • Economic and tourism development initiatives associated with N4 Maputo Corridor and natural assets • Towns offer a variety of business activities and community facilities • Good access to basic infrastructure services in towns • Fishing and fly fishing activities that attracts tourism • Heritage site –Waterboven <p>Attractions from Ndebele cultural sites</p>	<ul style="list-style-type: none"> • Spatial segregation of towns and township areas. Large distance between rural settlements and amenities offered by towns, with poor public transport. • Lack of a uniform land used management system for the entire EMakhazeni Local area. • Poor access to basic infrastructure services in rural settlements. Remote location of these settlements makes service provision difficult. <p>The municipality has no capacity to collect revenue.</p>
--	--

CHAPTER 4: STRATEGIC PLANNING AND PERFORMANCE MANAGEMENT FRAMEWORK

4.1 INTRODUCTION

This considers eMakhazeni's strategic planning and performance management process. Planning in eMakhazeni does not happen in a vacuum or in isolation. It is part of an integrated strategic planning framework that includes national and provincial government frameworks. eMakhazeni is in a process of developing its own long-term strategic framework, the eMakhazeni Growth and Development Strategy Vision 2050. The chapter will also consider the Medium-Term Revenue and Expenditure Framework (MTREF), the Integrated Development Plan (IDP) and the annual Service Delivery and Budget Implementation Plan (SDBIP). The planning process is as depicted below:

FIGURE 5: PLANNING PROCESS



4.2 FRAMEWORKS

4.3 NATIONAL STRATEGIC FRAMEWORK

Sustainable Development Goals

When reflecting on the National Strategic Framework, it is inevitable to briefly reflect on an international framework that government or municipal planning must align to. In 2015 when the Millennium Development Goals came to the end of their term, the United Nations adopted the Sustainable Development Goals (SDGs) as the post-2015 agenda, comprising of 17 Sustainable Development Goals. The Sustainable Development Goals are the blueprint to achieve a better and more sustainable future for all. They address the global challenges we face, including those related to poverty, inequality, climate, environmental degradation, prosperity, and peace and justice. The Goals interconnect and in order to leave no one behind, it is important that we achieve each Goal and target by 2030.

These goals are mapping a universal, holistic framework to help set the world on a path towards sustainable development, by addressing all three dimensions of economic development, social inclusion, and environmental sustainability.

The 17 Sustainable Development Goals:



The intention of the SDG's is to present a universally shared, common, globally accepted vision to progress to a just, safe and sustainable space for all inhabitants. It is based on the moral principle of the Millennium Development Goals that no one or one country should be left behind and that each country has a common responsibility in delivering on the global vision. In the development of the SDG's each of the goals are conceived as both ambitions and challenges to countries and more so cities. It is further noted that each of the SDG targets and goals are applicable to both developed and developing countries alike. The universality of the targets and goals represent

differing degrees of challenges and ambitions for different countries depending on their current developmental trajectory and circumstances. The goals are also flexible enough to allow for differentiated approach through all levels of government. One of the departure points in developing the SDG's was that countries would need to ensure that there is a balance between the economic, political, social and environmental effort required to ensure that these goals are achieved. While sustainable development goals (SDGs) are universal in character, they need to be

adapted to national contexts, according to specific sets of constraints and opportunities. eMakhazeni Local Municipality will in the review of the IDP in the 2019/20 financial year seek to integrate and institutionalize the SDG's more in the planning processes of the municipality.

African Union Agenda 2063

Related to the SDGs in the African Continent, the African Union (AU) (former OAU) is looking ahead towards the year 2063. The Agenda 2063 is a strategic framework for inclusive growth and sustainable development. It is comprised of the following three dimensions:

- Vision for 2063: based on AU Vision & seven aspirations emanating from consultations with stakeholders
- Transformation Framework: detailed milestones in the journey to 2063, including: goals, priority areas & targets
- Making it happen: outlines plan to get there – implementation, monitoring & evaluation, finance, partnerships, communication & institutional capacity to implement

African aspirations for 2063

1. A prosperous Africa based on inclusive growth and sustainable development
2. An integrated continent, politically united and based on the ideal Pan Africanism and the vision of Africa's Renaissance
3. An Africa of Good Governance, Democracy, Respect for human rights, Justice and the Rule of law
4. A Peaceful and Secure Africa
5. An Africa with a strong cultural identity, common heritage, shared values and ethics
6. An Africa where development is people-driven, unleashing the potential of women and youth
7. Africa as a strong, united and influential global player and partner

National Development Plan 2030

Locally in South Africa the NDP 2030 represents the overarching national development agenda to facilitate the transition to the AU Agenda 2063 and sustainable development goals (SDGs). Nationally, government must work together to realize the objectives of the National Development Plan (NDP 2030). The NDP defines the destination the country wants to be at by 2030 and also identifies the roles, different sectors of society need to play in reaching that goal. The Plan aims to ensure that all South Africans attain a decent standard of living through the elimination of poverty and reduction of inequality. The core elements of a decent standard of living identified in the Plan are:

- Housing, water, electricity and sanitation
- Safe and reliable public transport
- Quality education and skills development
- Safety and security
- Quality health care
- Social protection
- Employment
- Recreation and leisure
- Clean environment
- Adequate nutrition

eMakhazeni local municipality as local government is directly in contact with the communities, thus represents the face of service delivery and assumes responsibility for the majority of the above-mentioned deliverables. Consequently, its strategies, goals and objectives are aligned with those of the NDP. They form part and are incorporated into existing activities of eMakhazeni's service delivery departments. To ensure implementation and follow through of the NDP, national government elaborated the governing party's electoral mandate of 2014-2019 into 14 outcomes. The electoral mandate, inter alia, seeks to achieve radical economic transformation, rural development and access to adequate human settlements and basic services. In addition, it prioritized access to

quality education, health care and social security including fighting corruption and crime, and contributing to building a better Africa and a cohesive South Africa.

The 2014-2019 electoral mandate focuses on the following priorities:

- Radical economic transformation, rapid economic growth and job creation
- Rural development, land and agrarian reform and food security
- Ensuring access to adequate human settlements and quality basic services
- Improving the quality of and expanding access to education and training
- Ensuring quality health care and social security for all citizens
- Fighting corruption and crime
- Contributing to a better Africa and a better world
- Social cohesion and nation building.

The National Development Plan was drafted by the National Planning Commission in May 2010. The commission was an advisory body consisting of 26 people drawn largely from outside government, chosen from their expertise in key areas.

The commission diagnostic Report, released in June 2011, set out South Africa's achievement and shortcomings since 1994. It identified a failure to implement policies and an absence of broad partnerships as the main reasons for slow progress, and set out nine primary challenges:

- Too few people work
- The quality of school's education for black people is poor.
- Infrastructure is poorly located, inadequate and under maintained
- Spatial divides hobble inclusive development
- The economy is unsustainable resource intensive
- The public health system cannot meet demand or sustain quality
- Public service is uneven and of poor quality
- Corruption level are high
- South Africa remains a divided society

The NDP is a framework to accelerate economic growth, eliminate poverty and reduce inequality. It was widely canvassed and endorsed by the South African public prior to its adoption by Cabinet, and is being implemented by government. The plan aims to reduce the costs of living and of doing business, resulting in improved consumer and business confidence, rising levels of private investment, and higher growth and employment. The government is acting on key NDP proposals, including:

- Making sustainable investments in competitive economic infrastructure
- Increasing the pace of job creation, particularly for young job seekers
- Encouraging the expansion of businesses and the development of new enterprises, including small and medium-sized companies
- Transforming human settlements and developing a functioning public transport system
- Providing policy certainty to encourage long-term investment in mining and other sectors
- Increasing economic integration within sub-Saharan Africa in areas such as energy production, finance, tourism, communications, infrastructure building and customs administration.
- Creating export markets for local products and foreign investment in key sectors and infrastructure development

The National Development aims to eliminate poverty and reduce inequality by 2030. It is quite evident that government places a high priority on the implementation of the plan and it can be expected that the NDP will be the compass by which the national government is going to steer the development path of South Africa into the future. The broad goal of this plan is to reduce unemployment, alleviate poverty and reduce inequality by 2030.

4.4 PROVINCIAL STRATEGIC FRAMEWORK

In its effort to align with national government, the Mpumalanga provincial government has ever since adopted 2030 as part of its long-term planning horizon. While its Growth and Development Strategy stretched up to 2030 which is an important landmark on the province's calendar. The strategy should inform our radical economic transformation

agenda and also assist with the implementation of the National Development Plan (NDP), Provincial Vision 2030 and the Mpumalanga Economic Growth & Development Path (MEGDP)

The PGDS takes its mandate from provincial stakeholders to define shared growth and integrated development targets and objectives for the entire province. The initiative focuses on strengthening growth sectors, the management of resources, and the implementation of strategies. It is important to note that the manner in which government invests in infrastructure lays the foundation for the location, form and type of economic activity that consequently develops. The municipality with its strategic location as a gateway also offers that opportunity of being a one stop shop for investment and economic growth, and this is considered in the positive light when it comes to the spatial development framework.

The Mpumalanga Vision 2030 identifies the following socio-economic challenges:

- High HIV-AIDS prevalence
- Unequal economic distribution
- High Unemployment
- High Poverty
- Inflation
- Educational Challenges
- Sectoral dependency
- Low economic growth
- Household Economic Challenges
- High Inequality
- Low HDI

The radical socio-economic agenda of the province's strategy focusses on the investing in strategic infrastructure development to unlock growth & job creation, growing strategic economic sectors to create jobs, strengthening partnerships with the private sector, investing in the development of township and rural economies including the provision of infrastructure and support for industrial development, supporting the development of SMMEs and Cooperatives.

The key priorities identified in the Mpumalanga Vision 2030 are:

- Development and implementation of industrial development plan as well as trade & investment plan
- Economic interventions and LED on municipal level to stimulate economic growth and development within Municipalities
- Developing a job tracking system for the Province
- Developing a township and informal business strategy and finalise the SMME strategy
- Implementing the BBBEE & PPPF Acts
- Establishment of the International Fresh Produce Market and Agri-hubs
- Development and implementation of the SEZ project within Nkomazi
- Establishing an ICC in Mbombela
- Investment opportunities (through MEGA) for the construction of key projects such as the Cultural Hub, High Altitude Training Centre, Blyde Development Cluster, Moloto Rail Corridor, Innovation Hub and Green Energy Plant
- Creating export markets for local products and foreign investment in key sectors and infrastructure development

Mpumalanga vision 2030 is informed and linked to the following:

- Mpumalanga Economic Growth & Development Path
- Infrastructure Master Plan
- Mpumalanga Spatial Framework
- Human Settlement Master Plan
- Human Resources Development Strategy
- Comprehensive Rural Development Programme

In line with the principles of the NDP, V2030 highlights the following socio-economic outcomes as priorities:

- Employment & Economic Growth
- Education and Training
- Health care for all
- Social Protection

These priorities do not imply that the “normal business of government” should be deferred, but rather aim to focus the activities and decisions of the Province on key areas leveraging high impact for improved and sustainable long-term socio-economic development in Mpumalanga. The achievement of these outcomes is further dependent on the critical success factors described as “mechanisms” and “conditions” below.

Organizing Structure of the Framework



- Mpumalanga Vision 2030 includes key targets for the Province that are in line with those expressed in the NDP.
- These targets have been developed with due consideration given to the specific demographic, institutional, spatial and socio economic advantages and challenges of the Province.
- In addition, “key considerations” that should inform future planning and decision making within the context of Vision 2030 have been added in order to provide a meaningful context for the targets.
- The targets and key considerations per socio economic outcome, as well as guiding objectives for the mechanisms and conditions required for their attainment are presented below:

ECONOMY & UNEMPLOYMENT		
Indicator	NDP Target	Mpumalanga V2030 Target
Unemployment Rate	6%	6%
Number of Employed	11 million additional jobs	1.2 million additional jobs Total employment to 2.1 million to achieve 6% unemployment rate
GDP Growth Rate	Average annual GDP growth above 5%	Average annual GDP growth above 5%
GDP per capita	Raise per capita GDP to R110 000 in constant prices	Raise per capita GDP to R110 000 in constant prices
Lower bound poverty line – R416 per person (2009 prices)	Reduce the proportion of households with a monthly income below lower bound poverty line to 0%	Reduce the proportion of households with a monthly income below lower bound poverty line to 0%
Gini Co-efficient (Income inequality)	0.6 The proportion of income earned by the bottom 40% in SA should rise to 10% by 2030	0.6 The proportion of income earned by the bottom 40% in SA should rise to 10% by 2030

The primary objective of the Mpumalanga Economic Growth and Development Path (MEGDP) is to foster economic growth that creates jobs, reduce poverty and inequality in the province. Therefore, the key areas for intervention to facilitate growth and job creation in the forestry sector will be adopted by the Municipality since Agriculture and forestry are two of the key contributor sectors in the economic development of the ELM. Other contributors are:

- Mining
- Manufacturing
- Trade
- Community Services

It must be further indicated that these sectors will be incorporated into the ELM Local Economic Development Framework for monitoring of implementation.

Unemployment	Inequality	Poverty
Reduce the unemployment rate to 15% by 2020 (30% at the moment)	<ul style="list-style-type: none"> • Reduce inequality by enhancing the skill set of the labour force, fixed capital investment and improvements in education • Reducing the Gini-coefficient to 0,55 (0.61 at the moment) 	<ul style="list-style-type: none"> • Reduce the poverty rate to 25% by 2020 (36% at the moment) • Focus will be on job creation through public works programmes, employment guarantee schemes, education and skills attainment

Foundation: 5-7% provincial GDP growth per annum (less than 1% pa at the moment)

Emakhazeni municipality's alignment to the National Development Plan (NDP)

NDP chapter 3: Economy and development

The objective of the NDP relates to the implementation of public employment programmes, with which the municipality aligns to through its Expanded Public Works Programme (EPWP) and the Community Works Programme (CWP) implementation. The municipality also has close working relations with the social partners in ensuring that the locals are prioritized through employment when implementing capital programmes. The municipality is prioritizing the development of a brickmaking plant as one of the key interventions in boosting employment prospects within the municipality. The project is extremely labour intensive as it will supply bricks (interlocking pavers and bricks) to for municipal roads, RDP and community members in and around Emakhazeni. There are other projects such as Bakery and Chemical Manufacturing projects. The municipality is in a consultative stage of modeling its Economic Development Agency around THALITHA, which is one of the most successful agencies of a municipality in the country. The agency will ensure proper running of the projects and economic growth.

NDP chapter 4: Economic infrastructure

This objective relates to the provision and sustainability of quality services such as water, electricity and public transport, and the establishment of a fibre-optic network that can provide competitively priced and widely available broadband. In order to meet this objective, the municipality continuously strives to maintain and invest in its water and electricity infrastructure. There are a number of bulk water projects implemented by the municipality as well as on electricity.

NDP chapter 5: Environmental sustainability and resilience

This objective also relates to the implementation of public employment programmes, and the municipality is aligning through its Expanded Public Works Programme (EPWP) implementation.

NDP chapter 6: Inclusive rural economy, and chapter 7: South Africa in the region and the world

This objective relates to a differentiated rural development strategy which touches on agricultural development based on successful land reform, employment creation and strong environmental safeguards. Introduction of industries such as agro-processing, tourism, fisheries and small enterprise development should be developed. Quality basic services especially education, health care and public transport. A programme for additional mobile classrooms at Morelig (farm school) was completed through a social partner project. The municipality is currently sourcing funds for the procurement of 4 farms for use by smallholder farmers

NDP chapter 8: Transforming human settlements

The objective is on how the municipalities should spatially enable the densification of cities to promote a better mix of human settlements, which will allow people to live closer to their places of work, and the implementation of a better public transport system, which will in turn facilitate integration. The Breaking New Ground, which is an integrated human settlement, is directly aimed at responding to this objective

NDP chapter 9: Improving education, training and innovation

This objective relates to early childhood development, while also ensuring that artisans enter the job market. The municipality, through Breaking New Ground, has developed early childhood centres and also put aside land for further development of such centres. The planned development of a TVET College aims to respond in the development of artisans.

NDP chapter 10: Health care for all

This objective relates to access to primary health care by improving tuberculosis (TB) prevention and cure, reducing maternal, infant and child mortality, and reducing injury, accidents and violence.

NDP chapter 11: Social protection

This objective relates to the need for all children to have proper nutrition, employment opportunities to be created through skills development, and for all people, especially women and children, to feel safe. The municipality has a programme that comprises of awareness raising, improving child safety, meeting wellness and nutrition needs. The municipality, together with Exxaro has resolved to the development of a TVET College in order to increase the skills base within the municipality. The implementation of learnerships through LGSETA and social partners is also another contribution to the NDP by the municipality.

NDP chapter 12: Building safer communities

This objective relates to the need for all people, especially women and children, to feel safe at home, at school and at work, and to enjoy an active community life free of fear.

NDP chapter 13: Building a capable and developmental state

This objective relates to the state playing a developmental and transformative role. It entails that staff at all levels should have the competence, experience and authority to perform their jobs, and that the relationship between the spheres of government should improve and be managed more proactively.

NDP chapter 14: Fighting corruption

This objective relates to achieving a corruption-free society, high adherence to ethics throughout society, and a government that is accountable to its people. The municipality aligns with this objective through its shared audit committee (external).

NDP chapter 15: Nation building and social cohesion

This objective relates to the need for citizens to accept that they have both rights and responsibilities, and, most critically, the pursuit for a united, prosperous, non-racial, non-sexist and democratic South Africa. To achieve this outcome, the municipality's objective to ensure increased access to human settlements for those who need it, and providing community facilities, will make citizens feel at home. Strengthening community capacity to prevent crime and disorder.

4.5 EMAKHAZENI'S LONG TERM PLANNING

eMakhazeni local municipality currently does not have a long-term Growth and Development strategy. This is the strategy that should systematically analyze eMakhazeni's history, the development challenges and from these, continue to systematically outline the desired growth development trajectory. This strategy should also focus on the municipality's planned industrialization, development of factories and all strategies aimed at dealing with the high unemployment rate, inequalities and poverty.

The municipal long-term planning framework needs to look at the growth and developmental strategy of the municipality and the current economic activities as well as the impacts and imperatives that are brought by the existing economic activities including but not limited the following frameworks:

- **Urban Core Investment Framework:** to develop a business case for the redevelopment of the urban core area including the formulation of an appropriate hierarchy of public services functions and development schedule to 2030 which is based on the locational accessibility and centrality of nodal points, with due regard to the positioning of eMakhazeni unit as the highest order public services node and the main (Capital) unit of the municipality, the retail and services developmental potential and assessment of the development potential and modalities for the release of well-located mining land with due regard to land release, the funding, timing and the duties and responsibilities of the mining industry in regard to remediation of land, water and air system
- **Municipal Industrialization Framework:** this framework to focus on the industrial space demand profile for eMakhazeni Local Municipality, including special requirements in regard to farming, infrastructure, road, rail and air access, joint utilities, green technology, clustering, development, packaging and identification of suitable areas for industrial development and redevelopment, including rejuvenation of existing light and heavy industries.
- **Logistics and Transportation Framework:** to facilitate the desired road, rail and transfer points in the context of overall and value chain efficiencies and current and emerging technologies and modalities of freight and cargo management and possible intelligent municipal wide logistics systems and approaches.
- **Municipal metabolism framework:** to identify high level process and transfer synergies in relation to the flows of water, waste, energy and materials including off-grid options for public and private investment considering the major developments like the high altitude training centre.
- **Settlement and transport framework:** to develop business cases for the developmental priorities as identified in the municipal spatial development framework, including land development and acquisition requirements, density and public transport performance requirements, infrastructure development and investment requirements and measures to facilitate high density housing development and redevelopment typologies and appropriate incentive and subsidization modalities
- **Municipal Growth and Development Management Framework:** specifying the location, timing and financing of desired growth scenarios, including high level risk management measures.

4.6 ANNUAL PLANNING FRAMEWORK

While the IDP extends over a period of 5 years in line with the term of office of Council, it is operationalized on an annual basis through the development of the Service Delivery Budget Implementation Plan (SDBIP). It is a management, implementation and monitoring tool since it expresses goals and objectives set by Council as quantifiable outcomes that can be implemented. Therefore, it provides the basis for measuring performance in service delivery against in year and end of year targets. eMakhazeni's delivers services and implements its annual budget based on its SDBIP. All the plans combine together to allow for measurement of performance against the set key performance indicators.

The eMakhazeni 2019/20 IDP review serves as its principal strategic planning instrument, which directly guides and informs its planning, budget, management and development actions. This framework is rolled out into planning statements covering the objectives, key performance indicators and targets for implementation which directly inform the SDBIP. The whole process is structured around supporting and working towards contributing to the achievement of the programmes and goals set out in the local, provincial, national and international planning framework.

In terms of Section 34 of the Municipal Systems Act, 32 of 2000, the Council must annually review its IDP in terms of a predetermined process. This process was adopted by Council on 30 August 2018.

The review of the IDP in terms of the Municipal Systems Act is guided and informed by the following:

- It must support and work towards achieving the vision and mission of the eMakhazeni Local municipality;
- It must work towards the achievement of the set goals and strategic framework;
- Address the national outcomes set by Cabinet, as per the NDP 2030;
- Focus on basic service delivery in terms of the eradication of backlogs and the maintenance of existing infrastructure and community needs; and
- Applicable provincial plans and programmes. Budget allocations by the respective provincial sector departments to these projects should also be reflected as far as possible.

All departments were part of the IDP and SDBIP reviewing process. The IDP/SDBIP for 2019/2020 is organized and aligned to the national and provincial programmes and sub-programmes. This approach allows for continuity from the previous financial year and clearly demonstrates the linkage with National Development Plan. The overall planning methodology of the eMakhazeni is results-based; therefore, the focus is on the key results and not activities and outputs in the IDP. The strategic activities and associated outputs are detailed in the departmental SDBIPs, to assess the overall implementation both the municipality-wide SDBIP and the departmental SDBIP must be read together.

Enormous effort is put into changing the lives and circumstances of our people. However much still has to be done in discharging the 2019/20 IDP/SDBIP. This IDP/SDBIP provides a chance to continue the developmental processes of the institution. It provides an opportunity to improve efficiencies and effectiveness, thereby providing services to all community and fulfilling the mandate held by the Municipality.

4.7 PERFORMANCE MANAGEMENT FRAMEWORK

The performance management system adopted by the municipality supports the statutory requirements set out by various legislation and as set out by the National Treasury. The system is also adapted to the national government and the local government planning cycle in order to promote compliance with relevant legislation.

The municipal performance management system aims to achieve the following roles:

- **Intra-municipal Performance Management:** To ensure that there are appropriate internal controls to monitor the extent to which the municipality is achieving the development objectives set out in the Intergraded Development Plans, Service Delivery and Budget Implementation Plans and other strategies of national and provincial government. This requires an ongoing monitoring of progress or lack thereof on the implementation of programmes and projects in order to create early warnings and activate the implementation of corrective improvement plans. It also requires a periodic evaluation and review of the programmes or interventions implemented using the best available evidence collected through the monitoring and evaluation system.
- **External-municipal Performance Accountability:** To ensure that the municipality adheres to the statutory requirements that seek to promote corporate governance. In this regard, the municipality has an obligation to communicate performance for the purposes of governance and accountability to its stakeholders which amongst others include provincial and national government, external oversight bodies (Office of the Auditor General, National Treasury etc.) and the general public.

Therefore, simple and manageable processes, clear guidelines and standards, customized controls, the right discipline and culture are the key success factors for any performance management systems.

4.8 LEGISLATIVE INSTRUMENTS GOVERNING PERFORMANCE MANAGEMENT

Performance management in local government is governed by a series of legislation and policy guidelines, which include but not limited to the following:

- Municipal Structures Act, 117 of 1998
- Municipal Systems Act, 32 of 2000
- Municipal Finance Management Act, 56 of 2003
- Municipal Planning and Performance Regulations, 2001
- Framework For Managing Programme Performance Information

MUNICIPAL STRUCTURES ACT

TABLE 44: TABLE 1: MUNICIPAL STRUCTURES ACT

DESCRIPTION	APPLICATION
The Local Government Municipal Structures Act, 117 of 1998 provides for the establishment of municipalities in accordance with the requirements relating to categories and types of municipalities. It also provides for an appropriate division of functions and powers between categories of municipalities as well as the regulation of the internal systems, structures and office-bearers of municipalities.	Not only does the Structures Act place an obligation on municipalities to achieve the objects set in section 152 of the Constitution, but it unequivocally sets the responsibility for establishing Key Performance Indicators (KPIs) and attaining the standards set by them, at the highest level in municipalities. That is why the executive mayor is tasked with the duty to identify and develop criteria for KPI's. Section 56(3) directs that the executive mayor has a duty to evaluate and review progress on an ongoing basis.

FINAL

MUNICIPAL SYSTEMS ACT

TABLE 45: TABLE 2: MUNICIPAL SYSTEMS ACT

DESCRIPTION	APPLICATION
<p>The Act provides for the core principles, mechanisms and processes that are necessary to enable municipalities to move progressively towards the social and economic upliftment of local communities, and ensure universal access to essential services that are affordable to all. It is important to note that it establishes a simple and enabling framework for the core processes of planning, performance management, resource mobilization and organizational change which underpin the notion of developmental local government.</p> <p>The Act also gives very specific attention to performance management as a whole chapter is devoted to it, indicating the concern of parliament with the question of local government accountability for service delivery.</p> <p>In addition the Act makes provision for the additional assignment of functions and powers to municipalities and prescribes the submission of annual performance reports by municipalities.</p>	<p>The Act requires the development of a performance management system. It in fact places a legal obligation on all municipalities to:</p> <ul style="list-style-type: none"> Establish a performance management system; Set targets, monitor and review performance based on indicators linked to their IDP; Publish an annual report on performance for the council, staff, the public and other spheres of government; Incorporate and report on a set of general indicators prescribed nationally by the minister for Local Government. <p>Have their annual performance report audited by the Auditor-General; and Involve the community in setting indicators and targets and reviewing municipal performance.</p> <p>It is important to note that performance management in the context of this Act does not refer to performance of employees only, but includes management. While the two are related and the Act requires that senior officials are appointed on performance contract, there is no legal requirement that a municipality should have a performance management system for its employees. Performance Management in Chapter 6 of the Act refers to management of the municipality as an organization</p> <p>Sec 46 of the Act states that a municipality must, for each financial year, prepare a performance report that reflects:</p> <ul style="list-style-type: none"> The performance of the municipality and of each service provider during that financial year; A comparison of the performance in relation to targets set in the previous financial year. The development of service delivery priorities and the performance targets set by the municipality for the next financial year; and Measures taken to improve performance.

PERFORMANCE REGULATIONS

TABLE 46: TABLE 3: PERFORMANCE REGULATIONS

DESCRIPTION	APPLICATION
<p>The Regulations were published in terms of Section 120 of the Systems Act to regulate the matters listed in Section 49 and were meant to set out the requirements for performance management systems in more detail.</p> <p>The regulations include: The national Key Performance Indicators (KPIs) on which all municipalities are required to report; The requirements for both internal and external audit processes of</p>	<p>The regulations form a very important part of the establishment and sustainability of the performance management system. Regulations set certain criteria which the municipality's performance management system must comply with. These include amongst others:</p> <p>Procedures for the adoption of the system; The procedures and guidelines for setting of KPIs; The listing of the seven national KPIs as determined by national government; The reviewing of the KPIs; The setting of performance targets for officials, Councillors, service providers and administrative</p>

MUNICIPAL FINANCE MANAGEMENT ACT (MFMA)

TABLE 47: TABLE 4: MUNICIPAL FINANCE MANAGEMENT ACT (MFMA)

DESCRIPTION	APPLICATION
<p>The Municipal Finance Management Act (MFMA) establishes a very clear and strict framework to secure sound and sustainable management of the financial affairs of municipalities and other institutions in the local sphere of government. It establishes sound treasury norms and standards for performance measurement and reporting and provides for action against responsible persons for non-compliance.</p> <p>The MFMA reinforces the provisions on municipal performance management as set out in the Systems Act by introducing a performance element into budgeting and financial reporting within the local government sphere</p>	<p>It is important to note that the Systems Act focuses on establishing processes and procedures for strategic planning and performance management in municipalities. This is complemented by MFMA provisions relating to the broader framework for integrating strategic planning, budgeting and performance management within a municipality.</p> <p>The MFMA's requirements in terms of performance management starts with the budgeting process as the annual budget is one of the most important management tools of any municipality. Section 17(3) of the MFMA starts off the whole process by requiring the setting of measurable performance objectives in the early stages of the budgeting process.</p> <p>While other legislation prescribes the procedures and requirements for a performance management system, the MFMA focuses heavily on reporting on financial issues and performance with very clear instructions and guidelines with regard to roles and responsibilities of the mayor, chief financial officer and the accounting officer</p>

Strategically, the organizational performance management system used by the municipality focuses on supporting the achievement of the predetermined results and promoting compliance with the statutory requirements. This is guided by the municipal IDP and other relevant planning instruments as well as the applicable legislative framework. Such a strategic intent is pursued through planning focusing on effective alignment of resources (budget) to the intended deliverables (targets). Emphasis is placed on promoting simplified plans that are technically sound and responsive to the development needs of the communities.

Operationally, the functioning of the organizational performance management system is informed by the policy on organizational performance and information management. In this regard, the performance management system prioritizes the following and these are undertaken within the cycle of organizational performance management (as per the municipal planning cycle):

1. Technical planning support

Providing technical rigour in the planning processes with the aim of ensuring that the plans (content, indicators and targets) are adequately responsive, SMART and sound is the main objective of the planning component of the performance management system. Operationally, the following are engaged on:

2. Content Development:

Focused participatory community engagements used to gather community needs and priorities for inclusion in the service delivery and budget implementation plan assist in refining the planning contents and ensuring that the content in the plan is responsive to the needs and priorities of the various communities served by the municipality. Administratively, this entails implementing tailored approach and effective measures of gathering community needs, priority setting and aligning priorities with available budget. While this is a technical planning issue, it also serves as a way of expressing responsiveness to the needs of the community and serves as an indication of the municipality's commitment in adopting people-centered development planning and execution.

3. Selecting and Developing SMART Indicators and Targets:

This entails using conceptual, logical and practical techniques to influence the quality of indicators developed and targets set against specific development objectives and service delivery commitments. This process also considers the programme content to select what must be measured in line with the priorities and needs gathered in relation to the desired results (outputs and outcomes). A process of rigorous consultation with programme managers or line function departments and entities is followed as part of the technical refinement of both content (service focus and baseline), performance indicators and targets.

4. Ongoing Monitoring

The monitoring component of the performance management system focuses on tracking the implementation of commitments, progress made and observations on what is not going according to plan for early warning signals. In the main this functional area focuses on:

- Strengthening of the frontline service delivery monitoring and institutionalization of onsite monitoring visits to identify service delivery bottle necks for early warnings and implementation of tailored interventions as corrective measures where necessary;
- Institutionalization of and building of effective project management functions and capabilities to support the completion of capital projects and achievement of the intended project results;
- Strengthening of oversight reporting as a monitoring mechanism to improve accountability and transparency; and
- Tracking whether the commitments emanating from participatory community engagements and community priority setting are carried through as intended in order to express responsiveness

5. Improvement of performance reporting

The performance reporting component of the performance management system facilitates early warning and improvements. It also serves as a mechanism to express accountability and transparency. In pursuit of achieving this objective, the performance reporting component of the system focuses on:

- Developing customized organizational performance reporting protocols supported by detailed clarification of reporting requirements and standards;
- Supporting business units to account adequately for performance in their respective functional areas in order to improve the usefulness and reliability of performance reported to Council, communities and other external oversight bodies;
- Formalization of the process for collecting, collating, verification, transcription, analysis and auditing of performance data. This includes defining the processes, developing monitoring standards for data quality, defining the reporting protocols, clarification of roles and responsibilities throughout the performance management value chain;

- Ensuring that the reporting timelines and quality reporting requirements for compliance reports are met consistently;
- Ensuring that the information reported is useful and reliable at all times
- Providing evidence-based information in order to support the decision-making processes of the municipality

The strengthening of reporting mechanisms contributes significantly in promoting participatory development. This is expressed through transparent reporting to communities and other interested groups including other external oversight bodies thus promoting accountability.

As a service delivery organization, the municipality commits to making evidence not just useful but usable and also commits to increasing the uptake of evidence in both practice and strategic decision-making processes. Therefore, the institutionalization of programme evaluations as part of the performance management system has become a preoccupation of the municipality. Evaluations promote critical reflection and review of policy and programmes through a process of determining the worth and significance of programmes or interventions. As the municipality improves its integrated development planning, budgeting, implementation and reporting, evaluations are also made an integral part of its efforts that support its performance management system.

The Medium Term Strategic Framework (MTSF) is Government's strategic plan for the 2014-2019 electoral term. It reflects the commitments made in the election manifesto of the governing party, including the commitment to implement the National Development Plan (NDP). The MTSF sets out the actions Government will take and targets to be achieved. It also provides a framework for the other plans of national, provincial and local government. South Africa will be holding the national and provincial elections in the year 2019, this marks the last administration of the 2015 -2019 term, thus will necessitate a careful consideration of the evolve on the Medium Term Strategic Framework and the new phase of its democratic transition. This year South Africans have improved, through new laws, better public services, expansion of economic opportunities and improved living conditions. The challenges still facing our country are immense. As the Twenty Year Review and the National Planning Commission's 2011 Diagnostic Report highlight – poverty, inequality and unemployment continue to negatively affect the lives of many people. Too few people have work, investment is too slow and education lags behind our requirements. The weak state of the economy impedes our efforts to reach our development goals. The next phase of our democratic transition calls for bold and decisive steps to place the economy on a qualitatively different path that eliminates poverty, creates jobs and sustainable livelihoods, and substantially reduces inequality. This requires radical economic transformation and a sustained focus on addressing the uneven quality of service delivery.

4.9 SUMMARY OF MUNICIPAL PERFORMANCE PER KEY PERFORMANCE AREA

In the 2017/18, the municipality had 131 targets which were on the Service Delivery & Budget Implementation Plan. The municipality achieve 98 targets which is 75% of the total targets which were set.

Below is a summary of performance per Key Performance Area:

KPA	TOTAL TARGETS	ACHIEVED	NOT ACHIEVED	% PROGRESS
SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT	30	19	11	63%
LOCAL ECONOMIC DEVELOPMENT	7	4	3	57%
FINANCIAL VIABILITY	24	18	6	75%
GOOD GOVERNANCE AND PUBLIC PARTICIPATION	58	50	8	86%

INSTITUTIONAL DEVELOPMENT AND TRANSFORMANTION	12	7	5	58%
Total	131	98	33	75%

TABLE 48: KEY PERFORMANCE AREAS

FINAL

CHAPTER 5: CHAPTER 5: GOVERNANCE AND INSTITUTIONAL ARRANGEMENTS

5.1 INTRODUCTION

The purpose of this chapter is to reflect on the governance framework for eMakhazeni Local Municipality, in the main, to create independent oversight and accountability mechanism for the effective achievement of the municipal mandate which according to Section 152 of the Constitution is to:

1. Provide democratic and accountable government for local communities;
2. Ensure the provision of services to communities in a sustainable manner;
3. Promote social and economic development;
4. Promote a safe and healthy environment;
5. Encourage the involvement of communities and community organizations in the matters of local government.

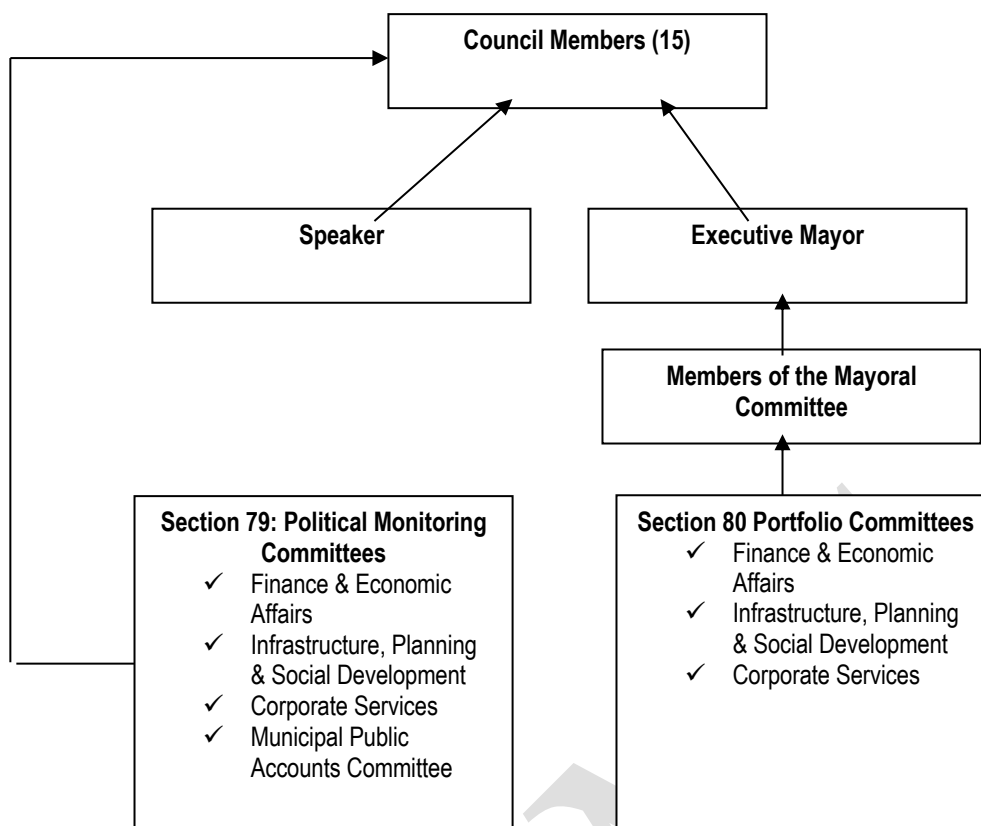
This chapter reflects on eMakhazeni Local Municipality governance model with details on the roles and responsibilities of various role players in the model. The administrative structure or arrangements of the municipality in terms of the departments is also briefly discussed.

5.2 EMAKHAZENI LOCAL MUNICIPALITY GOVERNANCE MODEL

Emakhazeni Local Municipality is an Executive Mayoral System comprising of the Executive Mayor, Speaker and Members of the Mayoral Committee. The Municipal Council consists of 15 members, comprising of 08 ward councilors and 07 proportional representation councilors. The municipality has established its Committees in terms of Section 79 and 80 of the Municipal Structures Act, such Committees are indicated in the structure below; in addition to the Section 79 and Committees, Council has also established the Rules & Ethics Committee.

In terms of the eMakhazeni governance model, the Executive authority of Council is delegated to the Executive Mayor and the members of the Mayoral Committee, collectively referred to as the Executive, who are responsible for day-to-day decision-making and are departmental executive authorities. The key role of Council in the current structure is to focus on its Legislative authority of by-law making, community participation and oversight. The other key role is to facilitate political debate and discussion.

The illustration below reflects the governance model of eMakhazeni Local Municipality:



In eMakhazeni Local Municipality there is clear separation of powers between its political and administrative governance systems. This assists in creating checks and balances to ensure that state power is not abused, and that there is independent oversight of the effective achievement of the constitutional mandate. It further establishes an appropriate level of accountability, representation and participation and is expected to benefit the municipality through:

- Increased achievement of the statutory objective of Section 38 of the Municipal Structures Act which provides that a municipality must:
 - “promote a culture of performance management among its political structures, political office bearers and councillors in its administration; and
 - “administer its affairs in an economical, effective, efficient and accountable manner.”
- Strengthened the role of Council as a legislature and policy maker whilst enhancing its role in oversight and effectively promoting community participation in local government affairs;
- Ensure improved and meaningful debate on matters that affect the municipality and are reserved for consideration by the Council; and
- The creation of independent oversight of the effective achievement of the municipal mandate.

Separation of powers can only have significance if it is implemented by means of a comprehensive governance framework that defines appropriate roles, responsibilities and accountabilities, not only for political structures and political office bearers but also for the Municipal Manager and Municipal Administration

5.3 LEGISLATIVE POLITICAL LEADERSHIP

The legislature is made up of Council, the Speaker of Council, The Chief Whip of Council, and the Council Committee, namely Section 79 Portfolio Committees.

THE COUNCIL

The municipality comprises 15 councilors, consisting of the 08 directly elected ward councilors and 07 proportional representatives elected through political party lists. Each of the 08 ward councillors chairs a ward committee as part of the Ward Participatory System that brings participation to community levels. Ward Committees for all the 08 wards were established and ward committee members elected.

Ward councillors play a central role in the communication process between the communities they represent and the Municipality, reporting back regularly through ward meetings and assisting the community in identifying needs and priority areas of development which feed into the municipality's planning processes

SPEAKER OF COUNCIL

The Municipal Structures Act provides that each municipal council must have a chairperson who is called the Speaker of Council. The Speaker is elected by the Council from among the councillors at the first sitting of the council after the local government elections.

The Speaker acts as chairperson at council meetings and ensures compliance with the councillor's code of conduct and the council's rules and orders. Other responsibilities of the Council Speaker include, amongst others, ensure functionality and resourcing of Ward Committees, functionality of Section 79 Committees, leadership and governance of the institution and effective participatory democracy in the work of Council and its structures.

CHIEF WHIP OF COUNCIL

The Chief Whip of Council is responsible for, amongst others, maintaining cohesiveness amongst all political parties represented in Council and assists Speaker in ensuring that councillors conduct themselves in an orderly manner.

CHAIRPERSONS OF SECTION 79 COMMITTEES

The Oversight Committees are engines through which Council scrutinizes reports from departments, and proposed policies & by-laws; and then report back to Council with recommendations.

Part time Chairpersons have been appointed to lead and co-ordinate the work of Section 79 Committees, whose responsibility is to oversee the work of related departments in respect of the Oversight Committees.

ADMINISTRATIVE STRUCTURE

eMakhazeni's executive leadership manages the municipality along best practice principles, implementing the strategies and plans needed to meet the organization's strategic goals. Day-to-day management and administration of the municipality is carried out by the Municipal Manager and his staff, organized into three departments, led by Heads of Department, supported by deputy managers and unit manager, as well as supervisors for operational levels of management.

The Municipal Manager, who is the Accounting Officer, as defined by the Municipal Structures Act, has the responsibility to manage the municipality, including managing the financial affairs and service delivery in the municipality.

CHAPTER 6: CHAPTER 6: COMMUNITY PARTICIPATION

6.1 IDP PROCESS PLAN FOR 2019/20: WARD CONSULTATIONS

Introduction

This chapter provides an outline of the legislative framework guiding community and stakeholder involvement in the IDP process plan of eMakhazeni Local Municipality. It also discusses processes followed especially the outreach activities that were part of reviewing the draft 2019/20 IDP. This chapter also provides, in listed fashion, the ward needs as gathered from the different IDP consultative meetings.

The newly elected Council that assumed office from 3rd August 2016, has its work cut-out, to set the tone for the new 5-year IDP process. As a newly elected council takes office, the previous one has provided an opportunity to understand the challenges and strengthen the achievements of government by working together with local communities, labour, business, religious, youth and other stakeholders. The IDP serves as a single broad strategic guide of the broader community and residents of ELM priority issues that government should implement in this term of Council. It also assists administration to prepare a medium-term finance framework and annual budget that seek to allocate resources to address all these needs. In developing the 5-year IDP plan, it is important to be mindful of alignment with all National, Provincial and Local Government imperatives. The IDP is not only a local government programme, but the delivery plan of entire government in a particular space. In this case, this 5-year IDP should be seen a government plan, not only of ELM.

Government perspective of IDP is that of addressing all service delivery, with a particular interest in addressing and eradicating the inequalities of the past. The scale of the challenges are enormous in ELM, however, all efforts are focused on previously disadvantaged areas. The objectives is therefore of a developmental state and developmental local government where the state actively intervenes in raising the quality of life of citizens through creating environment and deployment of resources to realize objectives it sets for itself.

The Emakhazeni Local Municipality hereby present its five-year IDP which is a single inclusive strategic document encompassing all planned development within the municipality. The development of an IDP is a legislated process prescribed by Section 26 of the MSA which outlines the core components of the IDP as follows:

- The municipal council's vision for the long term development of the municipality with special emphasis on the municipality's most critical development and internal transformation needs.
- An assessment of the existing level of development in the municipality, which must include an identification of communities which do not have access to basic municipal services.
- The council's development priorities and objectives for its elected term, including its local economic development and internal transformation needs.
- The council's development strategies which must be aligned with any national and provincial sectoral plans and planning requirements that are binding on the municipality in terms of legislation.
- A spatial development framework which must include the provision of basic guidelines for a land use management system for the municipality.
- The council's operational strategies.
- Applicable disaster management plans.
- A financial plan, which must include a budget projection for at least the next three years.
- The key performance indicators and performance targets determined in terms of Section 41 of the MSA.

6.2 LEGISLATIVE FRAMEWORK

Legislatively, it is the South African Constitution Act 108 of 1996, the Municipal Structures Act 117 of 1998 and the Municipal Systems Act 32 of 2000 that provide guidance on processes to be followed by municipalities in the development of the IDP. In particular the Municipal Systems Act takes its cue from the principles contained in the

Constitution on participatory democracy. The Constitution enjoins municipalities to encourage participation by communities and community organizations in local government. Among the basic values and principles the Constitution advocates for public administration and governance that is responsiveness to community needs and public participation in policy making. The Municipal Systems Act provides for that in the consideration and adoption of the draft plan, the local community to participate in the drafting of the integrated development plan.

Section 34 of the Municipal System Act prescribes annual review and amendment of the IDP in accordance with certain processes. Section 29 (1) (b) of Chapter 5 of the Municipal Systems Act of 2000 states that municipalities, through appropriate mechanisms, processes and procedures established in terms of public participation; allow for communities to be consulted on their development needs and priorities; and the local community should participate in the drafting of the IDP.

Public participation framework and approach

The eMakhazeni public participation policy framework for public participation in the eMakhazeni Local Municipality is built on the commitment of the democratic government to deepen democracy, accountability and access to information as embedded in the Constitution, Municipal Structures and Municipal Systems Acts, and with the call for a social contract between the municipality and the community.

The policy gives effect to the Constitution and legislation, eMakhazeni local municipality formulated its own Public Participation Policy. In the policy the municipality commits itself to co-implementing formal representative government with a system of participatory governance. It recognizes the municipalities' obligation to establish mechanisms, processes and procedures for participation of the local community in its affairs. Further to this it outlines the mechanisms by which the public may participate in the municipalities' affairs.

The policy in the main seeks to achieve the following:

1. To establish appropriate mechanisms, processes and procedures for public participation in local municipal affairs,
2. To outline the roles, responsibilities and attitudes of the Council, the Municipal Manager, administration and the community in deepening participatory democracy, accountability, accessibility, responsiveness and a social contract with communities,

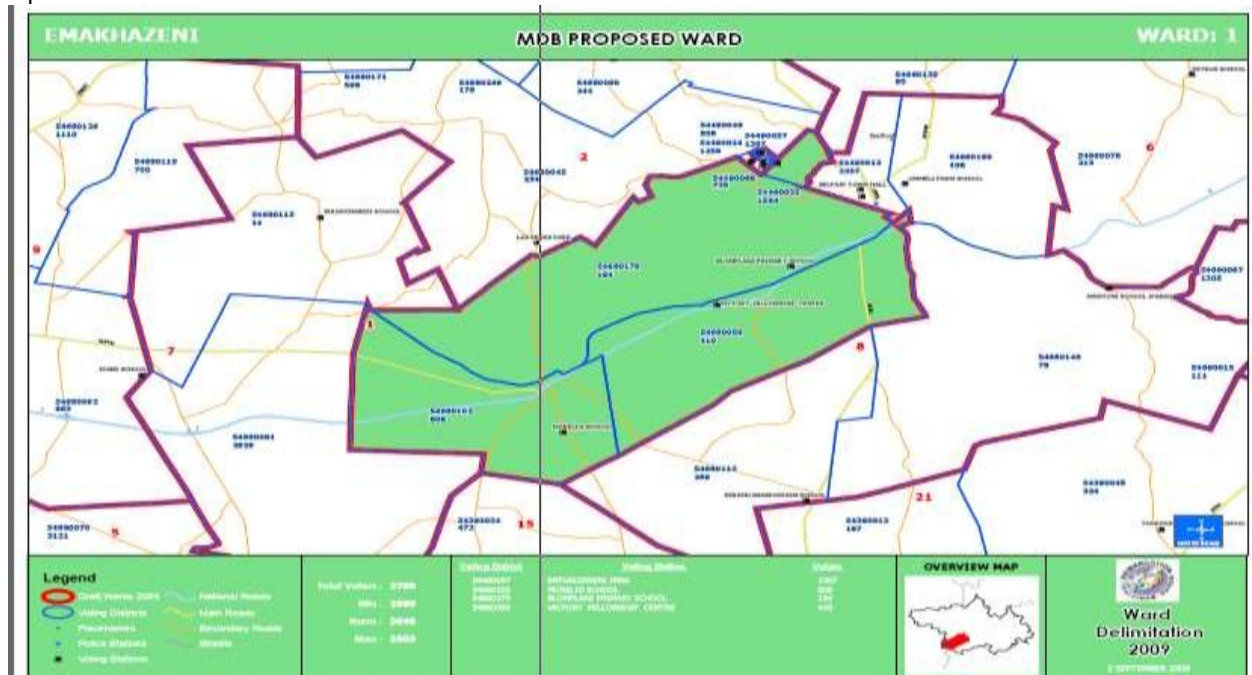
These role players include the Executive Mayor, the Speaker, the Ward Councillors, Ward Committees, the Municipal Manager, the Community and the individual. In terms of mechanisms, the policy recognizes the different levels of public participation such as informing, consulting, collaborating and empowering. Meetings of the municipality on the IDP are mentioned in the policy as an example of participating at the level of consultation. The municipality uses the ward committees as a mechanism for the purpose of engaging and consulting communities on their needs and priorities. The IDP review meetings were held in all 08 wards, with ward committees. These meetings took place between the November 2018 and 28 November 2018.

REPORT ON THE IDP CONSULTATIVE MEETINGS HELD IN NOVEMBER 2018

WARD 1-8

WARD 1 : (Cllr C.Ngomane)

Map of Ward 1

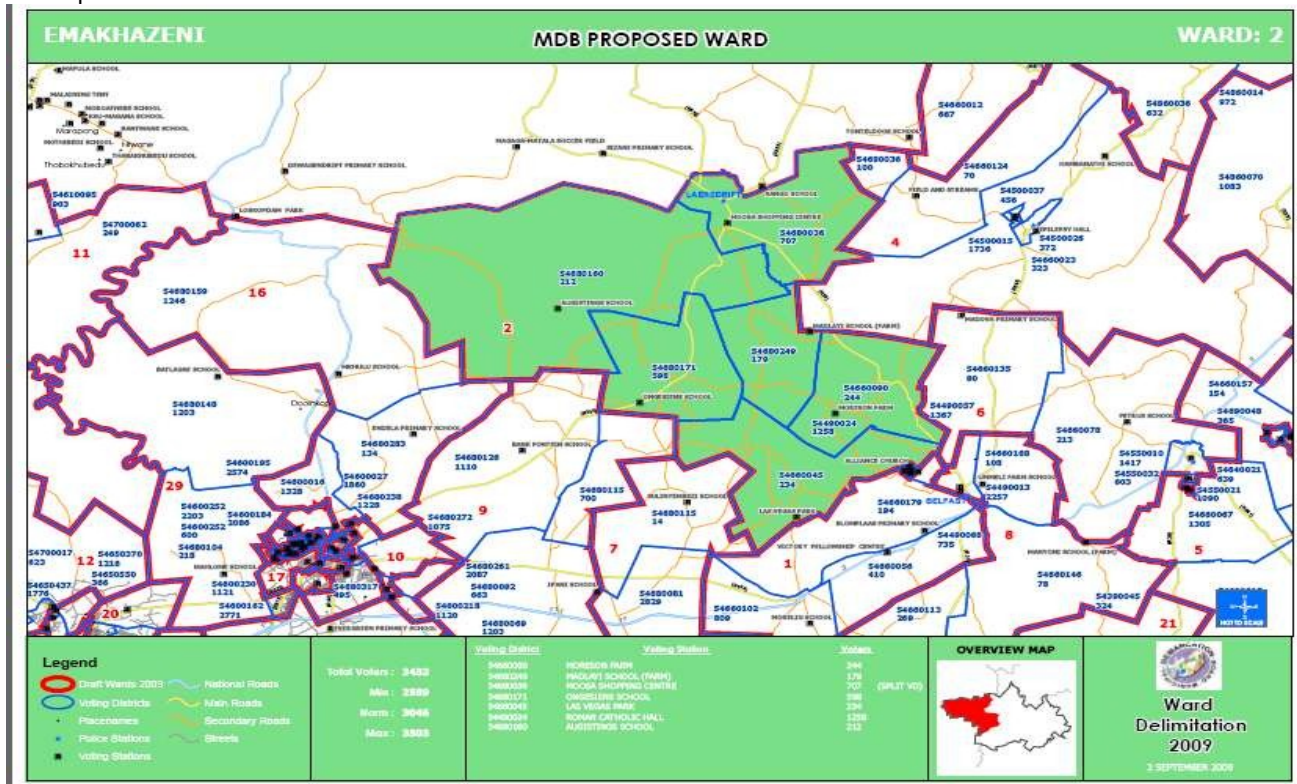


The map above covers a portion of Siyathuthuka and a vast number of farm areas. The ward is led by councilor C.Ngomane.

WARD 1		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREA/S
Land & Human Settlement	Stand prioritization affordability for people without stands	Ward 1 (township)
	Who qualifies to get stands (500)	Ext 6 & 8
	Need for stand to develop	Ward 1 (farm)
	People since been waiting for their RDP Houses	Ward 1 farms
Education & Training	Clarity on the issue of bursaries	Ward 1 (township)
Electricity	The farm owner has cut off their electricity	Paardeplaats
Water & Sanitation	The windmill is always broken and the Mahlangu family always fix it themselves	Wonderfontein
	The farm owner has cut their water supply	Paardeplaats
LED	Mines next to the school are blasting without notice and they do not want to move the school	Ward 1 (farm)
	Job opportunities for farm people	
General comments	Update on the previous IDP issues	

WARD 2 : (Cllr M.P. Ntuli)

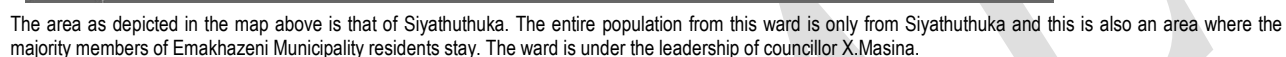
Map of Ward 2



The map, as shown above, also includes a portion of Siyathuthuka and farming areas as well. The biggest community from this ward is from the farms. The ward councillor is Cllr M.P. Ntuli

PRIORITY	PROBLEM STATEMENT	AFFECTED AREA/S
Roads & Stormwater	Request speed hump at Hlatshwayo Street	Ward 2 (Township)
	Need for speed humps at Manzini, Rissik and Fox streets	Ward 2 (Township)
	Japhta construction not completed	Ward 2 (Township)
Water & Sanitation	Unattended sewerage at Manzini Street	Ward 2 (Township)
	The bridge is damaged	Kwamaza
	Water problems	Tsheni, Kwagodogodo
	Need for toilets	Ongesiens
	Broken windmill and borehole, need for water	Uitvlucht
Electricity	Illegal connection	Ward 2 (Township)
	Need for electricity	Derkoek, Woodspruit
LED	Job opportunities	Ward 2 (Township), Ongesiens, Amadlelo
Land & Human Settlement	RDP houses for elderly	Ward 2 (Township)
	Issue of 800 stands that the municipality promised	Ward 2 (Township)
	Need for RDP houses	Kwamaza, Sterkloop
General Comments	The Councillor must visit the farms regularly	

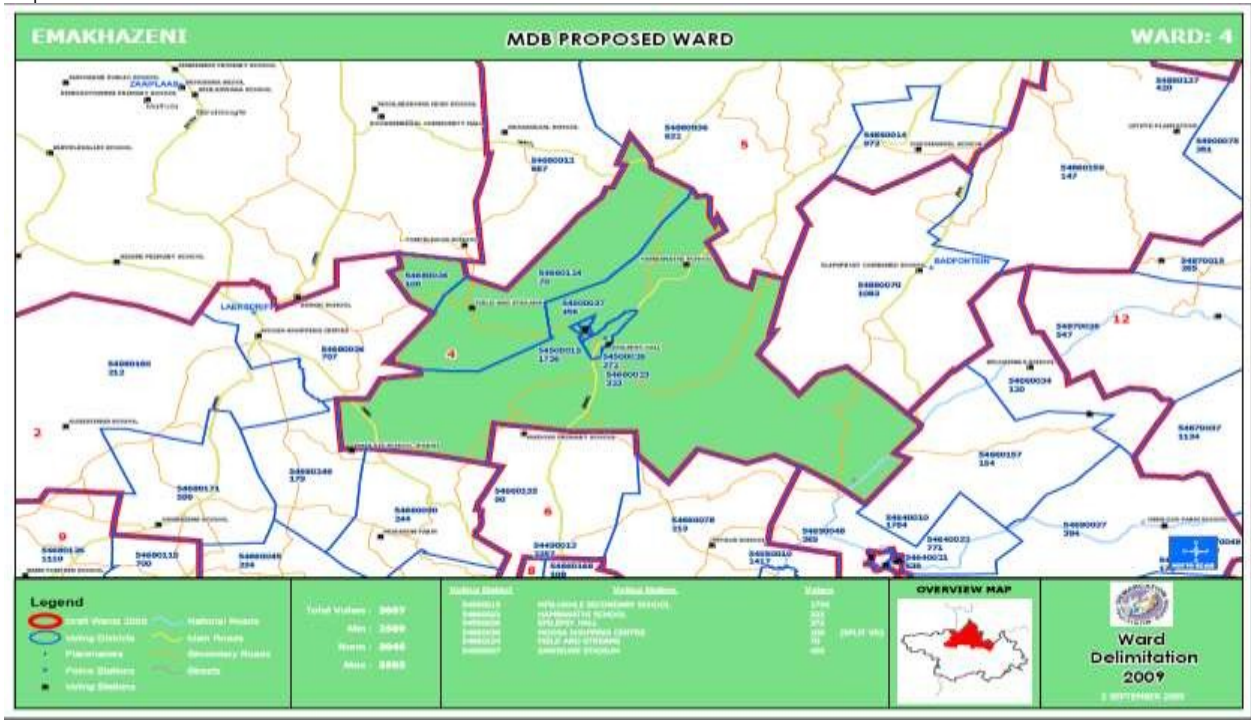
Map of Ward 3



PRIORITY	PROBLEM STATEMENT	AFFECTED AREA/S
Finance	Billing challenge	306 Zakheni Str.
	The need for municipal officials to explain all municipal services and the blocking of electricity.	Ward 3
Electricity	Electricity outages & electricity at the stadium	Ward 3
Security, Emergency Services & By-laws	The need for a police station at the location which will result in fast service delivery	Ward 3
	Concern about the lack of enforcement of by-laws: for all animals roaming the streets and community members who continue to litter & people who build beyond municipal boundaries	Ward 3
Health	Complaint that community members were misled into believing that the Clinic would be a 24 hour service centre. Furthermore the community added that the service is slow at the clinic	Ward 3
Social Amenities	Need to maintain the graveyard	Ward 3
Land & Human Settlement	Request for stands	Ward 3
Roads & Stormwater	The lack of development in Vezinyawo although this is an old section but it has no roads etc.	Ward 3
LED		
	Mines don't employ local people & want to know how is the municipality enforcing the social plans of the mines	Ward 3

WARD 4 : (Cllr S.S. Mthimunye)

Map of Ward 4

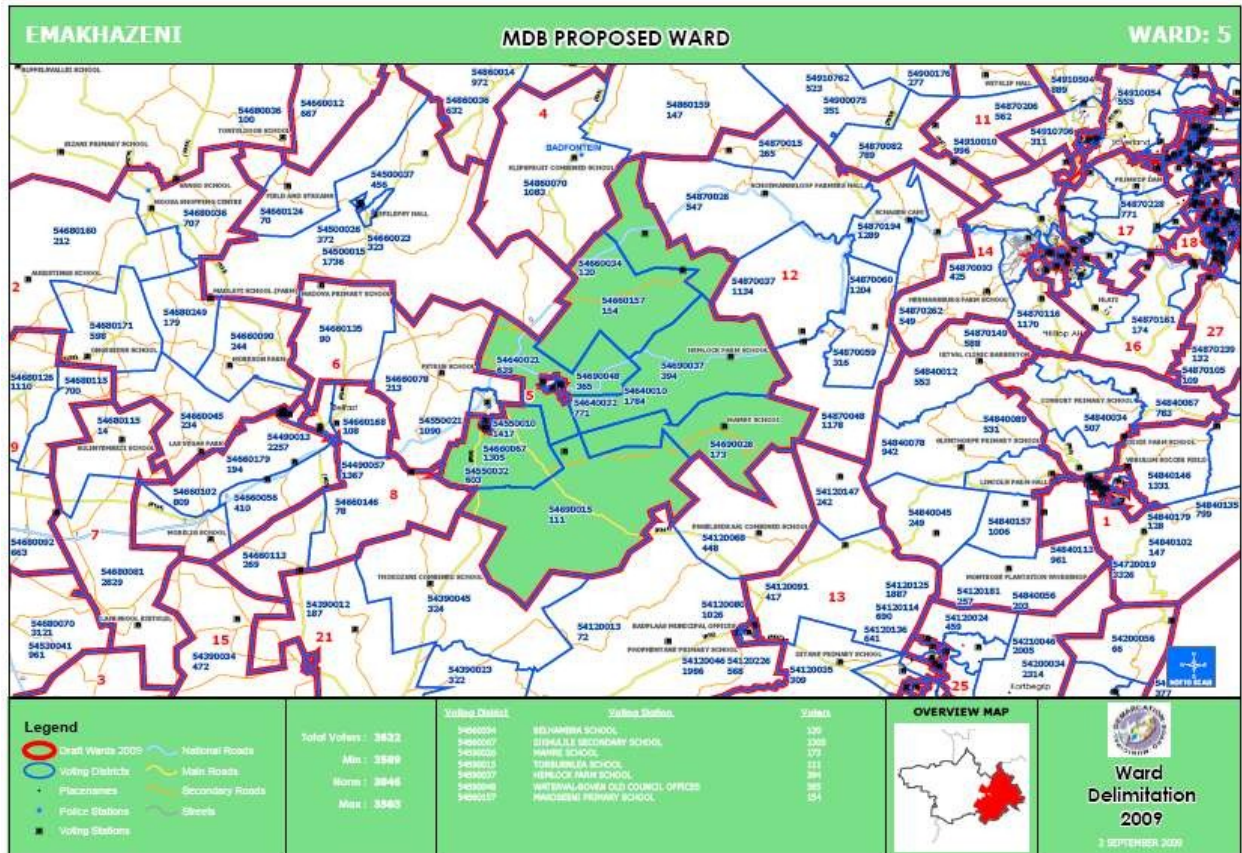


The map of ward 4 represents the areas of Sakhelwe, Dullstroom and a number of surrounding farms. Councillor S. Mthimunye is the ward councillor.

PRIORITY	PROBLEM STATEMENT	AFFECTED AREA/S
Electricity	There is no electricity	Santa estate
	They need a consent form to get electricity	Karekraal ward 4
Land & Human Settlement	Burned house due to rain, can the municipality assist	Tonteldos
	Need for business stands or stand to be sold for people to build for themselves	Ward 4
	Number of stands that are approved in Shushumela	Ward 4
Social Amenities	Request for sport facilities	Ward 4
Environment	Illegal dumping sites	Ward 4
Security, Emergency Services & By-laws	By-laws should be prioritized for livestock	Ward 4
	Illegal occupants (foreign people) SAPS and Home Affairs should assist the community due to increase of crime	Ward 4 and farms
LED	Job opportunities	Ward 4
Health	Clinic should be open for 24hours	Ward 4
	Ambulance should be stationed at the firehouse	Ward 4
Water & Sanitation	There is no water, they have to go to the river to fetch water	Santa estate
	There is shortage of water because the tank does not get full	Lunskip farm
	Toilets are full and other home do not have them	Lunskip farm
Roads & Stormwater	Paving of new streets while the old ones are being neglected	Ward 4

WARD 5: (Cllr N.A. Mashele)

Map of Ward 5

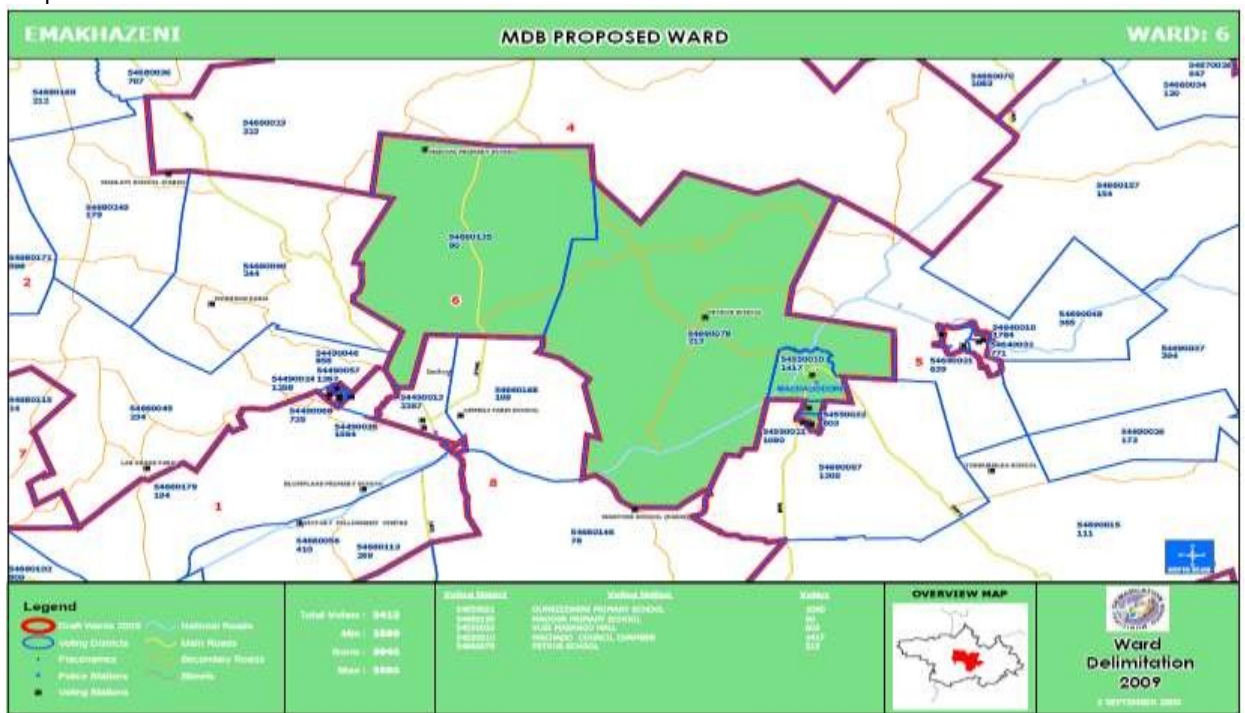


The area above is that of a portion of Emthonjeni and Entokozweni (Formerly known as Machadadorp) and surrounding farms.. The ward is under councillor A.Mashele.

PRIORITY	PROBLEM STATEMENT	AFFECTED AREA/S
Land & Human Settlement	Develop empty stands	Ward 5
	Need for stands	
	Land for clinic	
Electricity	High mast light at Empumelweni	Ward 5
LED	Job opportunities	Ward 5
Social Amenities	Renovation of stadium	Ward 5
Roads & Stormwater	Paving of roads	Ward 5
General comments	Uitzicht farmers request for assistance and support	Uitzicht farm

WARD 6 : (Cllr J.T. Duma)

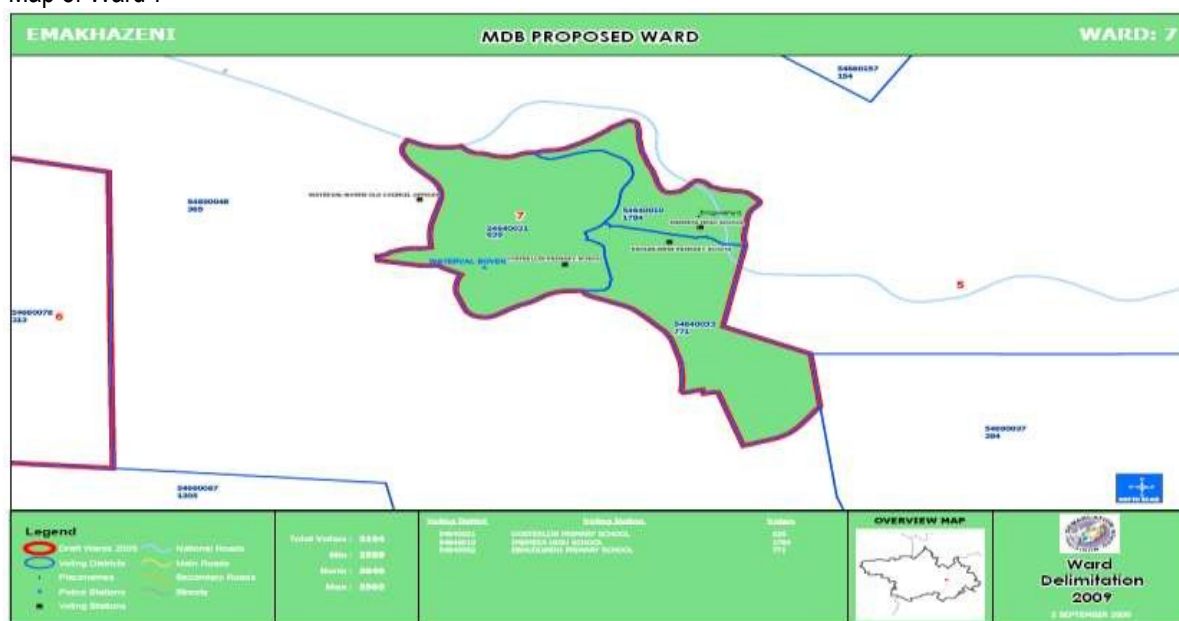
Map of Ward 6



The area above is that of a portion of Emthonjeni, Entokozweni (Formerly known as Machadadorp) and surrounding farms. The ward is under councillor T.J Duma

PRIORITY	PROBLEM STATEMENT	AFFECTED AREA/S
Roads & Stormwater	Request for the speed humps at the main road and road near the school	Ward 6
	Request sign boards at the main road which shows emergency numbers and information	Ward 6
	The street going down from Kashirly Ndlovu need to be paved	Ward 6
	The street passby Kambuyane needs to be paved	
Water & Sanitation	Borehole is not working	Uitvlag
	They have water but sometimes it comes out dirty	Middlepun
Environment	Cleaning of landfill site, the stay next to it and they will get sick	Ward 6
	Inconsistency of the refuse removal	Enkanini
Electricity	The municipality must fix the electricity problem	Ward 6
Land & Human Settlement	Quality standard of the RDP houses is not the same	Ward 6
Public Participation	Invitations should be issued out on time	Ward 6
General comments	Request that the municipality should have a complaint book place in the library for community to raise their issues in writing Request the municipality to consider developing the IDP document in a simplified manner	Ward 6

Map of Ward 7

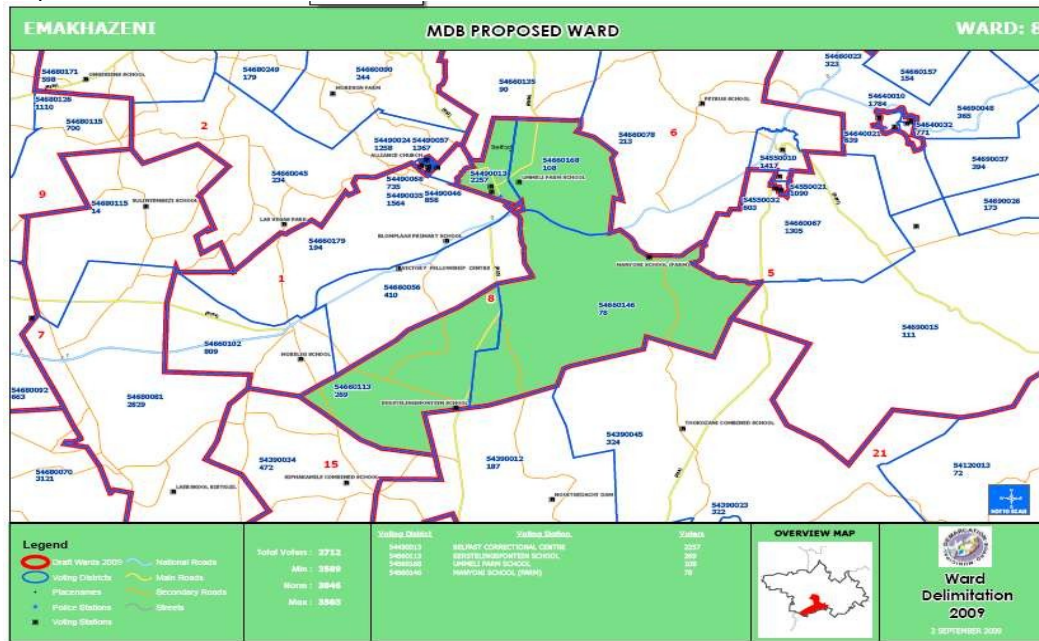


This ward covers Emgwenya, which is formerly known as Waterval Boven. It is under the leadership of councillor T. Masha.

PRIORITY	PROBLEM STATEMENT	AFFECTED AREA/S
Roads & Stormwater	Repair of the following streets: Denne Avenue, Cosmos Street, Steil Street, Sixth Avenue, 4 th Avenue, 2 nd Avenue, 1 st Avenue, Below Municipal Office Building & U Save, and Brug Street Repairs of Potholes	Ward 7
Land & Human Settlement	What will happen to the young people who disparately need houses but don't quality in Gugulethu	Ward 7
	According to information from engineers , there are 150 stands available in Gugulethu-	
	As indicated by the latter speaker he urges that young people should be priorities in the Gugulethu programm	
	The Municipality should verify such information and give an accurate report to the community	
	How will the Elderly benefit in the program, because most elders in ward 07 have houses and priority should be given to the youth	
	There are some community members who registered with the department of human settlement in the past and such people will be disadvantaged in this process and they should be deregistered	
	Many young people are in need of houses , they don't qualify for bond houses and any financing by the bank	
Social Amenities	Renovation of Municipal Buildings – Nicholus Ndlovu Hall	Entabeni
	Ring feed Caravan Park Sub Station	
Electricity	Repairs of streetlights	Ward 7
	Upgrading of Electrical Network	Ward 7
	Electric Boxes on side walks	Ward 7
Environment	Refuse Bins in the main street.	Ward 7
		Ward 7
General comments	The Municipality should verify such information and give an accurate report to the community	Ward 7

WARD 8 : (Cllr T.E. Scheffers)

Map of Ward 8



The above map is that which covers areas such as Emakhazeni (Formerly known as Belfast), Madala and a number of surrounding farms. It is under the leadership of councillor T.Scheffers

PRIORITY	PROBLEM STATEMENT	AFFECTED AREA/S
Electricity	Need electricity	
Land & Human Settlement	Registered for an RDP houses want to know where the houses will be built	
	Current windmill does not work	
Human Rights	Need assistance as the farm owner does not want to sign the consent form Need electricity, consent form was signed by Chris Botha in the year 2015 or 2016. The current farmer Peet Bezuidenhout might not agree to sign a new one as he already broke down one of the boreholes they were using and he is now trying to reduce their grazing land.	
	The department of Agriculture used to assist them to plough their seeds however it has been four years since they received assistance. Need the Department to assist even with the dipping of their livestock. Need urgent assistance on such.	
LED	Need employment for her children at the mines that is surrounding them as they only blast but do not create employment.	
Water & Sanitation	Requested a long time ago for the repairs of the current pump as there is no water coming out but to date nothing happened. Water is not coming out on a regular base. In the period that there is water, after a blasting at the mine (Benhaus mine), black deposits are found in the water and the water also contains some shining items.	
	Need water in the yard	
	Need water. Has borehole and Jojo tank and only need a windmill.	
	Needs the jojo tanks to be closer to the house as it will be difficult to get water as she is getting old.	
	Need a Jojo tank as the municipal truck does not stop at her house as she does not have a tank for water. They are a community of four houses.	
	Need water and electricity. He is tired of talking about the same thing over and over again. Nothing is happening.	
	Need water, the current pump they have does not work of a regular base and needs a lot of effort to draw water from the bottom.	
	After blasting at the mine, the water contains black and shining deposits. One cannot pump immediately after a blast as there is no water for some time.	

Matrix of community issues raised during IDP consultative meetings:

	Community needs	Wards								No of Wards per needs
		W1	W2	W3	W4	W5	W6	W7	W8	
1.	Stands for houses, churches & agriculture	✓	✓		✓	✓	✓	✓	✓	7
2.	Need for police station & vehicle registration services	✓	✓					✓		3
3.	Noise from taverns	✓								1
4.	Shelter for taxis	✓								1
5.	Closure (Fencing) of the dam due murders	✓								1
6.	Clinic to open for 24 hours	✓	✓							2
7.	Request for mobile clinic		✓							1
8.	Electrification in farms & townships. Alternatively community request solar energy	✓	✓				✓	✓		4
9.	Constant electricity outages		✓					✓		2
10.	Request for streetlights/ high-mast lights				✓	✓	✓	✓	✓	5
11.	Upgrading/ Repair of the reservoir	✓				✓		✓		3
12.	Maintenance & construction of roads & speed-humps	✓	✓	✓	✓	✓	✓	✓	✓	8
13.	Cracking of houses due to mining activities	✓								1
14.	Procurement opportunities in mines	✓								1
15.	Job opportunities	✓	✓	✓				✓	✓	5
16.	Budget for farming areas by the municipality	✓								1
17.	Maintenance of graveyard, stadium & other municipal properties for revenue generating	✓	✓		✓			✓		4
18.	Grading of football fields				✓					1
19.	Gratitude to the municipality for service delivery	✓	✓	✓						3
20.	Billing challenge/ Incorrect billing		✓	✓	✓		✓	✓		5
21.	Sewerage problems		✓		✓			✓		3
22.	Water is dirty (water quality) and they request for water		✓		✓	✓	✓	✓	✓	6
23.	Assistance to access to the cemetery		✓							1
24.	Request for sanitation		✓		✓			✓	✓	4
25.	Combination of farm & township meetings in ward 1		✓							1
26.	Need for houses		✓				✓	✓	✓	4
27.	Consent form challenges		✓							1
28.	Lack of enforcement of by-laws & appointment of law enforcement officers		✓					✓	✓	3
29.	Need for a library				✓					1
30.	Revival of Emakhazeni Arts & Culture				✓					1
31.	War room structure not visible				✓					1
32.	Learnership request/ progress				✓					1
33.	Project updates in consultative meetings				✓					1
34.	Need for a cemetery				✓			✓		2
35.	Electrical pole blocking access/ falling				✓			✓		2

36.	Emthonjeni old sewer plant is dangerous and the dam must be closed						✓			1
37.	Ambulance to be stationed at the fire house. The fire house need to be functional						✓			1
38.	Conversion of bakery into a church						✓			1
39.	Farm owner denying them access. Not allowed to build in the darm						✓		✓	2
40.	Request for skills development						✓			1
41.	Storm water pipes are blocked							✓	✓	2
42.	Lack of communication for meetings and/ or water/electric outages	✓						✓	✓	3
43.	Electricity pre-paid meters not compliant & installation not inspected							✓		1
44.	Illegal dumping site							✓		1
45.	Request for pre-school & ABET								✓	1

Table above depicts the summary of the municipal priorities in terms of the IDP consultative meetings held in November 2018.

6.3 CONSULTATION ON THE DRAFT IDP

This draft 2019/20 IDP and budget has been tabled to Council by the end of March 2019, for adoption as a draft document, which is thus subsequently be subjected to public comments in April 2019. The draft IDP and Budget will consequently be presented to council for adoption by the end of May 2019. During the period for public comments the document will be available in hard copies at all eMakhazeni local Municipality libraries as well as on the ELM website supported by a dedicated email where comments could be submitted.

6.4 LOCAL COUNCIL OF STAKEHOLDERS

Operation Vuka Sisebente is the provincial initiative to provide a model for service delivery in abid to improve service delivery at a ward level (war room). The model seeks to ensure vibrant, equitable and sustainable socio-economic communities thus ensuring a fully integrated service delivery model.

Problem Statement

- Triple challenges of poverty, unemployment and inequality
- The provincial development indicators and outcomes are not where the Province wants them to be and we risk missing our Vision 2030 and NDP targets;
- Mpumalanga's poverty rate of 36.9% is worse than the national average of 35.9%. The Vision 2030 target is to reduce the poverty rate to 5%.
- The Province has the 2nd highest HIV prevalence in the country (35.6%).

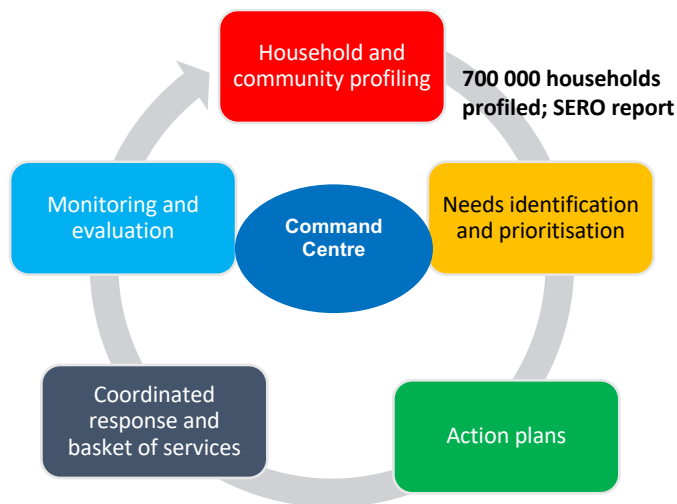
Rationale for Operation Vuka Sisebente

- The provincial responses have not been fully integrated to the required level – some responses are still at 30 000 feet and not 3 feet level
- Sections of our communities feel left out in the provincial development dialogue (resulting in service delivery protests, increasing inequalities, marginalisation)
- The provincial flagship programme, CRDP, has experienced challenges and critical gaps have been identified
- Tackling HIV, poverty, and other social ills requires a multi-sectoral approach to improve the quality of life for the citizens of Mpumalanga
- There is a need for the development of a governance model to support the coordinated implementation of interventions aimed curbing the spread of HIV and Aids

Legislative Framework

- Chapter 3 of the South African Constitution recognises three (3) distinct spheres
- Section 41(1) outlines principles by which the spheres should co-exist
- Section 41(2) requires Parliament to pass an Act that provides for structures and institutions that foster co-operative government and intergovernmental relations – Intergovernmental Relations Act 13 of 2005 (as amended)
- IGR Act is intended to promote and facilitate co-operative decision-making and make sure that policies and activities across all spheres encourage service delivery and meet the needs of the citizens in an effective way
- Part 3, Section 16: There is a Premier's intergovernmental forum to promote and facilitate intergovernmental relations between the province and local governments in the province
- The importance of integration and coordination is a critical requirement for effective service delivery

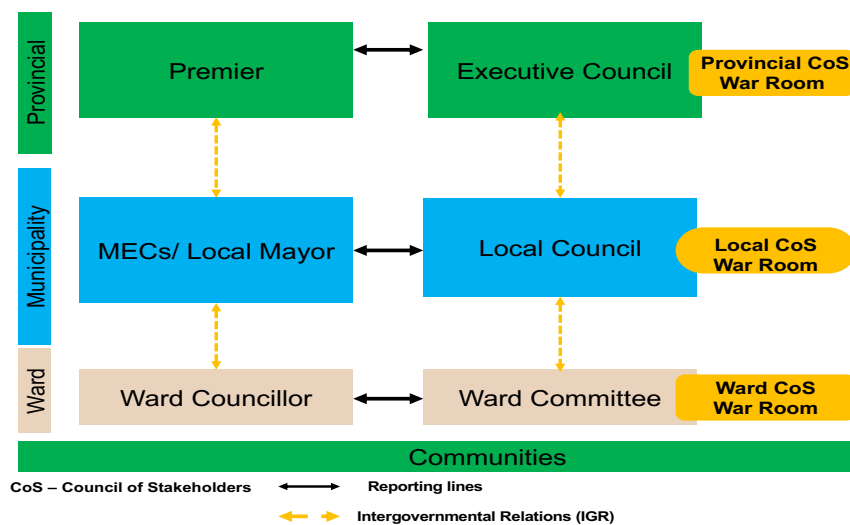
Operation Vuka Sisebente Virtuous Cycle



OVS Governing Structure

11

Governance Structure



Ward Council of Stakeholders (Ward War Room)

The chairperson of the ward war room is the Ward Councillor, the Secretariat is the Community Development Worker and Members are Traditional Leaders, Ward Committee, Ward AIDS Committee, All Heads of Institutions in the Ward, Community Fieldworkers, Civil Society Organisations, Faith-Based Organisations, Private Sector, Local Business, Key sectors (health, safety and security, education, social development, municipal services etc.)

Roles & Responsibilities:

Local level of coordination and planning

Conduct household and community profiles

Collate and categorize the needs and allocate to appropriate sector and level

Use the multitude of field workers available in different sectors incl. non-government sector to identify needs of the people

Provide feedback to respective communities

Local Council Of Stakeholders (Local War Room)

The chairperson of the Local Council of Stakeholders is the Mayor, whilst the secretariat is the Municipal Manager and the members are Provincial Departments and Municipal HOD, Civil Society Organizations, Faith-Based Organizations, Private Sector, Local Business, etc.

Roles & Responsibilities:

Provide support to the WCoS WR in terms of interventions and referrals

Technical analysis of the needs from the people relative to the profiles

Collate and categorize the needs and allocate to appropriate sector and level

Prepare and carry out implementation through war rooms and report back

eMakhazeni Local Council of Stakeholders

The OVS model was adopted by the council of the municipality, the public participation unit facilitated the launching of the ward war rooms and the meeting of the Local Council of Stakeholders has been revived under the new leadership, all the meetings do take place as contemplated by Council, in terms of the Council resolution, quarterly.

CHAPTER 7: CHAPTER 7: INTERGOVERNMENTAL ALIGNMENT

Introduction

This chapter focusses on the eMakhazeni Local Municipality's participation and enhancement of relations with other spheres of government in pursuit of integrated planning and sound intergovernmental relations. It reflects on the state of the nation and of the province addresses and articulates eMakhazeni's alignment with these as reflected on the work of the municipality and also pronounced in the State of the Municipal address. The comments provided by the MEC of Local Government on the IDP 18/19 and eMakhazeni's response to these is also reflected herein. The eMakhazeni's response is not an attempt to respond to every issue raised by the MEC but rather a high-level response to certain specific issues. The thrust of the MEC's comments is considered in the overall IDP review process. This chapter also outlines the projects and programmes which will be implemented the Mpumalanga Provincial Government and Nkangala District Municipality in eMakhazeni Local Municipality. These projects will be included in the Final IDP as they may not be available at the time of tabling this draft.

Intergovernmental relations

Intergovernmental Relations (IGR) refers to complex and interdependent relations amongst the national, provincial and local spheres of government as well the coordination of public policies amongst the three spheres. This essentially means that governance, administrative and fiscal arrangements operating at interface between national, provincial and local governments must be managed to promote the effective delivery of services. These relations between the various spheres of government are guided by the principle of co-operative government as set out in the Constitution and the relevant legislations. This is further emphasized in the Municipal Systems Act that states that planning of local government must at all times be integrated and aligned to the planning and strategies of the national and provincial spheres of government.

National government outcomes

The national government's medium term strategic framework 2014 – 2019 indicates that South Africa has begun a new phase of its democratic transition. The electoral mandate of the fifth democratic government is to deepen transformation and implement the National Development Plan (NDP). It is to accelerate growth, create decent work and promote investment in a competitive economy. In giving effect to this mandate, we continue to be guided by our Constitutional commitment to "improve the quality of life of all citizens and free the potential of each person". Over the last 20 years, the first phase of our democratic transition, the foundations have been laid for a non-racial, non-sexist, united and prosperous South Africa, and for a society based on fundamental human rights, equality and unity in diversity.

This Medium Term Strategic Framework (MTSF) is Government's strategic plan for the 2014-2019 electoral term. It reflects the commitments made in the election manifesto of the governing party, including the commitment to implement the NDP. The MTSF sets out the actions Government will take and targets to be achieved. It also provides a framework for the other plans of national, provincial and local government.

The MTSF is structured around 14 priority outcomes which cover the focus areas identified in the NDP and Government's electoral mandate. These are made up of the 12 outcomes, which were the focus of the 2009-2014 administration, as well as two new outcomes (social protection, nation-building and social cohesion). A summary of each of these 14 outcomes is provided below.

1. Outcome 1 : Improved quality of basic education
2. Outcome 2 : A long and healthy life for all South Africans
3. Outcome 3 : All people in South Africa are and feel safe
4. Outcome 4 : Decent employment through inclusive economic growth
5. Outcome 5 : A skilled and capable workforce to support an inclusive growth
6. Outcome 6 : An efficient, competitive and responsive economic infrastructure network
7. Outcome 7 : vibrant, equitable and sustainable rural communities and food security for all

8. Outcome 8 : Sustainable human settlement and an improved quality of household life
9. Outcome 9 : Responsive, accountable, effective and efficient local government system
10. Outcome 10 : Environmental assets and natural resources that are well protected and continually enhanced.
11. Outcome 11 : Create a better South Africa and contribute to a better and safer Africa and World
12. Outcome 12 : An Efficient, effective and development oriented public service and an empowered, fair and inclusive citizenship.
13. Outcome 13 : A comprehensive, responsive and sustainable social protection system
14. Outcome 14 : A diverse, socially cohesive society with a common national identity

In terms of the national outcomes, municipalities directly contributes to outcomes 9, which speaks to a responsive, accountable, effective and efficient local government system. The National Development Plan (NDP) envisages that by 2030 South Africa will be a state that is capable of playing a developmental and transformative role. In broad terms such a state intervenes to support and guide development in such a way that benefits accrue across society, with particular emphasis on the poor. Drawing from the NDP chapter on a Capable and Developmental State, by 2030 we will have a developmental state that is accountable, focused on citizen's priorities, and capable of delivering high-quality services consistently and sustainably through cooperative governance and participatory democracy.

As depicted in the White Paper on Local Government, developmental local government is "local government committed to working with citizens and groups within the community to find sustainable ways to meet their social, economic and material needs and improve the quality of their lives". In this scenario, local government is at the forefront of participatory democracy, involving citizens in meaningful deliberations regarding governance and development; is responsive to citizens' priorities, and enjoys high levels of trust and credibility amongst the public; whose employees are skilled, competent and committed to delivering quality services; is able to cost-effectively increase the quantity and quality of services and operates within a supportive and empowering intergovernmental system.

State of the nation address, 2019

The State of the Nation Address was presented by President Cyril Ramaphosa to a joint sitting of Parliament on Thursday, 07 February 2019. This was the last speech of the fifth administration which started in May 2014.

Among issues the President emphasized in his State of the National Address (SONA) was the importance decisive measures to improve governance, strengthen leadership and restore stability in strategic entities, particularly state-owned enterprises.

At the heart of the municipal integrated development plan (IDP) is the 5 important tasks identified by the President in the SONA.

These are tasks that will underpin everything that we do. Working together, we must undertake the following tasks:

- a. Firstly, we must accelerate inclusive economic growth and create jobs.
- b. Secondly, our history demands that we should improve the education system and develop the skills that we need now and into the future.
- c. Thirdly, we are duty bound to improve the conditions of life for all South Africans, especially the poor
- d. Fourthly, we have no choice but to step up the fight against corruption and state capture.
- e. Fifthly, we need to strengthen the capacity of the state to address the needs of the people.

The President also emphasized the need to redirect public funding to areas with the greatest potential for growth and job creation, as well as restoring policy certainty on mining regulation and the visa regime, crafting the path towards mobile spectrum allocation, and reviewing port, rail and electricity prices.

The importance of increased domestic and foreign direct investment (FDI). Provincial Governments should identify investable projects and ensure that investment books for each province is built to present to potential investors. Other priorities identified by the President included:

- Strengthen the partnership between Government and Private Sector.
- Expand exports, especially manufacturing goods and the establishment of Special Economic Zones (SEZ).
- Help with the development of agriculture to the benefit of all people and prioritise targeted skills development and capacity building for smallholder and emerging black farmers.

- Concerted efforts to market South Africa as a prime destination for tourists.
- Expanding small business incubation programmes advancing broad based empowerment, revamping industrial parks in townships and rural areas and the establishment of township digital hubs.
- Draw young people in greater number into productive economic activities. Do away with the requirement of work experience at entry level in state institutions.
- Focus on labour intensive programmes in especially agriculture, tourism and the oceans economy.
- Increased infrastructure investment to help grow the economy and create jobs in industries such as construction. Infrastructure development must be the flywheel of the engine of the economy.
- Develop a comprehensive and integrated plan to address water shortages, ageing infrastructure and poor project implementation.
- Restore proper corporate governance in State Owned Enterprises (SOEs) to fulfil their development and economic role in the South African economy.
- The President emphasised the need to revamp industrial parks in townships and rural areas to bring about discernible change, as industrial parks that have been lying idle must become productive again as well as to facilitate focused investment plans of leading companies across 19 sectors of the economy, from mining to renewable energy, from manufacturing to agriculture.

State of the province address, 2019

The State of Province as delivered on the 22nd of February 2019, emphasized the need for access to basic services to improve the quality of life, the focus on the development of the young farmers, development of local economy including but not limited to bakeries, the development and enhancement of agro-processing industries in ensuring beneficiation of the farm produce. The SOPA emphasized the prioritization of decent job creation in the fight against the triple challenges.

The improvement of education, particularly the early childhood development and the improvement of the health care system especially as it relates to the to the negative impacts of the HIV/AIDS.

Local Government Manifesto

Subsequent to the local government elections in 2016, of the 15 seats of the municipal council, the African National Congress obtained 11, the Democratic Alliance obtained 3 and the Economic Freedom Fighters obtained 1 seat. Accordingly the majority party is the African National Congress.

The African National Congress has through its door-to-door programme engaged with various communities and noted the following concerns raised which are a basis for the five-year municipal IDP.

- Declining water quality in Waterval Boven and Belfast
- Poor provision of refuse removal services
- Lack of maintenance of boreholes in farming communities of Ward 1, 2, 3, 6 & 7
- Poor maintenance of roads throughout the municipality
- Grading of provincial and farm roads
- Communication with the public when there is no electricity
- Street Lights not working and poorly maintained as well as the need for street lights
- Disconnection of electricity in ward 1A, 1B, 2, 6 & 8
- Incorrect accounts
- Registration of indigents in all wards
- Incomplete houses by human settlement (Ward 1A)
- A need for RDP houses
- Houses built by Exxaro not handed over
- Land invasion
- High toll-gate fees and lack of suitable alternative road
- Invasion of incomplete houses in extension 6 & 8
- Slow process of concluding land claims
- There is a high demand for stands for middle income earners
- Conservancy tanks in Ward 8 not being serviced
- Sanitation in all farming areas
- There id a need for jojo tanks in all farming communities

- Thusong service center not functional, there is no service from departments
- There is a need for a community hall in Wonderfontein
- Unemployment (Ward 1A, 2, 3, 5, 6 & 7)

Comments received from Mpumalanga Provincial Government on the reviewed IDP 2018/2019:

MEC comments on the 2018/19 integrated development plan

Section 34 of the Municipal Systems Act, 32 of 2000 requires that a municipality annually review its Integrated Development Plan (IDP) in line with an assessment of its performance and when there are changing circumstances in the municipal environment by following a prescribed process.

The Department commends the municipality for adopting a reviewed 2018/19 IDP on 31 May 2018 through a resolution of Council in adherence to the above legislative requirements. I further acknowledge receipt of a copy of the IDP document as submitted to the department within ten days of adoption by Council in terms of Section 32 (1)(a) of the Act.

- ensure that the IDP matches the expectations of communities in the delivery of municipal services through the outcomes approach;
- Improve the quality of the IDP review process and the reviewed strategic plan;
- Promote a united and coherent approach to intergovernmental planning through municipal structures for the co-ordination and alignment; and
- Invite and accommodate initiatives of departments to support the municipality in filling the gaps highlighted in the IDP;

The above assessment demonstrates that the municipality is committed to addressing service delivery backlogs on key development priorities identified in the IDP particularly on water, sanitation and roads infrastructure. There is concern that there are no efforts to increase access to waste removal services in unserved areas and therefore reduce backlogs in the 2018/19 financial year.

PART A: SUMMARY OF KEY FINDINGS

Summary of key findings on the IDP is indicated in the table below per KPA and cross cutting issue:

KPA	FINDINGS
Spatial Development Analysis and Rationale	<ul style="list-style-type: none"> The 2014 SDF and associated projects are outdated The gist of the SDF is not well captured in the IDP. The IDP contains sections/snippets of the SDF under different Chapters of the IDP
Basic Service Delivery and Infrastructure Development	<ul style="list-style-type: none"> The reviewed IDP has insufficient projects which addresses issues of basic services backlogs including road infrastructure during the 2018/19 financial year, particularly on water and sanitation which are the top priorities of the municipality Solid waste projects were not prioritized to reduce backlogs in the 2018/19 financial year, except for one project on waste disposal site.
Local Economic Development	<ul style="list-style-type: none"> The LED chapter with its pillars and objectives are included in the reviewed IDP and are informed by the LED strategy. The LED strategy is available as adopted by Council in March 2017.
Financial Viability and Management	<ul style="list-style-type: none"> The summary of the annual budget is included in the reviewed IDP. Status of financial policies required to implement the budget and IDP is reflected in the IDP.
Good Governance and Public Participation	<ul style="list-style-type: none"> LED and IDP Representative Fora and working groups are reflected in IDP although the IDP Forum is not fully functional as not meetings were coordinated through the department to mobilize provincial departments to participate. The status of the Public Participation Strategy is not indicated in the IDP The Operation Vuka Sisebente (OVS) Programme is not integrated in the IDP as one of the mechanisms to facilitate stakeholder engagement and enhance public participation in the municipality.
Municipal Transformation and Institutional development	<ul style="list-style-type: none"> There municipality does have a Human Resources strategy however the status of its implementation is clearly articulated in the IDP. The municipality organizational structure meets the minimum requirements in terms of the departments required to meet its Constitutional Mandate: (e.g. Development and Planning, Corporate Services, Community Services, Finance and Technical Services).
Strategy Development, Monitoring and Evaluation	<ul style="list-style-type: none"> Implementation of the IDP is not measurable as strategic goals of the municipality are not included in the IDP and lack of defined strategic goals (at the right level) means the municipality does not have a yardstick to track whether it will achieve its vision and mission. The municipality has not defined performance indicators but rather have projects as a measure to achieve their performance targets. Emakhazeni has an OPMS system currently implemented but does not have a IPMS below the levels of senior management
Disaster Management Plan	<ul style="list-style-type: none"> The municipality has an updated Disaster Management Plan (2016) but is not aligned with the reviewed IDP.

	<ul style="list-style-type: none"> No Disaster Management Structures have been established by the municipality.
Statistics and Research	<ul style="list-style-type: none"> Most of the tables and graphs are not well structured. Put the right sources in relevant tables and graphs and the narrations must be in line with the tables and graphs provided.
Environmental Management	<ul style="list-style-type: none"> There is a comprehensive analysis of the natural resources in the IDP with SDF as the source document. The stats provide throughout the document on environmental analysis is from the latest STATS community survey however the environmental content on Priority no 4, Environmental Management is outdated as it gives reference to old departments.

ELM RESPONSE TO MEC COMMENTS ON THE IDP 18/19

The eMakhazeni Local Municipality in its Strategic Lekgotla held from the 6th to the 8th of February 2019, at the Kloppenheimer Country Estate commissioned departments to deal with the comments raised by the Member of the Executive Council (MEC) for the respective departments.

The table below deals with the municipal responses to the comments raised by the MEC on the 2018/19:

MEC COMMENT	ELM RESPONSE
1. Human Resource Strategy 2. Organisational structure and departments 3. Cascading of PMS to lower levels 4. The LM does not have a GIS unit 5. Leave Management Policy; Standby Allowance Policy; Cellphone Allowance Policy; Travelling & Subsistence Policy; Overtime Management Policy; 6. Complaints Management System (public satisfaction surveys) 7. The municipal role and responsibilities of Council committees clarified in the IDP?	1. The municipality has developed a draft human resource strategy to be tabled before council by 30 May 2019 2. The municipality is finalizing the review of the organizational structure to be adopted by council by 30 May 2019 3. The municipality has cascaded performance to Deputy Manager level and plans to further cascade to other levels annually. 4. Should create a (GIS) Geographical Information Systems Officer Post 5. These policies are being reviewed and updated to be tabled before council by 30 May 2019 6. Fragmented system is in place however a Local Automated Comprehensive System should be budgeted for in the next financial year starting July 2019. 7. The roles and responsibilities of Council committees are incorporated into the draft IDP Review 2019/20
1. Indication of own revenue 2. Percentage collection for the past nine months excluding grants (31 March 2018) 3. Percentage capital spending for the past nine months (31 March 2018) 4. Evidence of billing system and credibility (Revenue enhancement strategy and data cleansing) 5. Allocation for O&M in the budget 6. Does the municipality comply to mSCOA?: 7. Actions to address AG comments to improve audit outcomes?	1. The municipality has indicated own revenue in the draft budget adopted by council on the 28 th March 2019. 2. The percentage collection has also be indicated in the draft budget adopted by council on the 28 th March 2019. 3. Municipality has also corrected the matter as the draft budget adopted by council. 4. CoGTA and PT appointed service providers; Review of revenue enhancement strategy; Data Cleansing 5. O&M has been corrected in the 2019/20 budget to ensure 8% norm. 6. The municipality does comply with mSCOA. 7. The audit action plan has been finalised with the support from the audit committee and Treasury.

MEC COMMENTS	ELM RESPONSE
<ol style="list-style-type: none"> 1. Limited information on economic analysis. 2. Bylaws i.r.o. informal economy 3. Vision 4. Mission 5. Strategic Goals 	<ol style="list-style-type: none"> 1. The municipality has improved the analysis in chapter 3 of this draft 2019/20 IDP review. 2. The municipality has developed a draft bylaw regulating informal economy to be tabled to council by 30 May 2019 3. The Vision was developed 4. The mission was finalised 5. Strategic goals were developed

MEC COMMENTS	ELM RESPONSE
The gist of the SDF is not well captured. The IDP contains sections/snippets of the SDF under different Chapters of the IDP.	The municipality has consolidated the SDF and included the developmental principles.
The IDP did not capture the interventions of the Nkangala Rural Development Plan	The interventions made by LM are being incorporated with Nkangala Rural development plan to make proper alignment the process to be finalised by the end of May 2019.
The IDP does not refer to the Housing Chapters	The department of Human Settlement has been engaged to assist in the development of the municipal Housing Chapter
The LM does not have a GIS unit There are no maps in IDP to indicate the status of backlogs, needs and priorities of the various sectors and IDP projects are not spatially referenced.	The matter is being addressed by the municipality to be tabled in the new organizational structure to council by the end of May 2019.
Water & sanitation	In the new business plan to COGTA the projects naming has been improved
Roads	The department has started with the process of Maintenance plan and O&M plans have been finalised; Misa has been engaged to develop roads master plan ; In the 2019/20 financial year capital projects more roads have been prioritised
Disaster management	Disaster management plan is being updated; The municipality is in the process of reviewing the Local Disaster Management Advisory Forum jointly with SALGA & NDM
Environmental management	➤ The draft IWMP will be tabled before council by the end of May 2019.

CHAPTER 8: MUNICIPAL PERFORMANCE AND PRIORITIES

8.1 MUNICIPAL STRATEGIC OBJECTIVES

The municipality's strategic objectives, which are aimed at achieving the municipal strategic goals, vision and mission, are as follows:

KEY PERFORMANCE AREA	STRATEGIC OBJECTIVE	PRIORITY AREA
Basic Service Delivery and infrastructure development	To ensure access for all, to equitable, affordable, and sustainable basic services within a safe environment	1. Water and Sanitation 2. Electricity Supply 3. Roads and storm-water 4. Environmental and waste management 5. Municipal Amenities
	To co-ordinate and facilitate public safety	6. Emergency services 7. Traffic Safety and Security
Local Economic Development	To promote social and economic development	8. Economic growth and Development
Financial Viability And Management	To ensure sound and sustainable financial management, compliance and accountability	9. Financial Management & Reporting
Good Governance and Public Participation	To encourage and ensure cooperative governance for the achievement of municipal objectives	10. Culture, Sports and Recreation 11. Youth Development 12. Health, HIV and AIDS, Transversal and Special programmes
	To facilitate and coordinate special programmes for the elderly, disabled, social values, HIV/ AIDS and related diseases	13. Education 14. Inter-Governmental Relations 15. Customer Care 16. Information Communication Technology
	To encourage the involvement of communities and community organizations in the matters of local government	17. Communications & Stakeholder Engagement 18. Performance Management
	To promote and support the provision of quality education	19. Risk Management
	To add value to the operations of the municipality in relation to technological systems, internal control, risk management and governance processes	20. Auditing
Institutional Transformation and Organizational Development	To ensure adherence with legislation and implementation of systems that will result in service excellence	21. Legal Services & Labour Relations 22. Human Resources Management & Administration
Spatial Rationale	To ensure sustainable rural and urban planning in order to meet the needs of the community	23. Land Reform and Restitution 24. Human Settlement and Property Development 25. Land-use Management

8.2 DEVELOPMENT STRATEGIES, PROGRAMMES AND PROJECTS

8.3 KPA 1: SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT

STRATEGIC GOALS:

- Provision of sustainable, quality and accessible basic services to all
- Promote a sustainable, safe and healthy environment

8.1 Priority Area 1: Water and Sanitation

WATER

Background and Problem Statement

Emakhazeni local municipality is a Water Service Authority and Water services provider. To that end, 88,47% of the 14 633 (Stats SA 2016) households have access to water when compared to 93% of 13721 households (Above RDP) as per Stats SA 2011. The majority of 11,52% water backlogs of households reside in the rural farming areas and a small portion in the former informal areas of Emthonjeni Ext 4 & Enkanini and Sakhelwe Ext 2 (Shushumela) Townships. Presently nearly all the urban households in the Municipality have access to safe portable water in all Wards. For the financial year 2015/16 the municipality reduced the water backlogs by 0.33%. The municipality also serviced new township establishments, Enkanini and Emthonjeni Extension 4 as well as Madala Township for the relocation and provision of newly serviced stands to eradicate the backlogs. Four windmills, jojo tanks on tank stands and reticulation was concluded in the 2015/16 financial year by the municipality in dealing with the backlogs in the rural areas.

The Water Services Development Plan was adopted by council as a final document in the 2014/15 financial year.

In all eight (8) wards of Emakhazeni Local Municipality, there are areas without water particularly farm areas of the respective wards. These households receive water supplied in a water tanker by the municipality.

In terms of ELM Spatial Development Framework the following developments which need to be serviced with water: 1 human settlement BNG projects, 2. Mpumalanga High Altitude Training Centre in Siyathuthuka, 3. Emthonjeni extension 04 and Enkanini, 4. Gugulethu in Emgwenya, 8. Sakhelwe extension 02 housing project and 9. Madala Township. In farm areas the municipality is installing windmills equipped with jojo tanks on tank stands, reticulation and stand pipes. The main challenge is maintenance budgetary constraints for the rural water infrastructure.

The municipality has 4 towns and townships and each town and township share a Water Treatment Plant. The capacity of Water Treatment Plants are as follows:

LOCATION	CURRENT PLANT CAPACITY
Belfast and Siyathuthuka	4ml/day
Machadodorp and Emthonjeni	2.7ml/day
Watervaal Boven and Emgwenya	3ml/day
Dullstroom and Sakhelwe	3ml/day

Challenges:

- The aging infrastructure and the associated high cost of maintenance.
- Capacity of raw water resources particularly in seasons with low rainfall.
- Compliance of process controllers to the regulations relating to compulsory national standards for process controllers and water service works in line with the water services act, 1997.

- Increasing demand and exceedance of the design capacity of the plant due to growth and increasing demand as the municipality addresses the water backlogs.
- This highlights the necessity for a detailed water master plan for all towns and townships projecting 10 – 15 year horizon to allow capital expenditure to be estimated and applied for to allow water systems to be upgraded to ensure the network capability is always in front of the demand.
- The municipality requires water master plans and has insufficient bulk water in some of the towns
- The municipality has an approved Water Services Development Plan (WSDP).
- The status of the bulk storage for water in Emakhazeni Local Municipality is good with minor challenges of leaking reservoirs, which are receiving attention. All facilities such as schools, clinics and police stations have access to purified water.

Objectives:

NDP Chapter: Economic Infrastructure

NDP Objective

Ensure that all people have access to clean, potable water and that there is enough water for agriculture and industry, recognizing the trade-offs in the use of water.

Strategic Objective

- To ensure access for all, to equitable, affordable, and sustainable basic services within a safe environment

Strategies:

1. Ensuring adequate sustainable water resources through detailed and pro-active master planning.
2. Provision of sustainable basic services by upgrading and providing new infrastructure

Outcomes:

- Water master plan
- Upgraded water infrastructure to meet current and future demand
- Eliminating water backlogs
- Achieving blue drop status
- Institutional efficiency

SANITATION

Background and Problem Statement

Emakhazeni Local Municipality places a high priority on sanitation services and one of the Municipality's greatest challenges regarding sanitation is to expand the infrastructure to meet future development requirements. The Municipality is responsible for maintenance; refurbishment and upgrading of the wastewater treatment works associated networks and provision of new sewer network connections for new developments. Most of the installed sewer pipes are aged and block regularly, in order to allow free flow sewer they need to be maintained regularly, refurbished and upgraded. The department of water and sanitation has developed a standard (SANS 241) for all Municipalities to comply with, on the discharge of wastewater effluent. The municipality has equally a responsibility

to comply with all the plants licence conditions. Treated wastewater has to be monitored on regular basis, including testing at different levels.

Currently, 82,41% of the 14 633 (Stats SA 2016) households have access to sanitation services compared to 79% of 13721 households (Above RDP) as per Stats SA 2011. The majority of 17,58% backlogs of households reside in the rural farming areas and a small portion in the former informal areas of Emthonjeni Ext 4 & Enkanini and Sakhelwe Ext 2 (Shushumela) Townships. Presently nearly all the urban households in the Municipality have access to sanitation in all Wards. For the financial year 2015/2016 the municipality targeted to reduce the backlog by 0,8%. The municipality managed to service new township establishments, Enkanini and Emthonjeni Extension 4 as well as Madala Township for the relocation and provision of newly serviced stands to eradicate the sanitation backlogs. In line with the Premier's coordinating forum, the municipal has discontinued the installation of VIP toilets and engaged on plans to provide waterborne sanitation for rural areas. Currently more than 20 waterborne sanitation has been constructed in the Ongesiens farm in ward 2.

- ✓ The municipality has 1 honey sucker truck that is used to empty all the conservancy tanks in the municipality.
- ✓ The status of the sewer treatment plants in Emakhazeni Local Municipality is fair and the infrastructure is maintained, refurbished and upgraded to ensure effectiveness and efficiency of the treatment works.

Challenges include the aging infrastructure and the related high cost of maintenance, refurbishment and upgrading of the wastewater treatment works. In all areas of ELM there are major housing developments and other projects like schools, community halls commercial developments and densification. All these are adding the load on the existing network and in some treatment works, the plant design capacity is exceeded. This highlight the necessity for a detailed sanitation master plan for all towns and townships projecting 10 – 15 year horizon to allow capital expenditure to be estimated and applied for to allow sanitation systems to be upgraded to ensure the network capability is always in front of the demand. The municipality requires sanitation master plans and new bulk infrastructure.

The municipality has the following types of sanitation systems in the following areas:

LOCATION	TYPE OF SANITATION UTILIZED
Siyathuthuka	Waterborne sanitation system
Belfast	Waterborne sanitation system and conservancy tanks
Emthonjeni	Waterborne sanitation system
Machadodorp	Waterborne sanitation system and conservancy tanks
Emgwenya	Waterborne sanitation system
Watervaal Boven	Waterborne sanitation system
Dullstroom	Waterborne sanitation system and conservancy tanks
Sakhelwe	Waterborne sanitation system
Farm areas (All wards)	VIP toilets in some farm areas and waterborne sanitation in Ongesiens farm.

Objectives:

NDP Chapter: Economic Infrastructure

NDP Objective

Ensure that all people have access to clean, potable water and that there is enough water for agriculture and industry, recognising the trade-offs in the use of water.

Municipal Strategic Objective

- To ensure access for all, to equitable, affordable, and sustainable basic services within a safe environment

Strategies

- Ensure adequate treatment of wastewater through detailed and pro-active sanitation master planning.

- Provision of sustainable basic services by upgrading and providing new infrastructure

Outcomes

- Sanitation master plan
- Upgraded sanitation infrastructure to meet current and future demand
- Eliminating sanitation backlogs
- Achieving green drop status
- Institutional efficiency

2.2 Priority Area 2: Electricity Supply

Background and Problem Statement

85.83% of the 14 633 (Stats SA 2016) households have access to electricity compared to 83% of 13721 households as per Stats SA 2011. The majority of 14.17% backlogs of households reside in the rural farming areas and a small portion in the former informal areas of Emthonjeni Ext 4 & Enkanini and Sakhelwe Ext 2 Townships. Presently nearly all the urban households in the Municipality have access to electricity in all Wards. For the financial year 2016/2017 the municipality targeted to electrify the Siyathuthuka integrated human settlement, the 21 Exxaro funded households and to increase the nominated maximum demand for Emgwenya, Emthonjeni, Entokozweni and Emakhazeni. The municipality is also in the processes of upgrading the network in Belfast, Entokozweni and Emgwenya.

- The energy master plan is required to replace the outdated 2006 electricity master plan. The municipality is in the process of mobilizing support to develop an Energy Master Plan.
- The national target is that 100% of residents must have access to electricity by no later than 2025.
- Some areas in ward 1,2,3,4,5,6,7 and 8 still have no access to electricity.
- The electricity network is being continually monitored to eliminate challenges of repetitive outages and to design solutions for the aging infrastructure and justify capital expenditure.
- All urban areas in ELM have either street lighting or high mast lighting. The availability of the lighting systems in none day light hours has improved. In general the rural areas where the individual housing and small clusters there is no public lighting infrastructure in areas without electricity supply. The municipality is working with Department of Energy and Eskom for the electrification of all rural areas.
- In all areas of Emakhazeni Local Municipality, there are major housing developments and other projects like schools, community halls commercial and densification. All these are adding to load on the existing network and in most areas, the municipality is exceeding the nominated maximum demand. This highlights the necessity for a detailed electrical master plan for all towns and townships projecting 10 – 15 year horizon to allow planning on capital expenditure and electricity reticulation system to be upgraded to ensure the network capability is always in front of the demand.
- In the 2016/17 financial year the municipality has initiated pre-feasibility studies in the construction of a new municipal substation. The building of a substation will go a long way towards building the capacity for the current and future demands in Emakhazeni.

Objectives:

NDP Chapter: Economic Infrastructure

NDP Objective

The proportion of people with access to the electricity grid should rise to at least 90% by 2030, with non-grid options available for the rest

Municipal Strategic Objective

- To ensure access for all, to equitable, affordable, and sustainable basic services within a safe environment

Strategies

- Maintenance, refurbishment and upgrading of existing electrical network.
- Electrification of informal settlements where township development has taken place to facilitate access for more households to achieve universal access by 2025.
- Partnerships with private sector to explore alternative energy sources

Outcomes

- Electricity master plan
- Upgraded electricity network to meet current and future demands
- Eliminating electricity backlogs and achieve universal access
- Institutional efficiency

2.3 Priority Area 3: Roads and Storm Water

One of the main characteristics of Emakhazeni Local Municipality is that the N4 runs through the three units, Emakhazeni, Entokozweni and Emgwenya which obviously has its advantages and disadvantages. From an economic perspective it serves as a main artery of economic stimulation to the area and positions the municipality strategically as the gateway to the Kruger National Park and Mozambique as well as the Swaziland. It does however increase the volume of traffic significantly, particularly with the second most expensive toll gate in the country, Machado Toll Plaza, hence more traffic diverting into the municipal units resulting in more regular maintenance to be undertaken on the municipal roads. A by-pass has been proposed in IDP meetings as an alternative route to link the two units, that is Entokozweni and Emgwenya.

The municipality has 1159km of road network and there is a 44% backlog. Most of the road infrastructure has exceeded its life span, equally the municipality as one of the mining towns has experienced an increase in the number of heavy duty vehicles using our roads, these factors are negatively impacting on our roads, particularly the light duty roads.

The municipality has an old and outdated roads master plan. The Mining houses do not contribute to maintain the municipal roads damaged by their haulage as there are no weighbridges. The municipality needs to develop a storm water management master plan to address inadequate storm water infrastructure.

Objectives:

NDP Chapter: Economic Infrastructure

NDP Objective

The proportion of people who use public transport for regular commutes will expand significantly. By 2030, public transport will be user friendly, less environmentally damaging, cheaper and integrated or seamless

Municipal Strategic Objective

- To ensure access for all, to equitable, affordable, and sustainable basic services within a safe environment.

Strategies

1. Maintenance, reconstruction and upgrading of existing road network.
2. Implementation of an Integrated Transport Plan (ITP) that will facilitate effective & efficient public transport systems as well as safe non-motorized transport initiatives

Outcomes

- Roads & storm water master plan
- Upgraded roads & storm water network to meet current and future demands
- Eliminating roads & storm water backlogs
- Institutional efficiency

8.4 Priority Area 4: Environmental and Waste Management

Environmental Management

Background and Problem Statement

Various pieces of legislation strive towards meeting the constitutional right as contained in section 4 of the Constitution of South Africa, 1996. These include but not limited to the following:

- National Environmental Management Act no 107 of 1998
- The National Environmental Management: Air Quality Act 39 of 2004
- The Protected Areas Act no 57 of 2003
- The Biodiversity Act no 10 of 2004
- The National Water Act no 36 of 1998
- The National Water Services Act 108 of 1997
- The National Waste Act no 59 of 2009
- Environmental conservation Act no 73 of 1989

The rise in mining applications for prospecting rights in the area, especially coal mining, adds extra pressure on environmental degradation and water quality issues. The municipality is not an Air Pollution licensing authority and therefore relies on the Department of Economic Development Environment and Tourism regarding complaints pertaining to pollution. The municipality also lacks an Air Quality Management Plan for the area.

The sensitive biodiversity areas within the municipal jurisdiction were identified in 2009 during the development of an Environmental Management Framework for the municipality. Global warming and climate change is a reality and government has since taken measures to raise awareness on climate change. As Emakhazeni Local Municipality, the need for the development of the climate change response strategy has been identified together with having more awareness campaigns to reach as many citizens as possible.

The municipality is in the process of investigating the possibility of waste to energy solutions through private service providers in order to lessen our carbon foot print. The Air Pollution and Waste Acts also prescribe that designated personnel be allocated these responsibilities. At this stage, the Environmental Management unit currently relies on one personnel member to deal with environmental and waste management issues. This unit will need to be adequately staffed.

Introduction of the Blue, Green and NO Drop Certification programs compels the municipality to have a water quality monitoring program which is costly and the sampling of especially the waste water treatment plants according to the license conditions or general standards are time consuming. Currently the municipality relies on the assistance of the Nkangala district Environmental Health Practitioners for the compliance sampling. The municipality needs to have a fully-fledged water monitoring unit that can assist with all the requirements of the Blue, Green and No drop program.

Waste Management Problem Statement

An Integrated Waste Management Plan (IWMP) has been developed for Emakhazeni Local Municipality during 2009 and adopted by Council as per resolution number: 13/03/2010. The municipality still has major challenges to meet the goals and objectives of the WMP at this stage. The municipality has four (4) landfill sites that were inherited through the merging of the four towns. These facilities unfortunately do not comply with the minimum standards guideline documents. The municipality needs to review the plan in the 2019/20 financial year.

Only the Emgwenya site was in possession of a legal authorization. The municipality through MIG Funding budgeted for the licensing of the Emakhazeni site, the final approval is awaited for construction work to commence.

The municipality was also fortunate to benefit from the landfill site licensing project implemented through National Department of Environmental Affairs. The licenses for Dullstroom continued operations and Entokozweni closure and rehabilitation were obtained in September 2014. Licenses are valid for a period of three (03) years, thereafter such will lapse and new applications will be required. Funding is urgently needed in order to meet the license conditions. Priority is to be given to the securing of the landfill sites through proper fencing infrastructure as a commencement.

In 2012, the rehabilitation, closure and establishment of all landfill sites required approximately R 51 152 799.88 million (based on an estimation as per the required funding for the Emakhazeni site that was conducted by Bapedi Consulting Engineers) in order to deal with the backlogs to obtain the relevant authorizations. The challenge of extending refuse removal services to the farming communities is proven to be a daunting task because of lack of access as many farming communities reside on privately owned land, as well as the lack of equipment and personnel. The 2011 census statistics information has revealed that 4, 29% of households (589) have no rubbish disposal whereas 71, 74% of households (9 844) receive a weekly collection, 19, 38% of households (2 659) make use of their own refuse dump and 4,59% have refuse disposal by other means less than a weekly collection service which equates to 630 households. It was further noted in the 2016 Community Survey that refuse collection decreased from 71,7 % to 56,3%. The decrease can be attributed to the break-down of refuse collection fleet and the lack of back-up fleet.

There is definitely a need to conduct a feasibility study within the municipality to obtain insight as to the most appropriate strategy to deal with the backlogs in terms of refuse collection. Waste management issues are not as widely prominent during IDP consultative meetings which make prioritization for available funds a challenge. The municipality renders a weekly household collection and twice weekly to the business communities.

CURRENT CHALLENGES

Additional funds are urgently required for all the rehabilitation work to be done at the Emakhazeni (Belfast) landfill site. Unfortunately, waste management has not, historically been regarded as a basic infrastructure or priority in South Africa and hence, major challenges are experienced particularly around the following issues:

All landfill sites in Emakhazeni are not operated as per the permits/guideline documents. Legalization of landfill sites are an expensive and lengthy exercise due to EIA studies that need to be conducted.

All landfill sites require durable fencing. There are no weighbridges on the sites to collect data on waste disposed on the sites. However, the Emgwenya site has benefitted with a weigh pad and site office through the youth on waste programme. Training is needed from the Youth on waste service provider to the beneficiaries on the weigh pad.

Planning for waste management is through limited information especially regarding the waste generation, characterization, air space quantities and quantities of waste disposed. No Waste Information System is available.

Landfill sites are poorly situated especially when considering the tourism branding by the municipality and the existing and planned extensions of residential areas. There is a lack of equipment for the management of landfill sites and cleaning of illegal dumping sites. Illegal dumping is also a serious concern in all units, however, programmes were developed for the CWP to assist on these projects. The Waste Management by-laws have been promulgated. There is a need to appoint peace officers for enforcement of promulgated by-laws. The municipality is lacking resources to extend services into the rural communities. Break-down of collection vehicles hampers schedules from being addressed, due to lack of back-up vehicles. Two new compactors were procured in December 2016 to help alleviate some of the challenges on collection.

It must be noted that the enactment of the new National Environmental Management: Waste Act, in 2010 obliges municipalities to ensure that landfill sites are permitted or licensed. Further the Act requires that waste information systems need to be established. The lack of urgency in prioritizing waste management can unfortunately lead to matters of emphasis during audits as these can fall into the category of legal compliance considering the applicable legislation hereto.

The EPWP and CWP initiatives to assist with cleaning of illegal dumping hot spots is also proven to be a successful programme to date and should continue however, challenges have occurred with limitation of equipments and machinery. The implementation of the youth on waste project is also positive in terms of raising awareness.

There is a need to establish a recycling /buy back centre in the area which will be a more effective programme than ad hoc recycling initiatives.

Strategic Objectives

- To ensure access for all, to equitable, affordable, and sustainable basic services within a safe environment

Strategies

- Procuring, maintaining and upgrading of infrastructure associated with waste management services.
- Development of waste management, water quality monitoring and climate change response programmes.

PERFORMANCE OUTCOMES/OBJECTIVES

- Clean and healthy environment created in the municipal area by a reduction of illegal dumping sites and an improvement in the general condition of the landfill sites

8.5 Priority Area 5: Municipal Amenities

STADIUMS AND COMMUNITY HALLS

Background and Problem statement

The National Sport and Recreation Act, Act No 110 of 1998, the White Paper on Sports and Recreation of 1998 read together with the ELM policy on Sports and Recreation of 2010 gives the municipality the responsibility to deal with all sports related functions.

The provision of sports and recreation infrastructure has not met all the aspirations of sports loving people. Sporting codes such as soccer has benefitted more than any other sporting code in terms of infrastructure. Belfast has an altitude of 1850m which is ideal for a High Altitude Training Centre. The World Class High Altitude Training Centre is a project by the Mpumalanga Department of Culture, Sports and Recreation (DCSR) that is located in ELM. The infrastructure will accommodate different sporting codes for the sports community. In the 2015 State of the Province Address Honorable Premier D.D. Mabuza alluded to the project being at a stage that

is ready for private sector investment which is still an issue that is pending with the DCSR for acquiring an approved investor.

Many young people have been denied access to sports and recreation simply because they do not have the necessary equipment that will enable them to be active participants.

To cater for other sporting codes such as netball and tennis the municipality has over the years invested considerable amount of funds towards upgrading and provision of new infrastructure in Siyathuthuka, Sakhelwe, Emgwenya and Emthonjeni. Important things like planting of new grass, installation of fence around soccer pitch, renovation of ablution block, and construction of change rooms, tennis and volleyball courts were done. All visible openings in the pre-cast wall fence at Vusi Masina stadium at Emgwenya were closed and the ablution facility renovated which has since been vandalised again. Community education is needed to prevent such vandalism of facilities.

All units have community halls with the exception of the Dullstroom/Sakhelwe area; however, the matter is receiving attention by Nkangala District municipality. The Funda Community hall in Emakhazeni town needs to be reconstructed after it was burnt down in 2010. The community also raised the need for a hall in Siyathuthuka of which was funded through the Nkangala District municipality and has been completed during the 2012/13 financial year. The community in the Wonderfontein area has also raised a need for recreational facilities of which currently will be funded through social partners. During the arts, culture and heritage summit the youth raised the concern of the lack of facilities free of charge for practice and rehearsals. Based on merit the Accounting officer has the right to consider applications from the community in terms of availing the facilities. Council has approved tariffs for the lease of community facilities which are adjusted during the annual budgeting process. There is a draft policy on the leasing of community halls which was reviewed during the 2017/18 Strategic Lekgotla.

The community in ward 1 raised a need for a park to be developed for various sporting codes during the 2013/14 IDP consultation meetings. This park is being constructed in phases by Nkangala District municipality.

MUNICIPAL LIBRARIES

Legislation such as the National Council for Library and Information Services Act 6 of 2001 assists libraries to contribute to the promotion of the culture of learning amongst our community members. They however, are enriched with the reading materials that are relevant for adults, since they are public libraries and not necessarily, school libraries.

The advancement in technology has prompted DCSR to install internet services in all libraries. This is a free service to the community. Emthonjeni community raised the challenge of access to the library facilities during an IDP outreach the facility has been completed during the 2015/16 financial year and staffed by DCSR. A need was also raised for a library facility in Sakhelwe which still requires funding.

PARKS AND GROUNDS

Section 24 of the Constitution of South Africa together with schedule 5 part B requires the municipality to provide well maintained parks and grounds.

Parks and grounds maintenance have for a number of years been done under challenging and difficult conditions.

The situation could be attributed to factors such as staff shortages, inadequate equipment and lack of supervision.

However the municipality has in the prior years invested capital in terms of new equipment and machinery. The EPWP and CWP programmes have since joined the municipality but had started off with their own challenges of inadequate PPE and tools of trade. These issues are receiving attention and programmes have been developed

for the CWP by the municipality. Limited financial resources escalate the challenges and the maintenance of flowerbeds also continues to be a challenge.

Maintenance of parks, grounds, cemeteries and recreational facilities is done as per a weekly schedule and areas are prioritized as per weekly service delivery meetings. Grass cutting sessions are done during quarter 2, and the first month of quarter 3.

During the construction period of the above facilities, entertainment facilities for young children in the form of jungle gym equipment were installed at Alfred Mahlangu recreational park in Siyathuthuka and Fano Masina stadium in Emthonjeni and at a rehabilitated illegal dumping hot spot near the Shalom Day care centre in Emgwenya in 2010. Once again vandalism over these facilities is noted, lack of personnel makes monitoring a challenge. Communities must be educated to prevent vandalism and take responsibility for safe-guarding public assets.

CARAVAN PARKS AND CHALETs

Background and Problem statement

The White Paper and Promotion of Tourism in South Africa of 1996 provides amongst others the following principles which are stated as follows;

- Local authorities should provide an enabling environment for tourism to flourish.
- Tourism should support the economic, social and environmental goals of the local authority, and the government as a whole.
- Tourism should be private sector driven.

It is for this reason that the municipality has over the years provided tourism related facilities next to the dams and on other natural areas like mountains. These facilities are four in total and are located in Emgwenya, Entokozweni, Dullstroom and Emakhazeni (Belfast). Management of these facilities is presently a major challenge due to limited personnel and resources.

The Belfast caravan park is situated opposite the main dam on the North Western side of Emakhazeni town. The park has four chalets, twelve caravan sites, seven braai stands and ablution facilities for both males and females. This park on an annual basis attracts less than 1000 tourists.

The park remains largely underdeveloped. Most items in the chalets such as stoves, geysers, mattresses and so forth have passed their lifespan and they therefore need to be replaced.

Further the park is unable to provide a variety of services like many other caravan parks in the Mpumalanga province. For instance there are no conference facilities, swimming pools and braai areas for day visitors. Therefore tourism development in this facility has largely been a missed opportunity, if the municipality had enough financial resources to turn the situation around, the park would probably have been one of the most visited places in the municipality.

As such the potential of these parks to attract more tourists, spark entrepreneurship, create new services (e.g. local entertainment, handicrafts etc) to drive other sectors of the economy, to strengthen rural communities and to create employment has not been realized. These identified challenges present business opportunities to other stakeholders including the private sector to invest financial resources thus improving the park and also make it more attractive.

Strategic Objectives

- To ensure access for all, to equitable, affordable, and sustainable basic services within a safe environment.

Strategies

- To improve the quality of municipal amenities and provision of new infrastructure promoting social cohesion.
- By Marketing library facilities and provision of internet services to increase the library users.

Outcome/Impact

- Healthy lifestyles and possible future regional, provincial and/or national sports stars being developed in Emakhazeni

2.6 Priority Area 6: Emergency Services

Background and Problem statement

Disaster Management is the function assigned to the district municipalities as per legislation (Disaster Management Act 57 of 2002). Emakhazeni Local Municipality however, renders fire and rescue services of which the main fire station are in Emakhazeni at the main offices under the Community Services Department. The municipality has a level one Disaster Management Plan which was adopted by Council as a draft. Intervention is also required from the District with regards to ensure the plan meets the required standards. (Detailed information can be obtained under the sector plans section)

These services are legislated under various pieces of legislation such as the Fire Services Act, Act 99 of 1987, National Veld and Forestry Fire Act 101 of 1998, National Building Regulations and Building standards Act 103 of 1997, Hazardous Substances Act, Act 15 of 1973 as amended, Occupational Health and Safety Act 85 of 1993 to highlight just a few.

The increase of the frequency of hazards in the majority of our communities has rendered them vulnerable. This is so particularly when considering hazards such as veld-fires to which the municipality is prone. Without investing in services that will assist in curbing local disasters, many informal settlements will be trapped in the spiral of increasing vulnerability and this is particularly so in Sakhelwe/Dullstroom, Entokozweni and Emgwenya. The municipal response time in these areas has been identified by the municipality as a threat that required intervention especially because these services were currently being rendered from Emakhazeni and is compounded by a lack of personnel in the fire and rescue section.

The municipality through NDM has invested in the construction of three (3) fire houses one in Emgwenya one in Dullstroom and one in Entokozweni. This is in order that the response to emergency services might be speeded up. Unfortunately a new response vehicle that was allocated to Emgwenya and the fire house was burnt down during community protests in January 2016.

The challenges of improving the response time to emergency services is still prevalent, although the call centre is operational shortage of staff hinders the 24 hour operation. There is a need to appoint call centre agents on a permanent basis and to popularize the 24 hour call centre number 0861110110. The number is not a toll free number, however; it is a shared number whereby the caller benefits with a reduced fee due to the issue of curbing on mismanagement of the service.

The situation of the municipality next to the busy N4 road, with other roads to Badplaas, Carolina, Dullstroom and Stoffberg, has seen our resources stretched to the limit, especially when responding to a number of accidents.

The municipality has over the years invested into capacitating the fire and rescue section by the training of personnel as fire fighters. The district has assisted 05 fire personnel to attend the fire fighting training during the 2015/16 financial year. Fire inspection of premises as well as fire breaks and awareness campaigns are conducted by the fire and rescue section.

Medical Emergency Services (ambulances) is a function of the Province. Emergency incidents are reported to a call centre situated in Steve Tshwete Municipality. Ambulance services are managed by the Department of Health and Social services and the ambulances are stationed only in Belfast and Emgwenya

Strategic Objectives

- To co-ordinate and facilitate public safety

Strategies

- By conducting fire inspections in compliance to OHS Act/Fire regulations
- Conduct fire breaks throughout the municipality to mitigate and prevent fire risks
- Educate the community about public safety by conducting fire awareness campaigns particularly at schools and old age homes
- To service fire extinguishers within the municipal buildings as per fire requirements

Outcome/Impact

- Compliant institutions with regards to OHS and Fire regulations
- Safe and conducive environment with no litigations against the municipality arising from runaway fires.
- Educated youth and elderly about public safety.
- Safe and compliant fire extinguishers within municipal buildings.
- Improved communication and response time to incidents

8.7 Priority Area 7: Traffic, Safety and Security Services

Traffic

Background and Problem statement

This issue deals with three sub-issues namely: Traffic, Safety and Provision of Security Services, which are all critically important and need serious attention.

Traffic & Licensing

The traffic services are a legislated requirement under The National Road Traffic Act 93 of 1996, National Land Transport Act 5 of 2009, and Criminal Procedures Act 51 of 1977 in the main.

The Core function of Traffic Services is to make the roads safe for all users within the municipal jurisdiction. The issue of roaming livestock on the streets is also a challenge to monitor due to limited human resources and the fact that there is a challenge with transport to have these animals pounded. This is done through visible law enforcement, road safety campaigns and awareness programmes such as the Arrive Alive campaign and road blocks. Authorization for speed law enforcement by camera is awaiting approval from the DPP to make roads safer.

The municipality currently has 14 qualified traffic officers and of whom, one is a Chief Traffic Officer. There is a lack of supervision of traffic officers, thus resulting in poor performance. Only the Chief Traffic Officer is available to supervise the other traffic officers. Traffic Officer Grade 1 is qualified as examiners to test on learner's license and driver's license tests. 2 Grade 3 officers (interns) were appointed in the 2013/14 financial year and attended formal training in 2015/2016.

Law enforcement by the ELM traffic personnel remains a challenge in that visibility of traffic officials in Emgwenya, Entokozweni and Dullstroom is not taking place at a satisfactory rate. This is mainly due to the shortage of traffic officials to enable law enforcement. Our traffic officers have to assist in testing learners and drivers licenses, while on the other hand they are also expected to enforce law on our roads and with this limited capacity, traffic officials are consumed with administrative responsibilities.

Safety

The function of promoting public safety lies within the South African Police Services (SAPS). Be that as it may, the integrated approach by the Municipality requires that all relevant departments should join hands in dealing with safety. The involvement of the community in the prevention of crime cannot be under estimated.

It is for this reason that CPF structures were established. These forums would assist in ensuring that communications between the SAPS together with the community remains solid and hence the community would feel confident in reporting crime and on engaging in solving cases. Currently, community meetings with the representatives of SAPS are taking place in Entokozweni and Emakhazeni on a regular basis however; these would therefore need to be strengthened in other units.

Community in ward 3 and 7 have raised the need for satellite police stations of which SAPS has responded that due to the close proximity of the current police stations to these townships it will not be possible at this stage to be implemented.

Three community members were appointed as community road safety officials (Entokozweni, Emgwenya and Emakhazeni) through the department of Community Safety and Liaison. A request was also submitted to the Department to consider a community road safety official for the Dullstroom area, no positive response has been received on the request.

The Minister of the Police Honorable Nkosinathi Nhleko released the 2015/2016 financial year's crime statistics. Such statistics include the National, Provincial and Local Stations.

Below is a table per station of areas of concern:

Crime Category				
Belfast Area	2014/2015	2015/2016	Case difference	% Change
Murder	5	4	-1	-20.0%
Sexual Offences	18	16	-2	-11.1%
Robbery with aggravating circumstances	41	59	18	43.9%
Burglary at residential premises	163	203	40	24.5%
Theft out of motor vehicles	53	44	-9	-17.0%
Malicious damage to property	64	67	3	4.7%
Emgwenya				
Murder	2	1	1	50%
Sexual Offences	7	11	4	57.1%
Robbery with aggravating circumstances	18	8	-10	-55.6%
Burglary at residential premises	38	59	21	55.3%
Theft out of motor vehicles	16	10	-6	-37.5%
Malicious damage to property	27	40	13	48.1%
Common robbery	2	8	6	300%
Entokozweni				
Murder	0	1	-1	1 case higher
Sexual Offences	7	3	-4	-57.1%
Robbery with aggravating circumstances	7	8	1	14.3%
Burglary at residential premises	42	66	24	57.1%
Theft out of motor vehicles	15	18	3	20.1%
Malicious damage to property	16	15	-1	-6.3%

Theft of Motor vehicles and Motorcycles	10	11	1	10.0%
Dullstroom				
Murder	1	1	0	0%
Sexual Offences	1	1	0	0%
Robbery with aggravating circumstances	0	12	12	12 cases higher
Burglary at residential premises	58	62	4	6.9%
Theft out of motor vehicles	16	9	-7	-43.8%
Malicious damage to property	21	14	-7	33.3%
Theft of Motor vehicles and Motorcycles	5	3	4	66.7%
Common assault	3	2	-1	-33,3%
Stock theft	34	31	-3	8.8%

The latest statistics show that there is an average increase of 4.6 % with regards to crime related incidents Country wide. With a total personnel strength that stood at 194 852, consisting of 153 116 SAPS members appointed in terms of the Police Act and 41 736 Public Service Act members, 50 966 vehicles and 1 137 Police Stations; 186 active Satellite Police Stations; 52 active Fixed Contact Points and 14 active Mobile Contact Points, that is how the Police have managed to control crime. In the financial year referred to, due to the raising concern on unrest related matters, the Department reported on unrest related cases nationally. The said financial year has also seen an increase in Community protests.

The observation is that in the Emakhazeni Municipality area of jurisdiction the cross cutting crimes that were on the rise in the 2015/16 financial year relate to robbery, burglary and theft related incidents with Emgwenya showing a rise in sexual offences as well. These statistics are a cause for concern and could possibly be linked to the high unemployment rate within the area. Programmes on moral regeneration will also need to be intensified as per the Local AIDS Council plan with special attention in the Emgwenya area. The Community Policing Fora within the municipal jurisdiction need to be strengthened and functioning with the aims of raising awareness in the communities to raise any issues of criminal activities.

Provision of Security Services

Background and Problem Statement

There are two pieces of legislation and ELM guidelines that make the municipality to give issues of security a priority and these are, the Private Security Industry Regulatory Act, Act of 1996, the Security Officers Act, Act No 10 of 2000; guidelines on the Provision of Security Services of 2010

A 24 hour security services has been put in place and monitoring of security services has made the municipality draft a security policy for monitoring of the services, reports are submitted monthly to Council committees. Further departments were requested to submit areas and specifications for the type of security services required for their particular areas of responsibility. Monthly meetings were implemented and monthly reports on security services are a standing item on Council agendas. Security Awareness has also been identified through security risk assessments that were conducted by the Chief of Security.

There is also a need to install surveillance cameras at the municipal buildings and the construction of proper fencing in a number of areas such as workshops and the Belfast Municipal offices; however, due to limited financial resources this remains a challenge.

Strategic Objectives

- To co-ordinate and facilitate public safety

Strategies

- Ensuring that road traffic regulations are adhered to by increasing visibility of Traffic Officers.
- Promotion of safer roads by maintaining road markings and traffic signage
- Provision of a safe working environment

Performance Outcomes

- Efficient and effective traffic law enforcement making the municipal area safer.

FINAL

8.4 KPA 2: LOCAL ECONOMIC DEVELOPMENT

STRATEGIC GOALS:

- Promote a diverse and inclusive economy that ensures growth and job creation
- To work with communities to promote good, transparent, developmental, responsive and financially sustainable municipality.

8.8 Priority Area 8: Economic Growth and Development

Background and Problem Statement

The primary objective of Local Economic Development (LED) is to ensure accelerated growth and generate employment opportunities. In order to achieve this it is necessary for the economy within the municipal space to become more productive, competitive and diversified. This requires increased levels of investment in order to create an enabling economic environment and the provision of support for key industries. It is also very important for the municipality to ensure that the current businesses are retained. The purpose of this section is to provide an overview of the Emakhazeni LM economy and employment situation. This overview will enable the identification of key industries and opportunities to be examined in further detail later in this status quo. The overview also provides a baseline against which to measure economic outcomes and improvements

Composition of the economy

The composition of an economy refers to the relative level of output from each of the ten economic sectors. Understanding economic composition in a study area is important for several reasons. Firstly, it allows for the identification of key industries, where economic growth and employment creation is likely to occur. Secondly, the economic composition of a region is a clear indication of the demand for diversification into new industries. Emakhazeni Local Municipality economy is relatively and considerably diversified with three key production sectors mining, trade as well as community services contributing 55%. The average economic growth rate of Emakhazeni lies at 2.0% and this was measured between the period 1996 – 2015 and the forecasted average annual gross domestic product for 2015 – 2020 is a lowly 1.1% per annum.

According to latest report, the unemployment rate within the municipality decreased from 25.9% in 2011 to 23.8% in 2015. This figures means that the municipality's unemployment rate is the 7th lowest among all the municipal areas in Mpumalanga. However, it is noted with concern that the youth unemployment figure for the youth is 45.1%. This means that the municipality and private sector should strive to create initiatives directly addressing the youth's plight and this also includes skilling them in the areas that respond to the main economic activities in the area. The municipality has therefore established a municipal entity known as "Emakhazeni Development Agency NPO" in order to address the above challenges. Primarily, the objectives of the entity are to take part in income generating activities which will enable it to be self-sufficient and fulfill the following objectives:

- To provide economic and entrepreneurial advantages through alliances, associations and the sourcing and provision of opportunities for natural and juristics persons existing for the benefit of individuals from historically disadvantaged backgrounds within Emakhazeni Local Municipality;
- To offer financial assistance and bursaries to matriculants who completed their matric certificates from schools situated within Emakhazeni Local Municipality who wishes to pursue studies in tertiary education;
- Offer skills development courses programmes targeting the unemployed youth residents within the jurisdiction of Emakhazeni Local Municipality, and in fulfilling this objective the company may apply for accreditation as a training service provider with any recognized statutory body
- Stimulate economic growth within Emakhazeni Local Municipality by offering business management skills training to small business enterprises

- Engage in activities which will create job opportunities for the unemployed residents of Emakhazeni Local Municipality
- Provide bridging finance to SMME's, which shall be subject to a refund to enable the company to provide continuous funding to other SMME's

The agency is therefore, responsible for managing revenue generating projects and implement identified projects in the LED Strategy. The municipality and Exxaro also completed the construction of a Business Incubation Centre through another SLP commitment of Exxaro. This centre is created primarily to ensure that it addresses among other things, sustainability of business as well as offering mentoring. This will serve as a one-stop business centre all business needs.

The municipality has also relaunched the LED Forum which is expected to yield positive economic developments. The forum was previously chaired by a private individual but the terms of reference has since been amended to have the forum chaired by Executive Mayor and deputized by MMC: Finance & LED and includes organized community structures, big business, organized business, labour, sector departments, state-owned entities and the municipality. Emakhazeni Local municipality is currently, through the Agency, implementing LED strategy projects such as the rick manufacturing plant. The strategy outlines the following pillars:

Policy Pillar 1: Building a Diverse Economic Base

The programmes under this pillar focus on growing the local economy through industrial and sector-specific (e.g. Tourism, Mining, Agriculture, Manufacturing, etc) investment and development programmes, and through the spatial targeting of functional economic regions and other areas where economic activity is concentrated or projected (growth points) such as metros and secondary cities. Programmes under this pillar are driven by private sector investment

Policy Pillar 2: Developing Inclusive Economies

The pillar responds to the second of the twin imperatives of the NDP: more inclusive growth, and its notion that to improve the living standards and ensure a dignified existence for all South Africans, the economy must create decent work and sustainable livelihoods. This pillar focuses on economic and spatial inclusivity aspects in municipalities. The programmes in this pillar are underpinned by pro-poor government programmes and interventions that target the second economy, including: support to the informal economy; sustainable livelihoods programmes in communities; inner city economic revitalization, township development, rural economy, youth and women empowerment, and leveraging economic opportunities from the Expanded Public Works Programme, including the Community Work Programme.

Policy Pillar 3: Developing learning and skillful economies

One of the principles of the 2006 National LED Framework was that people are the single greatest economic asset in development, and increasing their skills leads to increased opportunities for stimulating local economies. The new Framework gives skills development a distinctive focus due to its centrality, its potential impact on the youth and on women and its impact on developing globally competitive and adaptable local economies. The planned development of a TVET institution respond directly to this principle.

Policy Pillar 4: Enterprise Development Support

This pillar is also necessarily cross-cutting in the sense that it complements programmes within the other pillars: e.g. value chain opportunities from the pillar Building a Diverse Economic Base, and Developing Inclusive Economies. This pillar also has a strong element of Youth and Women Empowerment.

Policy Pillar 5: Economic Governance and Infrastructure

Expanded Public Works Programme (EPWP) is also one of the programmes pursued by the municipality to address unemployment and is currently implemented in all units of the municipality. The municipality is also implementing CWP which creates a safety net for unemployed people. There programme currently employs about people 829 in all ward s of the municipality.

Policy Pillar 5: Economic Governance and Infrastructure

This pillar is the single most important pillar that seeks to strengthen local government's role in economic development. It is directly linked to Outcome 9 in terms of promoting An Accountable, Responsive, Efficient and, Effective Local Government System. It consists of institutional systems and processes that support economic activity. Programmes that are targeted under this pillar include the following: Improving the role of municipal leadership in local economic development in terms of capacity building and lobbying, and advocacy; Efficient provisioning of land and land-use for economic development; efficient provisioning economic infrastructure through such programmes as the Municipal Infrastructure Grant; Mainstreaming Revenue collection into LED

Council has also adopted an Emerging Contractor Development Policy which seeks to develop our emerging Contractors from CIDB level 1-3. This will be achieved by ensuring that opportunities are set aside before implementation of infrastructure projects. The programme is implemented through all MIG and social partners' projects. The review of the investment attraction policy is an invitation to investors to the area. This policy is reviewed due to some clauses which were not so favourable to the investors.

Tourism has been identified as one of the key economic sectors of the municipality. It has recorded the highest tourist arrival in Nkangala District Municipality. It is perceived by many that tourism has potential as a pro-poor strategy, thus promoting community development and sustainability in a manner that is not harmful to communities involved.

According to the Emakhazeni LED strategy, significant development potential exists with regard to development of tourism in the area, however there are constraints that need to be addressed in order to ensure that an enabling environment created to foster tourism development in the area. These constraints, identified in the LED Strategy include the following:

- A lack of high standard tourism product and services
- A lack of adequate signage
- Lack of proper tourism routes in Emakhazeni
- Upgrading of infrastructure for nature based tourism, adventure tourism, agri- tourism information sharing, and tourism development potential and alternative tourism.

TABLE 49: TOTAL NUMBER OF TRIPS BY ORIGIN TOURISTS - EMAKHAZENI LOCAL MUNICIPALITY, 2004-2014 [NUMBER]

	Leisure / Holiday	Business	Visits to friends and relatives	Other (Medical, Religious, etc)	Total
2004	20,100	9,410	8,320	11,600	49,400
2005	20,400	9,970	9,010	10,600	50,000
2006	22,100	10,100	9,530	9,380	51,200
2007	25,000	9,790	9,930	8,540	53,200
2008	26,700	9,990	10,900	6,930	54,500
2009	27,500	10,700	11,500	7,060	56,700
2010	30,400	12,600	12,200	7,650	62,800
2011	32,500	13,300	12,900	7,890	66,600
2012	35,200	14,400	13,800	8,190	71,600

2013	36,500	15,000	13,700	8,610	73,900
2014	36,800	14,500	14,300	8,410	74,100
Average Annual growth					
2004-2014	6.27%	4.43%	5.59%	-3.20%	4.13%

Source: IHS Global Insight

The above table indicates that Leisure / Holiday, relative to the other tourism, recorded the highest average annual growth rate from 2004 (20 100) to 2014 (36 800) at 6.27%. The number of trips by tourists visiting Emakhazeni Local Municipality from other regions in South Africa has increased at an average annual rate of 0.45% from 2004 (26 900) to 2014 (28 100). The tourists visiting from other countries increased at a relatively high average annual growth rate of 7.38% (from 22 600 in 2004 to 46 000). International tourists constitute 62.08% of the total number of trips, with domestic tourism representing the balance of 37.92%.

It is noted that although there is an increased level of visitor arrivals in the municipality, the previously disadvantaged are still not benefitting from these arrivals. This implies that the municipality must respond to this by introducing anchor projects located where the previously advantaged stays and these products will then have to be linked to a tourism route.

Strategic Objectives

- To promote social and economic development

Strategies

- Ensuring the functionality of the LED forum and the creation of the annual calendar
- Ensure the reviewal of the LED strategy
- To create an enabling environment for Cooperatives and SMME's to thrive
- To create job opportunities through EPWP & CWP programmes
- Review the Social Labour Plan of mining houses
- To reduce the unemployment rate within the municipality
- To review the contractor development policy.

Performance Outcomes/Objectives:

- Economic growth in all sectors of the economy
- Job creation and improved quality of life for the community
- Development of local contractors through MIG, NDM, Social partners and Sector department projects
- Local SMME's and cooperatives contributing to job creation
- Reduced number of unemployed people
- Self-sustainable SMME's and cooperatives

8.5 KPA 3: FINANCIAL VIABILITY

STRATEGIC GOALS:

- To work with communities to promote good, transparent, developmental, responsive and financially sustainable municipality.

8.9 Priority Area 9: Financial Viability

Strategic Objective

- To ensure sound and sustainable financial management, compliance and accountability

Strategies

- To establish and implement effective financial management systems
- To ensure effective, efficient and economic use of financial and other resources.
- To provide timely and relevant financial management reports to all stakeholders

Performance Outcome/Objectives

- Funded budget and improved service delivery
- Development and Implementation of Internal Controls and Procedure Manual
- Efficient and effective use of all municipal assets and their safeguarding thereof.
- Submission of all relevant financial management reports on time to all stakeholders in accordance with prescribed standards and formats

Background of the finance department

Emakhazeni Local Municipality has established the Budget and Treasury Office as per the requirements of section 80 of the Municipal Finance Management Act no 56 of 2003, which is administered by the Chief Financial Officer. The main objectives of this office is to ensure , sound financial management, Proper cash management, financial accounting, assets management, recording of financial transaction and compliance with legislation, policies, risk management and internal controls. In order for this department to fulfil its responsibilities 4 sections have been established within the department, which are, Budget and reporting, Revenue section, Expenditure Management and Supply Chain Management,. (Assets Management currently forms part of Supply Chain Management Unit).

REVENUE MANAGEMENT SECTION

The revenue management section is expected to fully comply with section 64 of the Municipal Finance Management Act no 56 of 2003, which states that, the Accounting Officer of a municipality is responsible for the management of revenue of the municipality. The Accounting Officer must for the purpose of subsection 1 take all reasonable steps to ensure:

- a) That the municipality has effective revenue collection systems consistence with section 95 of the Municipal Systems Act and the municipal credit control policy
- b) That the revenue due to the municipality is calculated on a monthly basis
- c) That accounts for municipal tax and charges for municipal services are prepared on a monthly basis, or less often as may be prescribed where monthly accounts are uneconomically

- d) That all money received is promptly deposited in accordance with this Act into the municipality's primary and other bank accounts
- e) That the municipality has and maintains a management , accounting and information system which:
 - I. Recognise revenue when it is earned
 - II. Accounts for debtors
 - III. Accounts for receipts of revenue
- f) That the municipality has and maintains a system of internal control in respect of debtors and revenue as may be prescribed
- g) That the municipality charges interest on arrears, except where the Council has granted exemptions in accordance with is budget –related policies and within a prescribed framework and:
- h) That all revenue received by the municipality including revenue received by any collecting agent on its behalf , is reconciled at least on a weekly basis.

Revenue management, efficient and effective systems of revenue management are necessary to enable the municipality to collect all monies due in respect of the common sources of revenue such as property tax, electricity, water and refuse collection.

Problem Statement on revenue section

Currently the municipality is operating under serve pressure, where it is unable to collect all the monies owed to the municipality due to the following, amongst others reasons:

- a) Incomplete billing information due to non-availability of meter's information
- b) Inefficient implementation of the credit control policy
- c) Data integrity
- d) High number of indigents
- e) Reconciliation between the Legacy Valuation Roll and System Valuation Roll

During the audit of 2017/18 financial year, the Auditor General also raised as challenge where revenue was not recognized in terms of GRAP standards. The standard requires that revenue be recognised, if it is probable that the economic benefits associated with the transaction will flow to the entity and that the amount of the revenue can be measured reliable. The municipality had a challenge in complying with the standard especially in accounting for Property Rates and consumption of water and electricity. Another matter that was raised by the Office of the Auditor General was the debt impairment, distribution losses. Provision for debt impairment is done in terms of the Debt Impairment policy.

Expenditure section

The expenditure section is expected comply with section 65 of the Municipal Finance Management Act, which states that the Accounting Officer of a municipality is responsible for the management of the expenditure of the municipality. The accounting officer must for the purpose of subsection 1 take all reasonable steps to ensure that:

- a) That the municipality has and maintains an effective system of expenditure control, including procedures for approval , authorization, withdrawal and payment of funds
- b) That the municipality has and maintains a management , accounting and information system which :
 - i. Recognizes expenditure when it is incurred

- ii. Accounts for creditors of the municipality and
- iii. Accounts for payments made by the municipality
- c) That the municipality has and maintains a system of internal control in respect of creditors and payments
- d) That payments by the municipality are made:
 - I. Directly to the person to whom it is due unless agreed otherwise for reasons as may be prescribed and:
 - II. Either electronically or by way of non-transferable cheques, provided that cash payments by way of cash cheques may be made for exceptional reasons only, and only up to a prescribed limit
- e) That all money owing by the municipality be paid within 30 days of receiving the relevant invoices or statement, unless prescribed otherwise for certain categories of expenditure
- f) That the municipality complies with its tax, levy, duty, pension, medical aid, audit fees and other statutory commitments.
- g) That any dispute concerning payments due by the municipality to another organ of state is disposed of in terms of legislation regulating disputes between organ of state
- h) That the municipality's available working capital is managed effectively and economically in terms of the prescribed cash management and investment framework
- i) That the municipality's supply chain management policy referred to in section 111 is implemented in a way that is fair, equitable, transparent, competitive and cost effective and:
- j) That all financial accounts of the municipality are closed at the end of each month and reconciled with its records

Problem Statements on expenditure section

Currently Emakhazeni Local Municipality is experiencing non compliance with sub section (e) of the above section where all monies owing by the municipality are not being paid within 30 days of receiving the relevant invoices or statement, unless prescribed otherwise for certain categories of expenditure. This non compliance is a result of historical creditors like ESKOM.

SUPPLY CHAIN MANAGEMENT UNIT

Supply chain management processes of the municipality must be fair, equitable, transparent, competitive and cost effective, In order for the municipality to effectively implement the fair, equitable, transparent, competitive and cost effective processes, the municipality has developed a Supply Chain Management Policy which guide the processes of procurement.

Problem Statement on Supply Chain Management Unit

The municipality is complying to the approved Supply Chain Management regulations and policy however deviations in terms of Regulation 36 of the SCM regulations remain a challenge .All deviations are approved by Accounting Officer and reported monthly to Council.

ASSET MANAGEMENT UNIT

In terms of section 63 of the Municipal Finance Management Act no 56 of 2003, the Accounting Officer of a municipality is responsible for the management of:

- a) The assets of the municipality, including safeguarding and the maintenance of those resources
- b) The liabilities of the municipality

The Accounting Officer must for the purpose of subsection (1) take all reasonable steps to ensure:

- a) That the municipality has and maintain a management , accounting and information system that accounts for the assets and liabilities of the municipality
- b) That the municipality's assets and liabilities are valued in accordance with standards of generally recognized accounting practice and

- c) That the municipality has and maintains a system of internal control of assets and liabilities, including an asset and liabilities register, as may be prescribed.

In order to comply with the above section, the municipality has developed an assets register to ensure that all assets of the municipality are complete, valid and accurate.

Problem Statement on Assets Management Unit

For the 2017/18 financial year audit, Auditor General raised issues in terms of redundant assets on the register, inclusion of incomplete assets on the Asset Register and supporting documents for disposal of assets. The repairs and maintenance of these assets is costly to the municipality which resulted in a municipality unable to fund other activities of the municipality. The challenge that the municipality is also facing is to efficient budget for repairs and maintenance as the budgeted amount is below the acceptable norm as per National Treasury's guidelines.

In 2018/2019 it was strongly motivated that asset management unit be established to manage and safeguard the municipal asset to the value of over R 1 billion, but the resolution taken in Lekgotla was not favourable. The need is still strong and alive since there is no capacity at the moment.

BUDGET AND FINANCIAL REPORTING

(1) In terms of S71 the accounting officer of a municipality must by no later than 10 working days after the end of each month submit to the Executive Mayor of the municipality and the relevant Provincial Treasury a statement in the prescribed format on the state of the municipality's budget reflecting the following particulars for that month and for the financial year up to the end of that month:

- (a) Actual revenue, per revenue source;
- (b) actual borrowings;
- (c) actual expenditure, per vote;
- (d) actual capital expenditure, per vote;
- (e) the amount of any allocations received;
- (f) actual expenditure on those allocations, excluding expenditure on—
 - (i) its share of the local government equitable share; and
 - (ii) allocations exempted by the annual Division of Revenue Act from compliance with this paragraph; and
- (g) when necessary, an explanation of—
 - (i) any material variances from the municipality's projected revenue by source, and from the municipality's expenditure projections per vote;
 - (ii) any material variances from the service delivery and budget implementation plan; and
 - (iii) any remedial or corrective steps taken or to be taken to ensure that projected revenue and expenditure remain within the municipality's approved budget.

(2) The statement must include—

- (a) a projection of the relevant municipality's revenue and expenditure for the rest of the financial year, and any revisions from initial projections; and
 - (b) the prescribed information relating to the state of the budget of each municipal entity as provided to the municipality in terms of [section 87 \(10\)](#).
- (3) The amounts reflected in the statement must in each case be compared with the corresponding amounts budgeted for in the municipality's approved budget.
- (4) The statement to the provincial treasury must be in the format of a signed document and in electronic format.

(5) The accounting officer of a municipality which has received an allocation referred to in [subsection \(1\) \(e\)](#) during any particular month must, by no later than 10 working days after the end of that month, submit that part of the statement reflecting the particulars referred to in [subsection \(1\) \(e\)](#) and [\(f\)](#) to the national or provincial organ of state or municipality which transferred the allocation

The municipality must ensure compliance with legislative requirements and supporting legislations, guidelines and budget formats to ensure that the budget is compiled in an accurate and credible manner within the legislative framework.

Budget

The budget office is expected to assist the municipality in full compliance with section 16 of the Municipal Finance Management Act no 56 of 2003, which states that: The Council of a municipality must for each financial year approve an annual budget for the municipality before the start of that financial year. Section 17 of the said Act provide for the content of the budget and supporting documents which must be a schedule in a prescribed format

- a) Setting out realistically anticipated revenue for the budget year from each revenue source
- b) Appropriating expenditure for the budget year under the different votes of the municipality
- c) Setting out indicative revenue per source and projected expenditure by vote for the two financial years following the budget year
- d) Setting out
 - I. Estimated revenue and expenditure by vote for the current year
 - II. Actual revenue and expenditure by vote for the financial year preceding the current year and
- (e) A statement containing any other information required by section 215 (3) of the Constitution or as may be prescribed.

Problem statement on Budget and Reporting

The municipality received Qualified Audit Opinion for 2017/18 financial year and an Audit Action plan was developed to address all the issues raised by Auditor General.

Emakhazeni Local Municipality's budget is funded through own revenue, however the prior year creditors affect the current year budget. The municipality is currently performing, the historical background has direct impact in revenue collection to fund the prior years and the current year budget. The municipality is continuously being advised by the Budget Steering Committee in terms of revenue generation.

8.6 KPA 4: PUBLIC PARTICIPATION AND GOOD GOVERNANCE

STRATEGIC GOALS:

- Promote a sustainable, safe and healthy environment
- To work with communities to promote good, transparent, developmental, responsive and financially sustainable municipality.

8.10 Priority Area 10: Culture, Sports and Recreation

SPORTS, ARTS AND CULTURE

Background and problem statement

Legislation such as the National Heritage Resources Act no. 25 of 1999, National Arts Council Act 1996 and the Mpumalanga Arts and Culture Act of 1999; gives a clear guidance as to reasons for spheres of government to support and promote arts, culture and heritage. South Africa is indeed a rainbow nation with multi-cultural societies and value systems, but it would still appear that arts, culture and heritage even in this democracy is still faced with a multitude of challenges that still divide our communities due to a lack of knowledge, tolerance and understanding

of these various cultures within our democratic South Africa. Emakhazeni finds itself in a similar situation whereby many young talented individuals are not given good platforms and opportunities to strive in the arena of sports, arts, culture and heritage.

The following challenges were identified as matters that can be addressed by upholding to our way of life.

- Illiteracy
- Immorality
- Unemployment
- Non exposure to opportunities

To deal with the above mentioned points ,our way of life (culture) acts as a bond which ties the people of community together and serve as the founding principles of one's life by promoting and bringing back the following aspects:

- Offer exposure and good opportunities
- Bring back good moral values
- Human resource development

These points are the bases of seeing a need to promote arts, culture and heritage as a way of finding common ground in promoting reconciliation and nation building.

The municipality participates annually on cultural events such as the Kwasimkhulu cultural event and the Mozambique train disaster commemoration event.

The municipality has a good working relationship with the Emakhazeni Arts, Culture and Heritage Forum. The forum is a registered non-profit organization whose mission is to empower arts, culture and heritage practitioners.

It has been highlighted that there is a need for a cultural theater to be established in the municipality.

The eMakhazeni local sports council was elected in order to promote and manage sports and recreation activities of the municipality including those of other developmental agents. Sub-committees to the Sports Federation structure were formed during May 2013. Sporting activities are planned at a quarterly basis. The municipality also participates annually on the District Mayoral games hosted by the Nkangala District municipality. The need to upgrade sporting facilities has been identified and is also highlighted under municipal amenities.

STANDARDISATION OF GEOGRAPHICAL FEATURES

Background and Problem Statement

The South African Geographical Names Act, Act No 118 of 1998 provides government with the responsibility to standardize geographical features in South Africa.

In terms of naming and renaming of public facilities, a lot of achievements have been done since 2006 and these can be summarized as follows:

TABLE 50: TABLE: SUMMARY OF ACHIEVEMENTS ON NAMING AND RENAMING OF PUBLIC FACILITIES

Geographical Features	Number changed
Streets	73
Community halls	5
Recreational parks	2
Cemeteries	2
Stadiums	3
Libraries	2
Clinics	2

All these remarkable changes have marked a very important transformation era since the establishment of the municipality in December 2000. However, despite numerous attempts by the municipality to name and rename some streets in Emakhazeni, Dullstroom, Entokozweni and Emgwenya visible challenges around street signage continue to characterize the previously disadvantaged communities. For instance the eighty unnumbered streets in Siyathuthuka Ext 3 have now been named but no signage has been installed and where signage has been installed it has either been deliberately removed as it is the case with Emthonjeni town.

Therefore to try and embrace our rich cultural heritage and improve service delivery in the previously marginalized communities, most unnamed streets have been named whilst others were renamed since 2006. Out of the four major towns in the municipality three of those towns have been renamed in 2009 and these are Belfast, Machadodorp and Waterval Boven to Emakhazeni, Entokozweni and Emgwenya respectively. However to Date SANRAL has not affected the new names especially on the N4 freeway.

There is a need to revive the functioning of the LGNC in order to deal with the request on issues of naming and renaming of geographical features within the municipal jurisdiction.

The Council has established the LGNC committee as per council resolution 24/09/16. The committee will be responsible for the naming and renaming of geographical features.

Strategic Objective/s

- To promote culture, sports and recreational activities

Strategies

- Educate communities on cultural heritage through the hosting of cultural events
- Naming and renaming of geographical features through the LGNC and public participation process
- Facilitate sport and recreational activities

Performance Outcomes

- Informed and knowledgeable communities on the diverse cultural heritage
- Names that reflect the diverse culture and history of the local people gain recognition

8.11 Issue 11 Youth Development

Problem Statement

Youth targeted interventions are needed to enable young South Africans to actively participate and engage in society and the economy. The marginalization of young people is primarily manifested in high youth unemployed.

In a job scarce environment, joining the world of work is particularly difficult for young people, this is not just a local problem but it is a National challenge. Youth unemployment rate according to the Census figures is at 45.1%.

In reducing the level of youth unemployment requires the economy to be on a labour absorbing growth path. Programmes to support young entrepreneurs should focus on enterprise education and training but still we are not doing well at business development, mentoring and incubation. Young people living in rural areas often struggle to participate in the economy due to lack of access to or availability of land and poor economic and social infrastructure.

There are many young people who drive community and youth development initiatives and they are committed in transforming the lives of others, however it is true that young people are victims and perpetrators of crime. Young people's risky behaviour leads to high morbidity and mortality rates, they face the highest HIV/AIDS, Teenage Pregnancy and substance and drug abuse

According to the 2016 CS, the population in Emakhazeni aged 20 that completed grade 12, increased from 10 450 in 2011 to 11 834 in 2017 increase of 2.0%. Emakhazeni grade 12 pass rate improved from 74.8% in 2011 to 84.47% in 2016 unfortunately 2017 pass rate gone to 81.6% with a slightly drop in performance of about . Disadvantaged youth has been empowered through effective institutions and those that have fallen out of the educational must be re-integrated through the second chance programme. An external Municipality bursary policy was established to cater for Disadvantaged youth to go for post-matric education after they have passed their matriculation stage well.

It must be noted that the circuit went down again in terms of performance in the last exams of 2017. The municipality had 435 learners who wrote their final exam in 2017, from the total number of learners who wrote the final exam we had 355 learners who passed their exams and that have put the municipality pass rate to 81.6%. The circuit had a slightly decreased in performance of about 2.9% since 2016.

Since the Youth Development Unit was established number of programmes was implemented such as educational support and skills development, job preparedness, entrepreneurship development and life skills. The office also encouraging mass participation of young people in sports, arts and culture activities and this is the only strategy they can use in preventing them from engaging on social ills challenges, through all the programmes the municipality has implemented we are still experiencing the following challenges:

- Growing young entrepreneurs
- Taking young people to school
- High HIV/AIDS prevalence and high rate of substance abuse
- Unemployment and jobless
- Inadequate skills development

Objectives

- To encourage the involvement of communities and community organizations in the matters of local government

Strategies

- Working together with departments, NGO's and social partners to ensure access to quality education, skills development and fight social ills

Outcome/Impact

- Informed and highly skilled youth

- Healthier lifestyle for the youth
- Reduction in teenage pregnancy
- Drug free society
- Reduced AIDS prevalence
- Reduced illiterate youth

8.12 Priority Area 12: HIV & AIDS, Transversal and Special Programmes

Problem Statement

The constitution of the Republic of South Africa, Act 108 of 1996, and Chapter 2: Section 9 emphasizes equality of mankind. It prohibits unfair discrimination against anyone on the basis of race, gender; sex etc. in this section of the Bill of Rights, emphasis is placed on the corrective measures to be taken to promote the achievement of equality. Chapter 7 of the constitution mandates local government to promote social and economic development of communities and community participation in matters of local government. It is against this background that the transversal office as it is tasked with the responsibility to ensure that issues affecting woman, children, elderly person, People With Disabilities (PWD) as well as person infected and affected are taken care of by building capacity of the advocacy groups, supporting their programmes and projects as well as monitoring the increase/decrease of the HIV prevalence in Emakhazeni.

HIV/AIDS remains one of the greatest threats faced by the society. As a Municipality our key focus on HIV/AIDS and TB is to bring awareness programmes on how this scourge can be prevented and decreased rather than cured. The behaviour of most young people is getting riskier due to factors like poverty and unemployment, such causes this segment of the society to be more susceptible to the effects of the disease. According to a research done by GIZ in Mpumalanga Province HIV prevalence among farm workers has increased. However at Nkangala District there's a decrease on the infection of that particular sector. There is no single factor causing the high rate of HIV/AIDS infection on some farming communities but a combination of factors such as multiple and concurrent partnerships, transactional sex, irregular use of condoms, untreated STI's and high level of sexual violence. According to Department of Health, the HIV prevalence rate of Emakhazeni was measured at 45.5% in 2013 – 5th highest of all the municipal areas in the Province. In fighting the scourge of HIV/AIDS in Emakhazeni, the Municipality working in partnership with the Deutsche Gesellschaft fur Internationale Zusammenarbeit (GIZ) and Nkangala District Municipality has established a Local Aids Council (LAC), the LAC has been established primarily to assist the transversal office in the development of a local HIV/AIDS strategy as well as championing of all programmes aimed at defeating the scourge of HIV /AIDS.

In order to stimulate the fight against the scourge of HIV/AIDS it will be important to strengthen the following factors viz;

- ✓ Awareness campaigns, to emphasise the big role that family plays in the fight against HIV.
- ✓ Restoration of values campaigns by encouraging church leaders, community leaders, traditional leaders and schools to play a role in the fight against the spread of HIV and AIDS.
- ✓ Condom distribution campaigns, working with taxi drivers, business owners and other departments to encourage and teach the proper use of condoms.
- ✓ Teen pregnancy campaigns through Motivational talks at schools and to different youth structures.

Historically, issues affecting People with Disability have been addressed in a piecemeal and fragmented way. This has been one of the key factors contributing to the marginalization of disabled people and the dire poverty of the circumstances in which the majority of PWD are faced with. The lack of an advocacy group that champions the matters of PWD is a course for cancers as well.

Moral decay is another challenge that needs urgent attention. The most obvious signs of moral decay are the high prevalence of out-of-wedlock births, the breakup of families, the lack of public education, and eruption of criminal activity. In fighting moral decay the Municipality has an annual programme of hosting a Moral Regeneration Event, which is aimed at addressing the above mentioned challenge (moral decay).

Bringing women together to discuss issues affecting women and discussing about women's rights has been lacking as well and the office intends to improve its focus on working with women issues. In attending to the plight of the elderly and children, Working in collaboration with social partners and sector departments the transversal office has during the month of July each year celebrated the Mandela month, commencing on the 18 of July each year where all community members are urged to give 67 minutes of their time to support a noble course of making a difference in the lives of their communities by helping the destitute and the vulnerable.

During the strategic planning Lekhotla held in November 2016 at White River the Transversal Office identified the following weaknesses faced by the office.

Weaknesses and proposed mitigating factors

Weaknesses	Proposed mitigation
Accessibility of the Transversal Office is difficult to PWD especially those who are wheel chair bound due to its location.	To relocate the Office to an accessible space
No strategy or policy to guide the role of the Office on HIV/AIDs issues	To develop an HIV/AIDs strategy
Lack of practical activities to assist in minimizing the prevalence of HIV/AID's in Emakhazeni	To draw programs that will talk with minimizing the prevalence of HIV/AID's and recruiting a HIV/AID's coordinator who will strictly focus on this matters
None functionality of ward based AIDS councils	Establishment of ward based AID's councils

Strategic Objectives

- To facilitate and coordinate special programmes for the elderly, disabled, social values, HIV/AIDS and related diseases

Strategies

- Working in partnership with sector departments, social partners, NGO's and CBO's in the fight against HIV/AIDS and related diseases.
- By bringing diverse sectors of the community together in building moral and positive values to the community.

Impact/Outcome

- Reduced of HIV/ AIDS infected and affected community members.
- Restored dignity and moral fibre to our community.
- Nelson Mandela's legacy restored and promoted
- Gender equality and women empowerment promoted
- A conducive environment for People Living with Disabilities (PLWD) created and promoted

8.13 Priority Area 13: Education

Background and Problem Statement

The Education System is regarded as a central pillar of economic growth and of the fight against poverty and joblessness. The challenge of priority skills shortage can be dealt with the majority of our youth was functionally

literate, as a starting point. Although section 29 of the Constitution of the Republic of South Africa states that everyone has the right to basic education, including adult basic education and further education.

The Nkangala TVET campus at Emgwenya is the only campus within the municipal area. However, there is still a challenge with regard to accessibility to the college due to the high toll gate fees separating Emgwenya from the rest of Emakhazeni. In an attempt to ensure access to the TVET, the municipality together with Exxaro, prioritized the development of a satellite campus in Siyathuthuka. The development of the satellite campus could not be accomplished due to the non-availability of an operational budget from Nkangala TVET College. The budget for this project had to be reprioritized to another infrastructure project

In terms of scheduled 4 Part A of the Constitution, education at all levels, excluding tertiary education falls under the function areas of concurrent National and Provincial Legislative Competence . Even though all education related issues in the Municipality are dealt with by the Mpumalanga Department of Education, the new approach of integration of service packages calls the department to consider the Municipal IDP for future delivery of this basic service. Further, because of its potential to uplift the standard of living communities. Education has been elevated from being a departmental issue and/or a governmental issue to being a societal issue that must occupy the minds of all the ELM residents.

The schools outreach programmes has shared light in the course of nonpayment of municipal services by some schools. The poverty index utilized by the MDE to classify schools under various quintiles has left the poor schools poorer. The index utilized, does not take into consideration the indigent policy of the ELSEN School, (school for Education of Learners with Special Educational Needs) which is well positioned for the skilling of the youth. On poverty alleviation, the majority of primary schools are on the NSNP (National Schools Nutrition Programme). We further welcome the proposal by the Department of Education to extend the NSNP to High schools

Strategic Objectives

- To promote and support the provision of quality education

Strategies

- Working together with the community, sector departments and social partners in the promotion of quality education
- By facilitating programs aimed at promoting education

Performance Outcomes

- Educated and well informed community
- Improved learners results and decrease in learners drop out
- Informed career path
- More grade 12 graduates supported
- Increased number of registered learners

TABLE 51: TABLE 20: SCHOOLS TYPES AND THEIR LOCATION

Type of School	Total	Name of school	Area	Ward
Secondary School	5	Khayalami	Siyathuthuka	3
		Belfast Academy	Belfast/ Emakhazeni	1
		Siyifunile	Sakhelwe	4
		Imemeza	Emgwenya	7
		Sikhulile	Emthonjeni	6

Secondary Schools (Farms)	3	Mórelig Tonteldoos* Klipspruit*	Wonderfontein Tonteldoos Badfontein	1 4 5
Primary Schools	7	Ukhwezi Belfast H.P Mpilonhle Ebhudlweni Dumezizweni Laerskool Machado LaerskoolOosterlijn	Siyathuthuka Siyathuthuka Sakhelwe Emgwenya Emthonjeni Machadodorp/Entokozweni WatervalBoven/Emgwenya	2 3 4 7 6 6 7
Schools for learners with special Education needs	1	Platorand	Emakhazeni (Belfast) town	1
Private Schools	4	Chuzon Emakhazeni Bitchcroft Dullstroom	Entokozweni Emakhazeni Dullstroom Dullstroom	6 1 4 4
TVET	1	Nkangala Campus	Emgwenya	7
Emakhazeni Boarding School	1	Emakhazeni Boarding School	Entokozweni	6
TOTAL	22			

8.14 Priority Area 14: Inter-governmental Relations

Problem Statement

The object of this Inter-governmental Act is to provide within the principle of co-operative government as set out in Chapter 3 of the Constitution a framework for the national government, provincial governments and local governments, and all organs of state within those governments, to facilitate co-ordination in the implementation of policy and legislation, including- (a) coherent government; 15 (b) effective provision of services; (c) monitoring implementation of policy and legislation; and (d) realisation of national priorities, using various inter-action platforms.

Strategic Objectives

- To encourage and ensure cooperative governance for the achievement of municipal objectives

Strategies

- Establishing ward committees and overseeing their functionality
- To hold the IDP Indaba

Outcome/impact

- Accountable and clean local government

- Spheres of government must take concrete steps to realize cooperative government

8.15 Priority Area 15: Customer Care

Problem Statement

In order to achieve the vision 2030 of the National Development Plan to be the most caring and liveable town a Customer Care Policy has been adopted to develop structures to ensure that in our dealing with customers we demonstrate these values. This policy is based upon the National Batho Pele principles which has been translated as "People First" and emphasizes the values of "Customer First".

Whilst Customer Service has been defined as a set of behaviours that a business undertakes in its interaction with its customers, Customer Care is the phrase that is used to describe the taking care of our customers in a positive manner. We see Good Customer Care as:

- Treating people with courtesy, dignity and respect.
- Treating people how they would like to be treated.
- Treating people in their language of preference in accordance with the Municipality's Language Policy.
- Providing a good quality service in a friendly, efficient and helpful manner.
- Giving people the information they need and providing an explanation if the service is not available.
- Keeping the customer informed of progress in addressing their complaints/requests or enquiries.

Strategic Objectives

- To ensure a community centred approach to governance and development

Strategies

- To promote customer care

Outcome/impact

- A healthy and Customer friendly environment

8.16 Priority Area 16: Information Communication Technology

Background and Problem statement

It is vitally important that the information technology development and progress that Emakhazeni LM maintains be kept in pace with external and worldwide ICT developments. The full utilization of information technology will not only put the local authority on the fine edge of improvement but will also enhance service delivery. This will include spinoffs to the community at large.

The section is responsible for providing ICT related services, namely, ensuring a reliable network with minimal interruptions, communication with internal and external stakeholders through sms system, data security and backup, maintenance of hardware and software etc.

The municipality developed and approved ICT policies which amongst others include a Disaster Recovery Plan, Business Continuity Plan, ICT Governance Framework and a Change Management and Control policy.

The municipality still encounters the following problems:

- No stable back up power supply which results in interrupted communication both in telecommunications and computer technology.

- Lack of funding to replace outdated computer equipment
- Possible loss of data due to location of the disaster recovery server
- Review of ICT policies
- Administration and Management of VIP and Munsoft System
- Lack of user access control
- Administrator activities not reviewed by an independent person

User Access Control

- Formally documented and approved user account management standards and procedures are not yet established to manage the granting of access to users on VIP and Munsoft financial systems
- Evidence that the appropriateness of users access rights are periodically reviewed on VIP and Munsoft are not available
- The system administrator activities (creation of Ids, user ID maintenance, password resets etc) on the Munsoft and VIP systems are not reviewed by an independent person.
- Not all user Ids on the Munsoft system are linked to specific uniquely identifiable individual.

Objective(s)

- To encourage and ensure cooperative governance

Strategy

- Purchase of standby generators and/or installation of solar power
- Upgrading of equipment and replacement of hardware, software and “end of life” equipment
- Ensure storage of the Disaster Recovery Server, copies of the Business Continuity Plan(BCP) and Disaster Recovery Plan(DRP) at an offsite location
- Develop, review and implement ICT Governance Framework, policies, strategic plans and User Access Control Procedure Manuals
- Provide advanced training on administration of VIP & Munsoft systems
- Develop and implement user account management standards and procedures to manage the granting of access to users on VIP, Munsoft and other systems
- Appointment of an Independent person to review administrator activities
- Convene ICT Steering committee meetings
- Development of the municipal intranet service

Impact/Outcome

- Improved turnaround time, minimal interruptions and improved communication
- Upgraded IT equipment
- Safe data and IT service continuity
- IT operations aligned to business and operational objectives of the municipality
- Ensure proper administration and management of VIP and Munsoft systems
- Controlled and monitored user access
- Controlled and monitored administrator activities

8.17 Priority Area 17: Communication and Stakeholder Engagement

Problem Statement

Media serves as the key communication tool, helping to project the image of the municipality. Communication challenges in the workplace can have a negative impact on morale, productivity and interdepartmental working relationships and result in possible instabilities. The technological advancement may have unintended consequences at both the workplace and public, thus communication should assist in regulating the above-mentioned challenges.

Strategic Objectives

To ensure that communications across the municipality is well co-ordinated, effectively managed and responsive to the diverse information needs of stakeholders

Strategies

1. Dissemination of information regarding projects, updates and achievements handover
2. Creation of municipal newsletter & loading information on the website
3. To promote corporate or council's image
4. To create one centre of coordination for communication
5. To control the use of social media networks within the municipality
6. To communicate council's activities, decisions and events including media, publicity & branding of such events
7. Invite members of the public to ordinary council sittings
8. To solicit views and inputs of members of the public into the IDP
9. To solicit views and inputs of members of the public into the budget

The municipality is engaging in these processes in order to:

- Promote values of good governance and human rights
- Acknowledge a fundamental right of all people to participate in the governance system
- Narrow the social distance between the community and the municipality
- Recognize the intrinsic value of all of our people, investing in their ability to contribute to governance processes,

Challenges

- The increased number of community protest against service delivery and others resulting in damage of municipal infrastructure.
- Minimal participation by the community in the affairs of the municipality
- Lack of understanding of the role and functions of the municipality

Strategic Objectives

- To encourage the involvement of communities and community organisations in the matters of local government

Strategies

- Invite members of the public to 6 ordinary Council Sittings by 30th June 2017
- To solicit views and inputs of members of the public into the IDP
- To solicit views and inputs of members of the public into the Budget

- Establishing ward committees and overseeing their functionality.
- Organise community capacity building workshops
- Issue invitations to members of the local council of stakeholders

Outcome/impact

- Deepened democracy, accountability and access to information by the public on all matters of local government

8.18 Priority Area 18: Performance Management System

Background and Problem Statement

Emakhazeni regards Performance Management System not only as a system that is linked to human resource development but to the improvement of the overall performance of the institution. Council first adopted the Performance Management System Framework in 2006 and such was reviewed and approved by Council on the 26th July 2018 for implementation in the 2018/2019 financial year.

The Municipal Manager and Managers directly accountable to the Municipal Manager entered into performance agreements with the Municipality as required in terms of the Local Government: Municipal Systems Act, Act No. 32 of 2000. 2018/19 Mid-Year and 2017/18 annual Performance assessments were conducted and a culture of performance assessments is being inculcated.

Challenges:

Seeing that Municipal performance does not lie with senior management only, the municipality has cascaded performance management to Deputy Manager level. The municipality further intends to cascade performance management to level 3 of the organogram. The plan is to cascade performance management to all levels of employees, one level per financial year.

The Internal Audit Unit is assisting with auditing of the quarterly performance of the departments and the risks incurred on each department. The intervention of the risk in a form of implementation of risk treatment plans assists in the enhancement of performance as well.

Strategic Objectives

- To add value to the operations of the municipality in relation to technological systems, internal control, risk management and governance processes

Strategies

- Review the Municipal Performance Management Framework
- Inculcate a culture of performance management in the institution
- Sign performance agreements in terms of section 57 of the MSA within prescribed timeframe
- Cascading of PMS to levels below senior managers

Performance Outcomes

- Integration
- Open Communication
- Improved Performance
- Accurate reporting
- Clarity of Standards/Requirements

- Compliance with laws and regulations

Possible Projects/Activities

- Develop a Municipal Performance Plan
- Develop Managers Performance Agreements and Plans.
- Develop annual and quarterly reports.
- Cascade Performance Management System.
- Annually report on performance during IDP review sessions
- Conduct workshops and training on PMS for Senior Managers

8.19 Priority Area 19: Risk Management

Risk Management, Anti- Fraud and Anti- Corruption Committee

The Risk Management, Anti-Fraud and Anti- Corruption Committee has been established in Emakhazeni Local Municipality to assist the Accounting Officer to fulfil his/her risk management and control responsibilities in accordance with the prescribed legislation and corporate governance. The RMAAC is an internal Committee of the Emakhazeni Local Municipality to oversee the management of enterprise risks to ensure that all risks are successfully mitigated.

In terms of Paragraph 62 of the King IV Report the governing body should consider allocating an oversight of risk governance to a dedicated committee or adding it to the responsibilities of another committee as is appropriate for the organization.

It is on the above basis that Emakhazeni, in its endeavor to reinforce its internal control system aligned with the best practice, found it imperative to establish a Risk, Anti-Fraud and Anti- Corruption Committee which will coordinate and monitor the implementation of risk management as well as any queries that may be raised by the Council and its Committees.

Risk Management, Anti- Fraud and Anti- Corruption Committee roles and responsibilities

The Risk Management Committee is appointed by the Accounting Officer/Authority to assist him/her to discharge his/her responsibilities for risk management. The Committee's role is to review the risk management progress and maturity of the Municipality, the effectiveness of risk management activities, the key risks facing the Municipality, and the responses to address these key risks.

Background and Problem Statement

South Africa's codes on corporate governance have consistently identified Risk Management as one of the key pillars for good governance practices; and this, as a continuous process, enables constant improvements in strategy design and strategy implementation as well as an organization's systems and operations. The King IV report on corporate governance has identified risk governance as one of the cornerstones that support the organization in setting and achieving its strategic objectives which create and sustain stakeholder value.

The Municipality identified some key developmental challenges that confront its municipality area, its citizens and other stakeholders. In response, the municipality framed its strategic choices and interventions towards becoming a liveable, resilient and sustainable with good governance as one of the strategic outcomes envisaged. In terms of this outcome, the municipality will invest its efforts and resources to ensure that all mitigation strategies are reported to Risk Management Committee and Shared Audit Committee for monitoring. Previously, the municipality didn't have risk management strategy, risk management implementation plan and anti-corruption strategy in place to implement the risk management processes and this was caused by not having dedicated personnel who will drive risk management processes. In response, the municipality has managed to appoint the Risk Officer who make sure that the risk management committee sit four times a year where existing and undeveloped risk management frameworks are reviewed and developed so that they are recommended to be approved by Executive Authority/Accounting Officer

Risk Management Unit experienced difficulties in developing and finalizing the risk register of the municipality in time due to non-attending of the risk assessment workshop by some role players. The municipality will strive again to invite role players in time by utilizing all the resources in place to ensure that the municipality develops a credible risk register.

ELM has functional Internal Audit Unit, Risk Management Unit, Risk Management Committee, Audit Committees in place and work transparently with all stakeholders in all municipal processes.

Strategic Objective

To add value to the operations of the municipality in relation to technological systems, internal control, risk management and governance processes

Strategies

- To conduct risk assessment workshops with the aim of minimizing organizational risks.
- To review the Risk Management Enabling Documents
- Submission of quarterly progress reports to Risk Management Committee

Performance Outcomes/ Objectives

In order for the municipality to achieve the above objectives it should, through the risk management process achieve, among other things, the following outcomes needed to underpin and enhance performance:

- More sustainable and reliable delivery of services;
- informed decisions underpinned by appropriate rigour and analysis;
- Innovation;
- reduced waste;
- Prevention of fraud and corruption;
- Better value for money through more efficient use of resources; and

Better outputs and outcomes through improved project and programme management

8.20 Priority Area 20: Auditing

Emakhazeni Local Municipality utilizes a shared service established by the Nkangala District Municipality for the Audit and Performance Committee and the Committee is established in terms of the following documents:

- Section 166 of the Municipal Finance Management Act No. 56 of 2003
- National Treasury MFMA Circular No.65
- Audit and Performance Committee Charter

Internal Audit Function

Internal Audit Function provide an independent, objective Assurance and Consulting Services that add value and improve the municipality's operations. The function assists the Municipality to accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control and governance processes. The function evaluates risk exposures relating to the Municipality's governance, operations, and information systems regarding the:

- Reliability and integrity of financial and operational information.
- Effectiveness and efficiency of operations.
- Safeguarding of assets;
- Compliance with laws, regulations, and contracts.

The function comprises of Senior Internal Auditor and Internal Auditor and co-sourced Internal Audit Services Providers appointed by Nkangala District Municipality and it has been established in line with following legislations:

- Municipal Finance Management Act No. 56 of 2003 Section 165.
- Internal Audit Framework (IAF) National Treasury Republic of South Africa March 2009 (2nd Edition) Section 3.
- International Standards for the Professional Practice Standards effective January 2017
- National Treasury MFMA Circular No.65
- King III and IV Code Governance Reports

The following policies and procedures have been approved by the shared Audit Committee:

- Internal Audit Charter
- Internal Audit Methodology
- Three year rolling and Annual Internal Audit Plan
- Combined Assurance Framework

Challenges:

- Delays in implementing internal audit findings/Auditor General
- Delays in submitting management comments on audits conducted
- Delays in submitting report with POE's for auditing purposes
- Failure to obtain an improved audit outcome

Strategic Objectives:

- To add value to the operations of the municipality in relation to technological system, internal control, risk management and governance processes

Strategies:

- Develop a risk based three year rolling plan and annual plan
- Develop and periodically update the Internal Audit Charter and Methodology
- Develop and periodically update the Combined Assurance Framework
- Implementation of the approved internal audit plan
- Submission of quarterly progress reports to the Audit Committee

Outcomes:

- To have a municipality with effective internal controls, risk management and governance processes
- Entrenched culture of accountability and clean governance
- Guided internal audit activity

Audit committee

The municipality utilizes a shared services established by the Nkangala District Municipality for the Audit and Performance Committee. The Committee acts as an independent advisory body that advises council, political office-bearers, the Accounting Officer and the Management of the municipality on matters related to internal control, internal audits, risk management accounting policies and adequacy reliability and accuracy of financial reporting and information, performance management, effective

governance compliance with MFMA, the Division of Revenue act and provide comments to MPAC and Council on the Annual Report.

Membership and Independence

The Audit and Performance Committee should be independent and safeguarded from undue influence in exercising its responsibilities in an objective manner. To enhance the Audit and Performance Committee functioning, the following is required:

- The Audit and Performance Committee Chairperson and members should be independent of the municipality or municipal entity;
- The Audit and Performance Committee Chairperson and members should not be biased but exhibit an independence of mental attitude during deliberations;
- All Audit and Performance Committee members should declare private and business interest in every meeting; and
- All members should not carry out any business with the municipality or municipal entity.

Outcomes:

The Chairperson of the Audit and Performance Committee will report on a quarterly basis, or more frequently if required, to the municipal council on the operations of the Internal Audit unit and the Audit and Performance Committee

8.7 KPA 5: INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION

STRATEGIC GOALS:

- Promote a sustainable, safe and healthy environment
- To work with communities to promote good, transparent, developmental, responsive and financially sustainable municipality.

STRATEGIC OBJECTIVE

To ensure adherence with legislation and implementation of systems that will result in service excellence.

INSTITUTIONAL ANALYSIS

Section 51 of the Municipal Systems Act makes a provision for a municipality to, within its administrative and financial capacity establish and organize its administration in a manner that would enable the municipality to respond to the needs of the local community.

The municipality has in terms of the above, established three (3) key departments to ensure that its administration is structured properly and resources organized accordingly. These departments are;

- Corporate Services Department
- Financial Services Department
- Infrastructure, Planning and Social Development

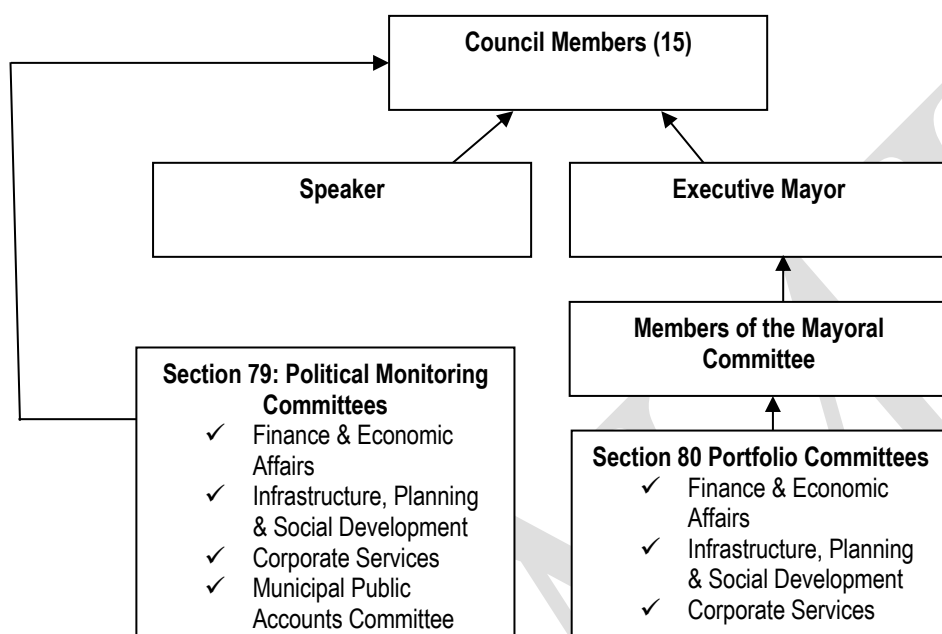
The above departments are supported by the Office of the Municipal Manager which consists of the Internal Audit unit, Performance Management Unit, Risk Management Unit, Public Participation Unit, Youth Development and Transversal/HIV/AIDS Issues Unit.

All these departments are headed by Section 56 Managers who directly report to the Municipal Manager. On a monthly basis, Senior Managers hold Top Management Committee Meetings (MANCO) and Extended Management Committee meeting comprising of Senior Managers and Deputy Managers together with the sections

reporting directly to the Municipal Manager. These meetings take place in terms of the approved municipal calendar of events.

Political Structure

Emakhazeni Local Municipality is an Executive Mayoral System comprising of the Executive Mayor, Speaker and Members of the Mayoral Committee. The Municipal Council consists of 15 members, namely 8 Ward Councillors and 7 proportional members. Committees of Council were n established - in terms of Section 79 and 80 of the Municipal Structures Act, such Committees are indicated in the structure below; - additional to the Section 79 and 80 Committees, Council has also established the Rules & Ethics Committee



Roles and Responsibility of Council Committees

Amongst others; Council is responsible for the following; the passing of by-laws; the approval of budget; the imposition of rates and other taxes, levies and duties; and the raising of loans

Finance & Social Development Section 80 Committee Responsible for considering reports relating to financial management, internal audit, risk and LED reports and making recommendations to the Mayoral Committee	Corporate Services 80 Committee Responsible for considering reports relating to human resources management, administration, legal services, labour relations & compliance and ICT and making recommendations to the Mayoral Committee	Infrastructure, Planning & LED Section 80 Committee Responsible for considering reports relating to infrastructure, and social development reports and making recommendations to the Mayoral Committee
Finance & Social Development Section 79 Committee To monitor and play an oversight role on the implementation of Council resolutions relating to financial management and social development	Corporate Services 79 Committee To monitor and play oversight role on the implementation of Council resolutions on human resources, administration, legal services, ICT and labour related issues	Infrastructure, Planning & LED Section 79 Committee To monitor and play an oversight role on the implementation of Council resolutions relating to infrastructure, LED and planning

Municipal Public Accounts Committee
To ensure that municipal finances are properly managed and to advise council through the Mayoral Committee on improvements on ways and means whereby utilising and monitoring of municipal expenditure and income management can be improved

Risk Management Committee comprises of a member of the Joint Audit Committee as a Chairperson, Senior Managers, Internal Audit and Risk Officer. The responsibility of the Risk Management Committee is to lay an oversight role on the implementation of remedial actions on risks identified.

Strengths

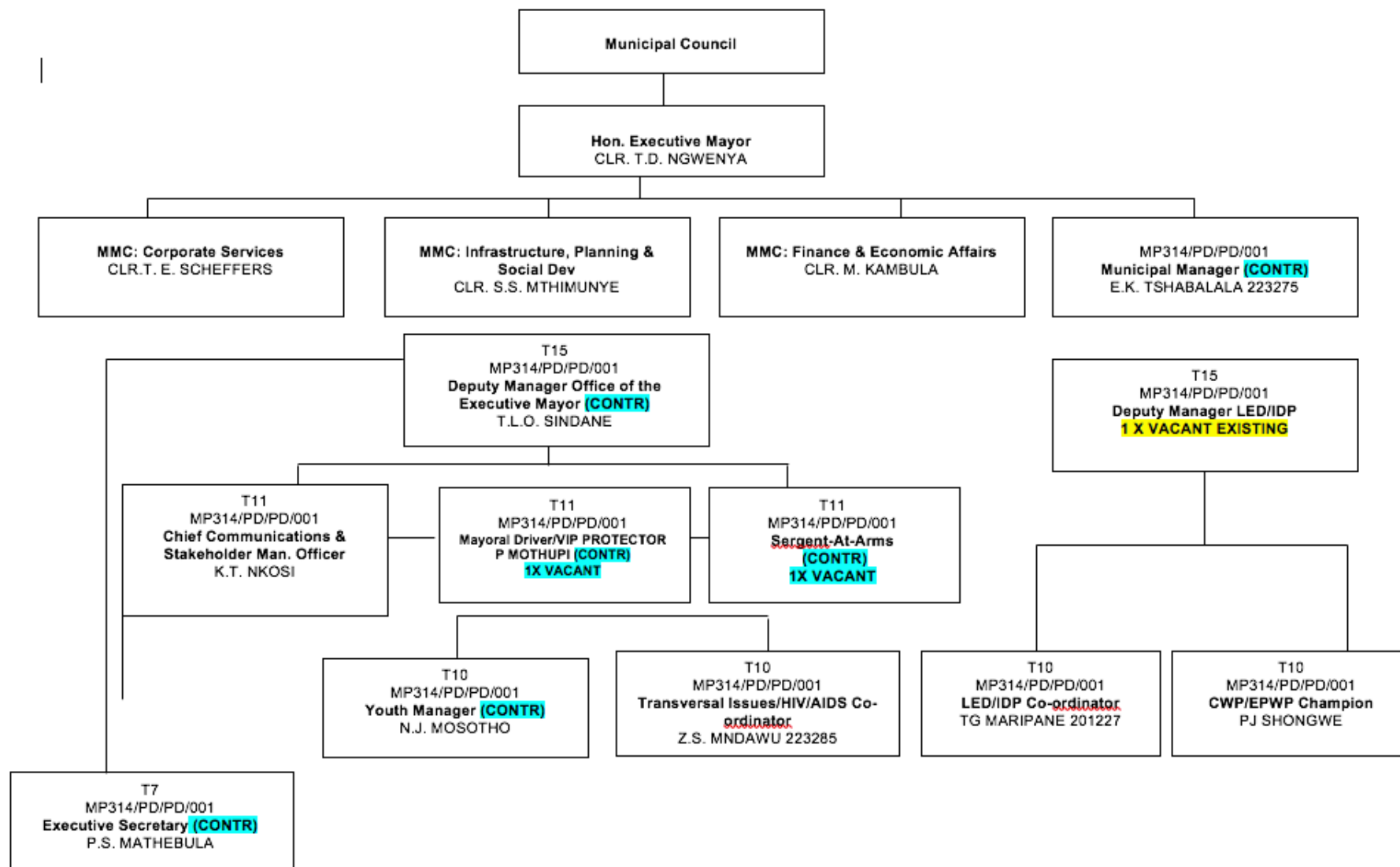
- Organizational Structure is reviewed every financial year
- Effective Council Committees
- Cooperation between Council and Administration
- Local Labour Forum is sitting on a regular basis to discuss employee/employer related issues.
- Performance Management Framework is in place and Deputy Managers have signed annual performance score cards.

Weaknesses

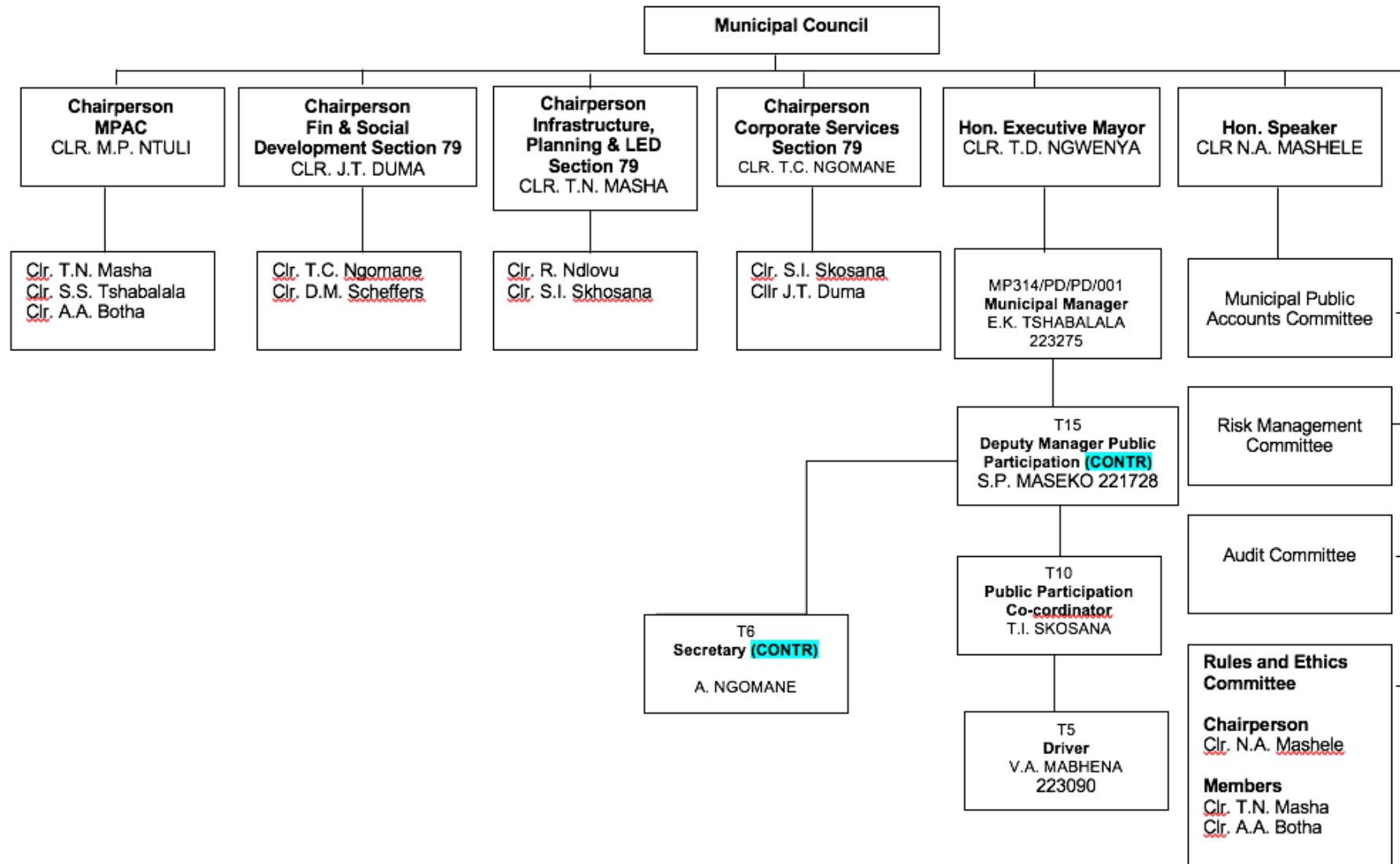
- Inability to recruit or retain scarce skills and people from designated groups
- Inadequate funding for skills development programme
- Insufficient By Laws
- Inadequate implementation of Employee Assistance Programme
- Performance Management not fully cascaded to all occupational levels

Approved Organizational Structure

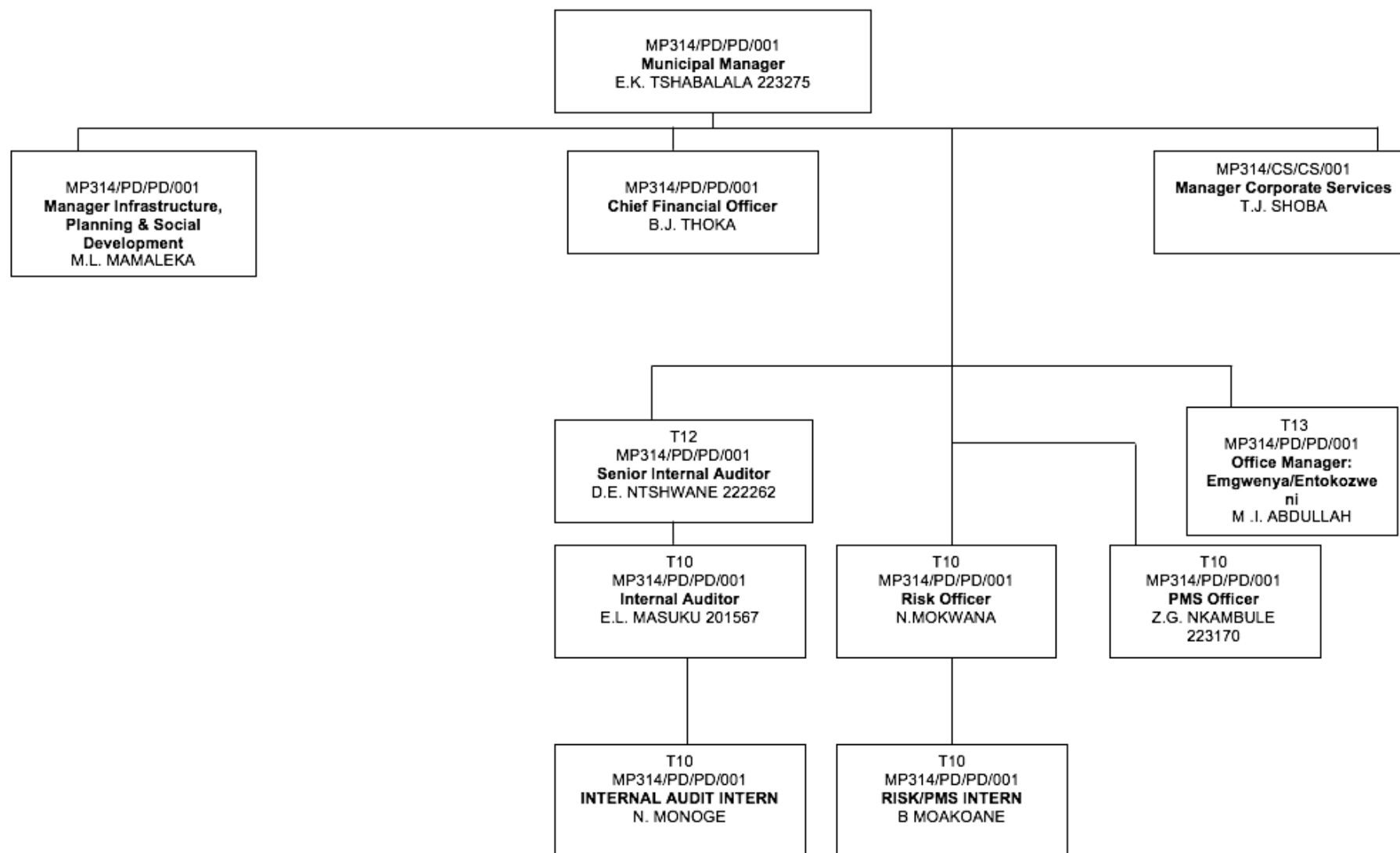
OFFICE OF THE EXECUTIVE MAYOR 2019 / 2020

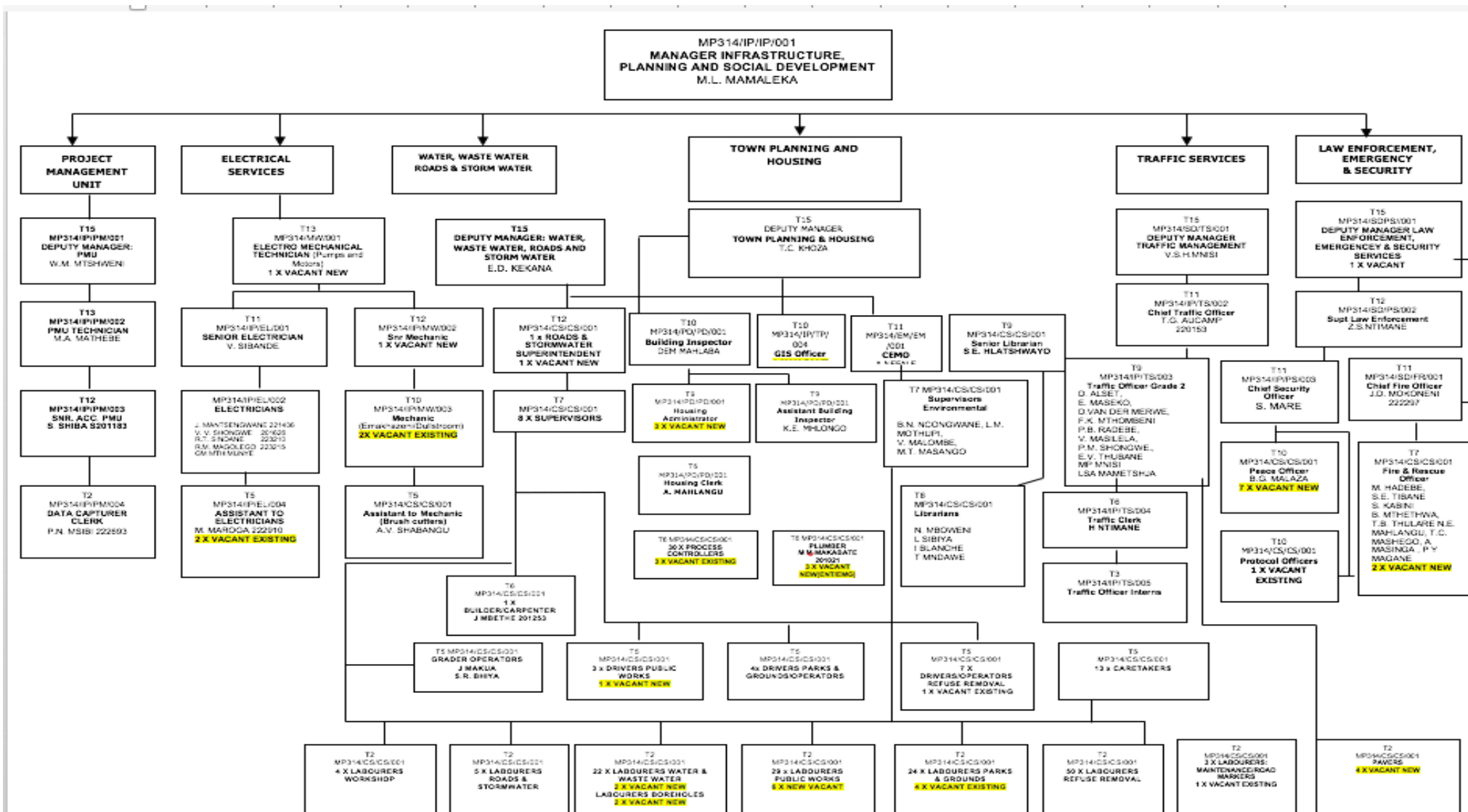


OFFICE OF THE SPEAKER 2019-2020

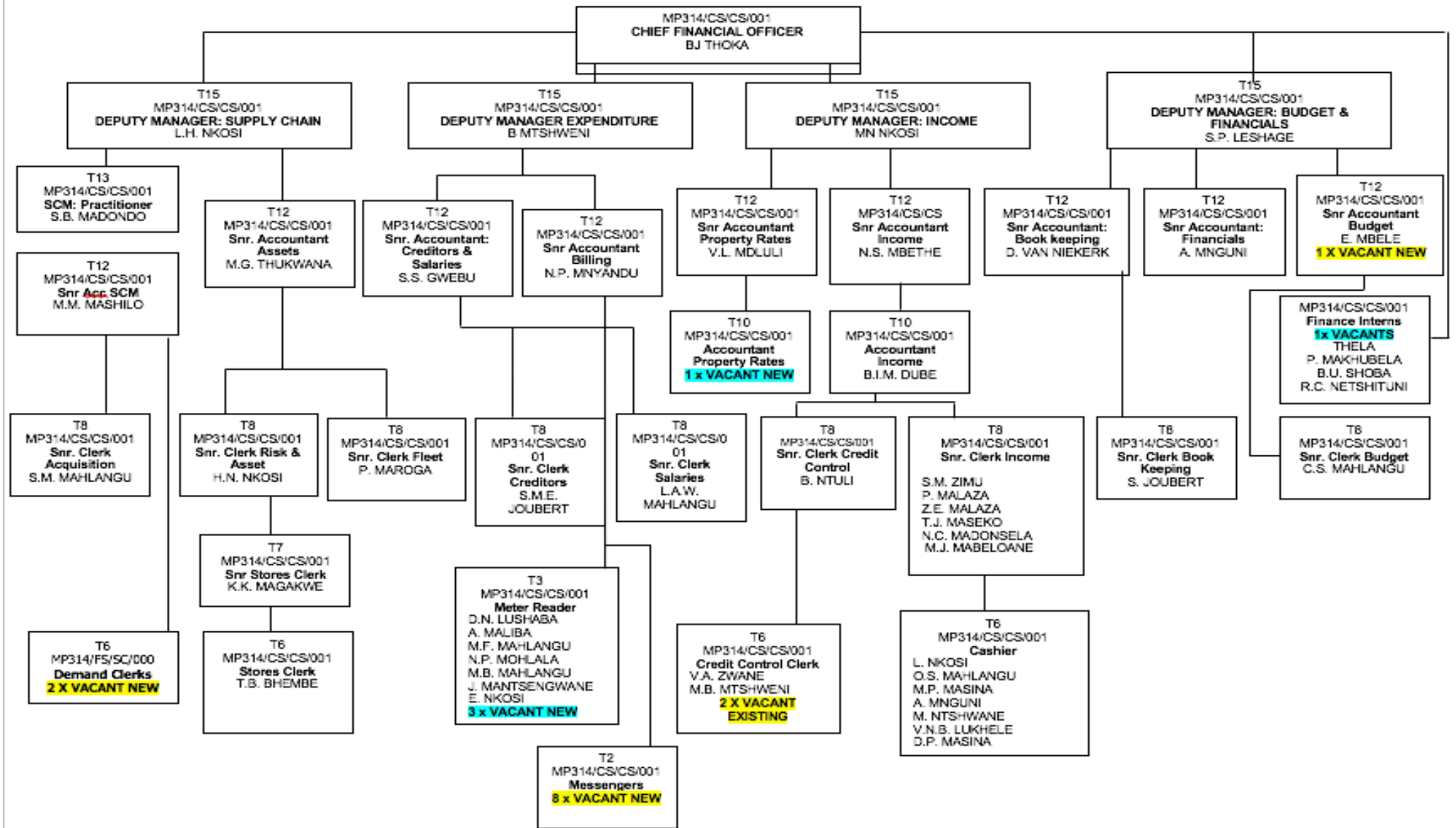


OFFICE OF THE MUNICIPAL MANAGER 2019 / 2020

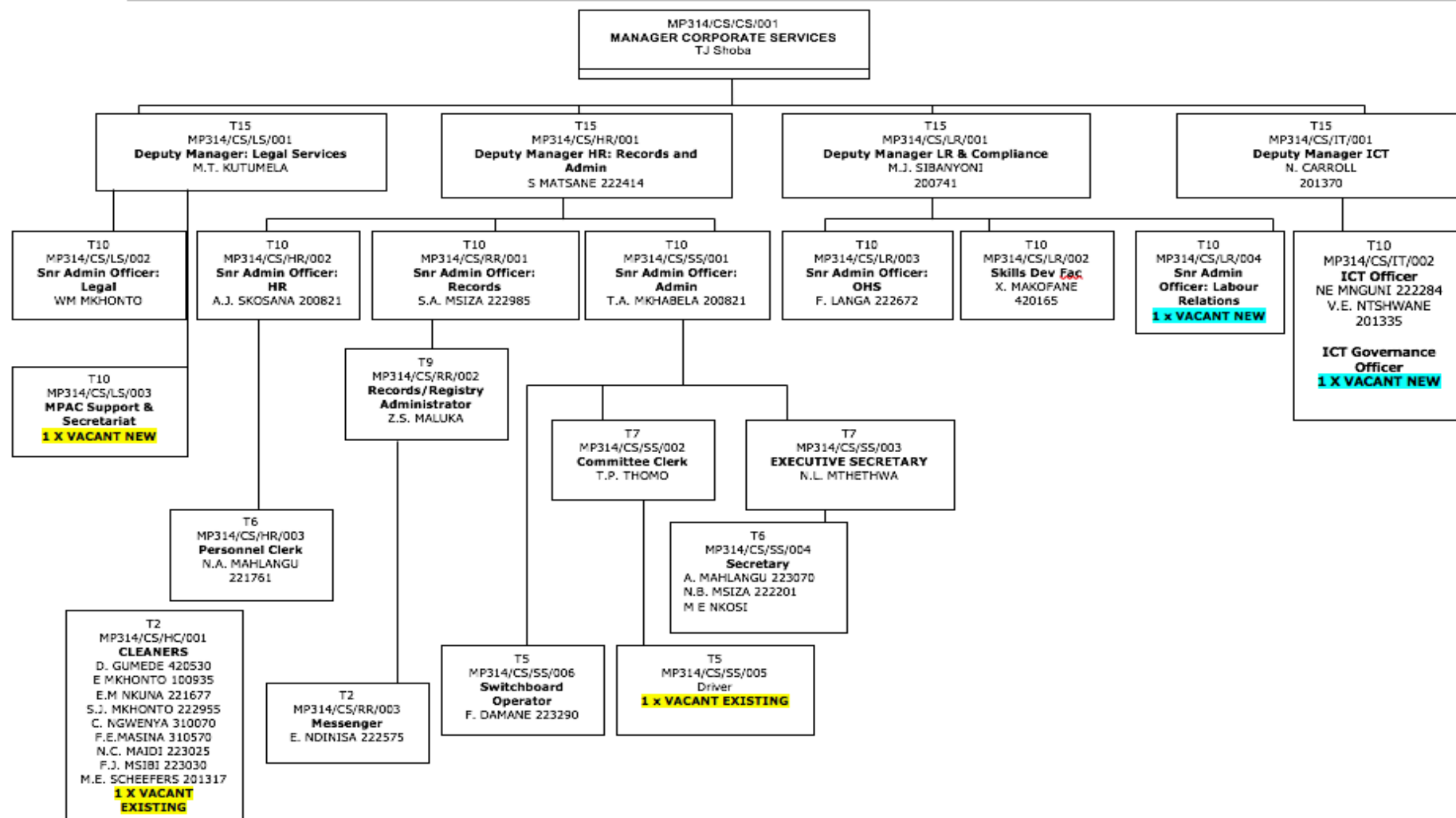




FINANCIAL SERVICES DEPARTMENT 2019-2020



CORPORATE SERVICES DEPARTMENT 2019/2020



8.21 Priority Area 21: Legal Services and Labour Relations

Legal Services and Labour Relations

Background

Both the Legal and Labor Relations Units are committed in making sure that Council adheres to the rules of legal and fair administrative justice by executing the following duties;

1. Drafting of contracts
2. Development of by-laws
3. Adherence to code of conduct, collective agreements and policies
4. Attend to and advising Council on legal issues

Eight by-laws were promulgated and the Municipality is in the process of putting more in place to enforce and promote an orderly environment.

Problem Statement

By-laws play a crucial role in running the business of Council and without them the Municipality could find it difficult to deal with defaulting consumers and other residents who do not respect the rule of law. Whilst on the other hand previous experience had shown that not all Council outsourced work would be executed without any challenges because of a number of deviations from contracts signed with service providers. Some providers do not deliver effectively to maximize on the municipality's achievement of its developmental objectives.

On a monthly basis the municipality is expected to consult with the labour organization (SAMWU & IMATU) in order to promote interests of all employees and reach consensus on certain matters, in the process harmonizing the working environment. Failure to reach agreements on matters raised by the Organized Labor is something that the Municipality has always been attended to in order avoid any strike action.

The municipality is also facing challenges with litigations/legal cases and evictions for and against the municipality which are as a result of contracts signed with third parties, that do not protect the interest of the Municipality and those that expose the Municipality to risks, third party claims for accidents that involves municipal property and expiry of contracts etc.

Strategic Objective

- To ensure adherence with legislation and implementation of systems that will result in service excellence

Strategy

- Adoption and promulgation of by-laws
- Convene contract management committee meetings.
- Convening of Contract Committee meetings and submission of third party claims to the insurance on time.
- convene Local Labor Forum meetings.

Performance Outcome

- Enforcement of council decisions
- Fulfilled contractual obligations and reduced claims against the municipality
- Improved employer/employee relationship

Occupational Health and Safety

Background

The Occupational Health and Safety Act of 1993 mandate the municipality to deal with issues of health and safety. To ensure compliance with the legislation a Safety Officer and Safety Representatives were appointed whilst a Safety Committee was established and relevant policy adopted by Council.

Despite the provision of protective clothing, Council has made additional resources available to have workstations inspected and reported accidents or employee injuries investigated by the Safety Officer and OHS committee meetings convened regularly.

To further promote a safe working environment, the Evacuation Plan was approved and it provides clear procedure for the safe evacuation of the Municipal buildings in an event of an emergency such as bomb threats, fire and so forth.

The evacuation and simulation exercise is part of the Municipal annual program and that is where evacuation demonstrations are done in case a raging fire.

Strategic Objective

- To promote a safe and a healthy working environment to municipal employees and clients.

Strategy

- Conduct safety inspections in all the work stations in the four towns.
- Convene OHS meetings as required by the Act and as per the Calendar of Events.
- Procurement of first aid kit boxes and health and safety awareness material and distribution of personal protective clothing and personal protective equipment on time.
- Conduct employee medical check- ups on an annual basis

Performance Outcome

- Safe working environment
- Wellness of employees

Employment Equity

Background

Employment equity constitutes one of the transformation agenda of Council by putting in place the necessary Employment Equity Plan with clear equity targets as required by the Employment Equity Act of 1998.

Informing the transformation agenda is the community profile in terms of race and gender which should find expression in the different occupational levels of the Municipality. The race and gender profile of the Municipality is herewith shown below;

Table 1

Group	Total	%
Black	41168	89%
White	5076	0.6%
Asian	330	0.3%
Coloured	563	9.7%
Total	48 149	100%

Source: Statistics SA CS 2016

Black people of African origin are dominant followed by whites and with Asians and Coloreds being the smallest groups. The above population trend is what the different occupational levels should reflect when recruiting new staff.

The table mentioned below reflects EE targets for the current year and those for the 2018/19 financial year;

Table 2

OCCUPATIONAL LEVELS	MALE – 2018/19				FEMALES – 2018/19				TOTAL	TARGET 2019/20
	A	W	C	I	A	W	C	I		
Top management	2	0	0	0	2	0	0	0	4	0
Senior management	9	1	0	0	5	0	0	0	15	1 AM-2AF

Professional qualified and experienced specialists and mid-management	18	1	0	0	15	2	0	0	35	2 AM-2AF 1 FW
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	67	3	0	0	29	3	0	0	102	2 AM-3WM 1AF-1WF
Semi-skilled and discretionary decision making	30	1	0	0	4	1	0	0	35	2AM-1WM 2AF- 1CF
Unskilled and defined decision making	104	0	0	0	41	0	0	0	145	2AF-2CM 6AF- 2CF
Total permanent	231	5			94	5			336	
Temporary employees	20				29				49	
Grand total	251	6	0	0	123	5	0	0	385	TL 33

Source: ELM WSP 2018

The top management structure remains gender balanced with a fair representation of female managers at senior management if compared with the composition of 2016/17 which was 14 males to 5 females. Dominating the majority of occupational levels are black males followed by black females and whites including the disabled meter reader. The planned targets for the 2018/19 year are aimed at diversifying the Municipal workforce as required by the Act.

Problem Statement

The top management structure remains gender balanced with disparities being noted at senior management level. Currently there are 10 male managers as compared to 5 female managers. However the same disparities show an improvement if compared with 2017/18 and 2018/19 financial years whereby 14 and 10 males served as senior managers respectively.

In terms of diversity, black males continue to dominate almost all occupational levels followed by black females and whites. Therefore the planned equity targets for the 2019/2020 year are aimed at making the workforce inclusive and fairly representative of the local demographics.

The gap between males and females at occupational levels below management need a special attention and program in order to narrow the existing gap. This situation requires realistic plans with achievable targets and implementation of Affirmative Action measures for the benefit of the designated groups.

The appointment of disabled people has proven to be a challenge and the Municipality is left with no choice other than to declare two of its traffic officers as disabled people because of their impaired hearing and vocal problem which had existed for far too long. The passing away of the only disabled employee was a serious setback to the Municipality.

Strategic Objective

- To promote equal opportunity employment opportunities including candidates within the designated.

Strategy

- Compile and submit the Employment Equity Plan to the department of Labour.

Performance Outcome

- Diverse workforce in terms of gender, race and disability
- Compliance to Employment Equity Act.

Skills Development – Training and Development

Background

Training and development of employees starts at orientation and should continue throughout because of the community demand for better services and intense technological changes.

The training report for the previous financial year provides different categories of people who attended training.

Table1. 2018/19 Training Report

Occupational Levels	Females				Males				PWD	Total
	A	W	C	I	A	W	C	I	0	0
Councillors					2					2
Managers	3				4					7
Professionals	2				3					5
Technicians	2				7					9
Community Service Workers	3				1					4
Clerical and Administrative Workers	10				10					20
Machinery Operators and Drivers	1									1
Elementary Occupations										0
Total	21				27					48

Workplace Trainings

Forty eight employees including councilors and 4 unemployed youth attended the training programs and it be noted that some of the programs were ongoing from 2018/19 financial years and these are;

- GRAP
- Councillor induction program
- Asset Management
- Project Management
- Contract Management
- Fleet Management
- Public Finance and Economic Development
- Supply Chain Management and

For the year 2019/2020 it is anticipated that the following number of category of employees will be afforded the opportunity to attend training.

Table 2

EMPLOYMENT CATEGORY	MALES				FEMALE				TOTAL
	A	W	C	I	A	W	C	I	
Councillors	7				5				10
Top and senior managers	4	1			3				7
Professionals	2				4				6
Technicians and trade workers									

Community and personal service workers	3				1				4
Clerical and administrative workers	1				3				4
Machine operators and drivers	4								4
Labourers	1				4				5
Apprentices									
Total	25	1			20				46

Planned Training Programs

- Project Management
- Charing Disciplinary Hearings
- Policy Development and Review
- Municipal Finance Management Program
- Basic Computer Skills
- Accident Scene Investigation and
- Plumbing

Planned Training Programs – Unemployed Youth

- Finance-Interns
- Carpenter
- Plumbing
- Finance - Interns
- Brick Laying
- Wall to Floor Tile
- Project Management
- HR and Labor Relations Interns

Problem Statement

The Municipality had always complied with its mandate of developing and submitting the Workplace Skills Plan as prescribed in the Skills Development Act of 1998. However the challenge of inadequate budget allocation is still being experienced and as a result the Municipality apart from LGSETA grants relies on other training providers to have some of the programs implemented irrespective whether they were planned or not.

In addition it be noted that the Municipality is under tremendous pressure from various training providers to place trained learners who are mostly unemployed youth which is something it is unable to do due to insufficient space and other related resources.

Strategic Objective

- To increase the skills level of municipal officials and that of the unemployment

Strategy

- Compile and submit the Work Place Skills Report and Plan
- Collaborate or enter into partnership agreements with private training providers
- Training of municipal officials including councilors and the unemployed
- Induction of new and existing employees on work policies
- Convene Training Committee meetings

Performance Outcome

- A competent and productive workforce
- Skilled unemployed persons

- Adherence to policies and procedures by staff

8.22 Priority Area 22: Human Resource Management and Administration

Human Resources Management

Background

Emakhazeni Local Municipality is a Category B Municipality and also a Category 2 in terms of payment of salaries as per the approved Task Grades in terms of the South African Local Government Bargaining Council (SALGBC) Wage Curve Collective Agreement.

The Municipal Manager of Emakhazeni Local Municipality, in terms of Section 66 of the Municipal Systems Amendment Act, developed a staff establishment for 2018/2019 financial year and submitted the staff establishment to Council for approval. The structure was approved on the 28th June 2018 with a total number of 431 positions. As at the end of March 2019, the municipality had a total number of 354 employees with a total vacancy of 77 positions (17.86%). Out of the 354 employees, 107 are female employees and 247 males.

Problem Statement

Non compliance with the set norm for appointment of people living with disability in terms of the Employment Equity Act, as the municipality has; as at the end of March 2019 recorded one person living with a disability in the entire workforce. Additional to this challenge is the inability to attract and retain scarce skills due to perceived uncompetitive salaries.

Strategic Objectives

- To develop human capital resources to maximize organizational performance

Strategy

- Filing of vacant budgeted posts especially critical positions
- Development and review of the organizational structure
- Development and review of Human resource Policies.

Performance Outcome

- Adequate human resources.
- Effective and efficient performance of the municipality

Human Resources Policies

Amongst other HR policies, Council has approved the following Human Resources budget related policies;

Policy	Date of Approval	Date of Review	Final Approval
Recruitment and Selection Policy	31 May 2018	March 2019	May 2019
Leave Management Policy	31 May 2018	March 2019	May 2019
Standby Allowance Policy	31 May 2018	March 2019	May 2019
Overtime Management Policy	31 May 2018	March 2019	May 2019
Human Resources Development Policy	31 May 2018	March 2019	May 2019
Cellphone Allowance Policy	31 May 2018	March 2019	May 2019
Subsistence & Travelling Allowance Policy	31 May 2018	March 2019	May 2019

Records Management

Background

Section 13 of the National Archives and Records Services of South Africa Act, 1996, requires every governmental body to manage its records in a well-structured record keeping system and to put necessary policies and procedures in place to ensure that it's record keeping and records management practices complies with the requirements of the Act.

Emakhazeni considers its records to be a valuable asset to amongst others;

- (i) Support business continuity in the event of a disaster, as well as promote accountability and transparency
- (ii) Support and document policy formation and the municipality's administrative and decision making processes
- (iii) Enable the municipality to easily retrieve information for reference purposes.

In this regard, the municipality approved and adopted a File Plan, Registry Procedure Manual, Records Management Policy to ensure that records are kept as per the prescribed norms and standards.

Problem Statement

Still faced by the municipality, is the delays in appraising of the File Plan to enable disposal of records which have reached their limited span in terms of their disposal authorities, hence, the partial decentralization of records which makes it very difficult to monitor records practices in internal departments. The implication this could have is loss or misplacement of records as well as the negative impact on the audit outcome should the municipality not be able to trace and provide supporting documents for transactions which occurred during business operations.

Strategic Objectives

- To ensure good governance through effective and accountable administration

Strategy

- Implementation of proper registry/records management practises
- Convene Records Management Advisory Committee meetings.

Performance Outcomes

- Safe keeping of records/ archives and easy retrieval and access to information

Support Services

Background

For the council to achieve its goal and objectives, it needs effective and efficient support services in relation to committee service & support services. The administration service therefore is committed to render and act as custodian of Council's administration support services to the entire administrative machinery.

Problem Statement

The dependency of the section in other departments for a delivery vehicle causes late or delays in delivery of agendas contrary to the provisions of the Standing Rules of Order.

Strategic Objectives

- To ensure submission of good quality reports and recording and minuting of Council activities.

Strategy

- Develop meeting agendas and arrange meetings of Council and its committees according to the calendar of events
- Purchase of a vehicle for delivery of Council and Council Committee agendas.

Performance Outcome

- Effective and efficient performance of the functions and the exercise of powers of the Municipal Council.
- Compliance with the Standing Rules of Order on issuing of agenda

8.8 SPATIAL RATIONALE

2.23 Priority Area 23: Land Reform and Restitution

Background and Problem Statement

In terms of the Municipal Systems Act (Act No. 32 of 2000) Section 26(e), all municipalities are required to prepare an Integrated Development Plan (IDP) for their area of jurisdiction, which must include a Spatial Development Framework (SDF). Section 34 of the Municipal Systems Act determines that the Integrated Development Plan (IDP) must be reviewed and amended annually in accordance with an assessment of its performance measurements (in terms of section 41 of the Municipal Systems Act) and to the extent that changing circumstances demand. The SDF should therefore also be reviewed in accordance with the annual review of the IDP. Above all, the review of the SDF will facilitate the implementation of the IDP spatially in terms of the Local Government: Municipal Systems Act, 2000 (Act 32 of 2000). The existing Emakhazeni SDF (2010) was compiled in terms of the guidelines contained in Government Gazette No. 22605 dated 24 August 2001, which stipulated that a Spatial Development Framework of a municipality should at least achieve the following objectives:

- Give effect to the principles of the Development Facilitation Act
- Set out objectives that reflect the desired spatial form
- Contain strategies and policies to achieve the above
- Set out guidelines for land use management
- Set out a capital investment framework
- Contain a strategic environmental assessment
- Identify programmes and projects for the development of land
- Provide a visual representation of the desired spatial form of the municipality which representation include:
 - i. Where public and private land development and infrastructure should take place.
 - ii. Indication where desired and undesired utilisation of space in a particular area.
 - iii. Delineation of the urban edge.
 - iv. Identification of areas where strategic intervention is required.
 - v. Indication of areas where priority spending is required.

With the promulgation of the Spatial Planning and Land Use Management Act in 2013 (SPLUMA), Municipalities had to develop SDF's which comply with the act (SPLUMA). This legislation puts forward a set of principles to influence spatial planning, land use management and land development. It also provides for national and regional spatial development frameworks as well as provincial and municipal spatial development frameworks, implying that a package of plans will be undertaken from national to municipal level to direct land use management, while providing for uniform regulation of land use management throughout South Africa. The general principles endorsed by this Act is that spatial planning, land use management and land development must promote and enhance Spatial Justice, Spatial Sustainability; Efficiency; Spatial Resilience, and Good Administration as briefly summarised overleaf:

A Spatial Development Framework (SDF) serves as a long term (20 year) strategic document that guides spatial planning and future development within municipal areas, whereas an Integrated Development Plan (IDP) serves as a short term (5 year) implementation tool to give effect to, and achieve the Spatial Development Framework.

The tenure status gives an indication of the residential home ownership profile of the Emakhazeni LM. The total number of households that own the property they reside in and that is fully paid off increased from 33.0% in 2001 to 46.8% in

2011. The number of households occupying rent-free declined from 28.9% in 2001 to 14.5% in 2011 and similarly the number of households that own the property they reside in but it is not yet fully paid off declined significantly from 18.5% in 2001 to 8.8% in 2011. The municipality is working hard to change the status quo. All properties that need transfer to

their owners have been identified. This includes pre 1994 stock and RDP houses. Conveyancers have been appointed by the Department of Human Settlement to expedite the transfer of these properties.

Strategic Objective

- To ensure sustainable rural and urban planning in order to meet the needs of the community

Strategy

- Provide necessary support to the Department of Rural Development and Land Reform to finalise land claims

Impact/Outcome

- Farm claimants settled according to their claimed land parcels

8.24 Priority Area 24: Human Settlement and Property Development

Background and Problem Statement

Human Settlement means the totality of the human community, whether city, town or village with all the social, material, organisational, spiritual and cultural elements that sustains it. In terms of the old approach people were settled in terms of their racial groups without a right of ownership of land, which was influenced by legislation such as a Group Areas Act and Separation of amenities. Housing delivery in this Municipality is currently the competency of the Mpumalanga Provincial Department of Housing and the Emakhazeni Local Municipality is only playing the facilitating role.

In terms of the new approach human settlement involves acquiring of land, building proper integrated human settlement with basic services e.g. the current integrated development in Extension 6 and 8 Siyathuthuka. Due to continuous growth patterns in South Africa and specifically the provincial growth development strategy highlighting economic developments that entice and redirect economically active population to follow greener pastures, the need for housing has increased.

These patterns are also evident in Emakhazeni Local Municipality. In Sakhelwe (Shushumela) we recorded 60 shacks, in Emthonjeni (Enkanini) 250 units of informal settlement erupted but that area has since been formalized and caters only for 118 stands with the difference of 132 still residing in the illegal part of the settlement. The formalized part of Enkanini has been reticulated with water, sewer and electricity. The area around Madala Township in Emakhazeni as well as Emgwenya in Etimbileni, Sgwabula and Entabeni showing signs of increased development. Madala has been formalized. The municipality is busy with the installation of engineering services. With the high demand for housing in Emgwenya, Gugulethu will not be enough to address the current housing challenges in Emgwenya. More land need to be identified to deal with this challenge. The municipality has, through human settlement, built Community Residential Units in both Entokozweni and Emgwenya which assist in alleviating the housing challenges in both areas. Emakhazeni as a whole has a backlog of 3 200 housing applications as per the municipal housing database. It must however be indicated that the database has not been updated for quite some time.

The Municipality is experiencing an alarming increase in its population, inter alia, due to the perceived existence of employment opportunities within its area of jurisdiction. This increase in population is creating a huge demand for housing which the Municipality together with both the National and Provincial Department of Housing is unable to cope with the supply. The Municipality has limited control over the land within its area of jurisdiction as most of the land is privately owned and mostly agricultural and environmental sensitive. This makes the planning of new human settlements and the coordinating of housing delivery as well as the planning of the expansion of settlement a serious challenge.

The municipality has beneficiaries who were approved houses but the actual houses have not been built. The Municipality managed to complete 421 houses in Siyathuthuka ext 6 and 8. Another project for Siyathuthuka extension 8 for 104 units that has been put on hold due to illegal occupation of land by community members will be commencing as all the challenges have been resolved.

The municipality has been relying on Human Settlement Department houses. The focus was on RDP houses. Other housing interventions are required to address the backlog. The municipality aims to implement projects like Finance Linked Subsidy and also make land available for those who want build for themselves

Strategic Objective

- To ensure sustainable rural and urban planning in order to meet the needs of the community

Strategies

- Conduct inspection in all built environment within ELM in terms of NHBRC and NBR standards
- Assessment of building plans
- To ensure sustainable urban and rural planning

Outcome/impact

- Improved quality of housing delivery in Emakhazeni area of jurisdiction
- Improved standard of living within the Emakhazeni area of jurisdiction
- Reduced number of informal settlements

8.25 Priority Area 25: Land Use Management

The municipality's Land Use Management Scheme was adopted in 2010. With the promulgation of Spatial Planning and Land Use Management Act (SPLUMA) there is a need to review the scheme so as to make it Spluma compliant.

According to the Spatial Development Framework of the municipality, the following areas were identified for Human Settlement in terms of principle of integration, Madala in Emakhazeni, Wonderfontein in Emakhazeni, Siyathuthuka Ext 6, 7, 8,9,10 and 11 at Emakhazeni, Entokozweni (Geluk farm), Emthonjeni ext 4 and Gugulethu at Emgwenya.

Spatial Distribution of Economic Activities

Emakhazeni Local Municipality identified development nodes where it is envisaged that MPCC's will be developed in the future, such as Emgwenya, Poolzee, Airlie, Hemlock, Slaaihoek and Stoffberg. A study has been completed to identify all areas that are suitable for the establishment of Agri-villages in portion 1 of the farm Wemmershuis 379 JT, portion 5 of the farm Paardeplaats 380 JT, portion 2 of the farm Stynsplaats 360 JT and portion 5 of the farm leeuwfontein 431 JS.

Emakhazeni has introduced a tax rebate incentive to lure development into the municipality, however there is still more to be done to entice development in the area.

By applying and contextualizing the NSDP and MPGDS identified trends, opportunities in the province and District, the following spatial construct emerges for the Emakhazeni Local Municipality from the Mpumalanga Growth and Development Strategy where the mission state as follows; To promote viable economic growth and development, especially where it addresses job creation and poverty reduction in an environmentally sustainable manner within a spatial context and incorporating the principles of good governance.

Emakhazeni Local Municipality has embarked on a process to lure sector departments and private businesses to partner in bringing Infrastructure Projects that will assist or unlock economic growth within the Emakhazeni Local Municipality's area of jurisdiction.

Notably, each theme proposes specific pioneering projects, supporting options and existing government programmes with which to address key provincial priorities identified in the PGDS:

1. Good Governance
2. Economic growth and development
3. Job creation
4. Spatial planning
5. Poverty Reduction and Alleviation
6. Environmental Sustainability

Strategic Objectives

- To ensure sustainable rural and urban planning in order to meet the needs of the community

Strategies

- To ensure sustainable rural and urban planning
- To ensure sustainable greenfield developments within ELM area of jurisdiction
- To align municipal planning with spatial development framework
- To promote efficient use of energy in new developments.

Performance Outcomes

- Efficient land use
- Sustainable and Integrated human settlement
- Improve the quality of life

FINAL

CHAPTER 9: PROJECTS AND PROGRAMMES

CAPITAL/ INFRASTRUCTURE PROJECTS

KPA1: SERVICE DELIVERY & INFRASTRUCTURE DEVELOPMENT

KPA 3: SERVICE DELIVERY & INFRASTRUCTURE DEVELOPMENT									
Pro ject ID	Project Name	Region/ Ward	Strategic Objective	Function	Target	Costing (Budget Allocation)			Source Of Funding
						2019/2020	2020/2021	2021/2022	
	Basic Salary and Wage Council General MIG PMU(019/305605)	All Wards	To ensure provision of affordable and sustainable basic services by upgrading existing and providing new infrastructure		PMU Staff	R1 461 750.00			MIG
	Construction/Upgrading of Sakhelwe Road	Ward 4	To ensure provision of affordable and sustainable basic services by upgrading existing and providing new infrastructure		Roads Infrastructure	R6 300 000 – 00			MIG
	WTW Machado Upgrading Pumps	Ward 5&6	To ensure provision of affordable and sustainable basic services by upgrading existing and providing new infrastructure		Potable Water Infrastructure	R1 000 000 – 00			MIG
	Completion of Madala WWTW Pump Station	Ward 8	To ensure provision of affordable and sustainable basic services by upgrading existing and providing new infrastructure		Sanitation Infrastructure	R1 200 000 – 00			MIG
	Provision of Water and Sanitation Reticulation Ext. 4 Emthonjeni	Ward 5 & 6	To ensure provision of affordable and sustainable basic services by upgrading existing and providing new infrastructure		Water and Sanitation Infrastructure	R2 500 000 – 00			MIG
	Sakhelwe Provision of Water and Sanitation Reticulation Infrastructure	Ward 4	To ensure provision of affordable and sustainable basic services by upgrading existing and providing new infrastructure		Water and Sanitation Infrastructure	R2 500 000 – 00			MIG
	Upgrading of Siyathuthuka Sports Field	Ward 3	To ensure provision of affordable and sustainable basic services by upgrading existing and providing new infrastructure		Sports and Culture	10 450 000–00			MIG

	Refurbishment of WTW and replacement of AC pipelines in Waterval Boven	Ward 7	To ensure provision of affordable and sustainable basic services by upgrading existing and providing new infrastructure		Water Upgrade	R18 000 000 – 00			WSIG
	Install Distribution Network: Emgwenya	Extension 7	To ensure provision of affordable and sustainable basic services by upgrading existing and providing new infrastructure		Water Upgrade	R10 000 000-00			WSIG
	Upgrade Emthonjeni WTW 3 Megalitres	Ward 5, 6	To ensure provision of affordable and sustainable basic services by upgrading existing and providing new infrastructure		Water Upgrade	R17 000 000-00			WSIG
	Electrification of Extension 6&8 Siyathuthuka	Ward 1	To ensure provision of affordable and sustainable basic services by upgrading existing and providing new infrastructure		Electrification	R500 000 – 00			INEP
	Installation of Solar High Mast Lights	All Wards	To ensure provision of affordable and sustainable basic services by upgrading existing and providing new infrastructure		Electricity	R3 000 000 – 00			INEP
	Installation and commissioning of a new 132/11kv 22	All Wards	To ensure provision of affordable and sustainable basic services by upgrading existing and providing new infrastructure	Energy Source	Installed 132/11kv 22 MVA substation	R7 000 000 – 00			INEP
	Water depot stations	Wards 1,2,4 & 6	To ensure provision of affordable and sustainable basic services by upgrading existing and providing new infrastructure		2x water depot stations		-	-	
	Installation of Sewer gravitational line in Madala	Ward 8	To ensure provision of affordable and sustainable basic services by upgrading existing and providing new infrastructure	Waste Water Management	1x Installation of sewer gravitational line			-	
FMR 03	Installation of Water & Sanitation Sakhelwe Ext 2 Phase 5	All wards	To ensure provision of affordable and sustainable basic services by upgrading existing and providing new infrastructure	Waste Water Management	1x Installation of water & sewer line		-	-	
FMR 04	Paving of road in Emakhazeni	All wards	To ensure provision of affordable and sustainable basic services by upgrading existing and providing new infrastructure	Road Transport	1x disposal site rehabilitated		-	-	

FMR 05	Rehabilitation of waste disposal site in Emakhazeni: Ground & Layer		To ensure provision of affordable and sustainable basic services by upgrading existing and providing new infrastructure	Waste Management	1x Rehabilitated waste disposal site	R5 500 000 – 00		-	MIG
FMR 06	Water and Sanitation Madala	Ward 8	To ensure provision of affordable and sustainable basic services by upgrading existing and providing new infrastructure	Water Management	Water and Sanitation Infrastructure		-	-	WSIG
FMR 07	Refurbishment of Belfast WTW phase 02	Ward 8	To ensure provision of affordable and sustainable basic services by upgrading existing and providing new infrastructure	Water Management	1 Refurbished Belfast WTW		-	-	WSIG
FMR 08	Electrification of Houses: Extension 7 Siyathuthuka	Ward 3	To ensure provision of affordable and sustainable basic services by upgrading existing and providing new infrastructure	Electricity	Electricity Reticulation		R1 000 000 – 00		INEP
	Electrification of Houses: Gugulethu	Ward 7	To ensure provision of affordable and sustainable basic services by upgrading existing and providing new	Electricity	Electricity Reticulation		R2 000 000 – 00		INEP
	Electrification, water and Houses: Extension 2 Sakhelwe (Shushumela)	Ward 4	To ensure provision of affordable and sustainable basic services by upgrading existing and providing new infrastructure	Electricity	Electricity Reticulation		R3 000 000 – 00		INEP
	Electrification of Madala (Emthonjeni)	Ward 5 & 6	To ensure provision of affordable and sustainable basic services by upgrading existing and providing new infrastructure	Electricity	Electricity Reticulation		R 1 000 000 – 00		INEP
	Madala Road (Emakhazeni)	Ward 8	To ensure provision of affordable and sustainable basic services by upgrading existing and providing new infrastructure	Roads	Roads Infrastructure		R6 000 000 – 00		MIG
	Community Hall: Madala (Emakhazeni)	Ward 8	To ensure provision of affordable and sustainable basic services by upgrading existing and providing new infrastructure	Built Infrastructure	Community Hall		R6 000 000 – 00		MIG

	Alternative Residential Land (Engwenya)	Ward 8	To ensure provision of affordable and sustainable basic services by upgrading existing and providing new infrastructure	Land Provision	Housing		R2 000 000 – 00		MIG
	Water and Sanitation: Extension 5 Emthonjeni	Ward 5 & 6	To ensure provision of affordable and sustainable basic services by upgrading existing and providing new infrastructure	Water & Sanitation	Water & Sanitation		R6 000 000 – 00		MIG
	Water and Sanitation: Extension 12 Siyathuthuka	Ward 1	To ensure provision of affordable and sustainable basic services by upgrading existing and providing new infrastructure	Water & Sanitation	Water & Sanitation		R5 000 000 – 00		MIG
	Water and Sanitation (Grootsuikerboschkop Farm)	Ward 2	To ensure provision of affordable and sustainable basic services by upgrading existing and providing new infrastructure	Water & Sanitation	Water & Sanitation		7 000 000 – 00		NDM
	Community Hall: Ward 2 Farms	Ward 2	To ensure provision of affordable and sustainable basic services by upgrading existing and providing new infrastructure	Built Infrastructure	Community Hall		R6 000 000 – 00		DHS
	RDP Houses for All Land Reform Beneficiaries	All Rural Wards	To ensure provision of affordable and sustainable basic services by upgrading existing and providing new infrastructure	Housing	Low-Cost Housing		30 000 000 – 00		DHS
	Reconstruction of Funda Community Hall	Ward 8	To ensure provision of affordable and sustainable basic services by upgrading existing and providing new infrastructure	Hall	Community Hall		R6 000 000 – 00		NDM

ANCHOR PROJECTS

KPA 2: LOCAL ECONOMIC DEVELOPMENT PROGRAMME: LOCAL ECONOMIC DEVELOPMENT

KPA 2: LOCAL ECONOMIC DEVELOPMENT									
Project ID	Project Name	Region/ Ward	Strategic Objective	Function	Target	Costing (Budget Allocation)		Source Of Funding	
						2019/2020	2020/2021	2021/2022	
ACR1	High Altitude Training Centre	Ward 2	To promote social and economic development	Other	International Sports	-	-	-	Dept Sports, Arts and Recreation
ACR2	Construction of eMakhazeni Mall	Ward 8	To promote social and economic development	Other	New Mall	R150 000 000 – 00	-	-	Malngeni Family Trust
ACR3	Belfast Implementation Project	Ward 8	To promote social and economic development	Other	Job Creation				Exxaro Mine
ACR4	Establishment of a Milk Processing Factory	Ward 8	To promote social and economic development	Other	Local Economy				SLP
ACR5	Resuscitation of Elandskraans Resort & Cable Car	Ward 7	To promote social and economic development	Other	1x resuscitated Elandskraans Resort & Cable Car	-	-	-	PPP

OPERATIONAL PROJECTS

KPA 2: LOCAL ECONOMIC DEVELOPMENT PROGRAMME: LOCAL ECONOMIC DEVELOPMENT

KPA 2: LOCAL ECONOMIC DEVELOPMENT									
Project ID	Project Name	Region/ Ward	Strategic Objective	Function	Target	Costing (Budget Allocation)		Source Of Funding	
						2019/2020	2020/2021	2021/2022	
LED08	LED Forum	All wards	To promote social and economic development	Other	4 LED Forum meetings	R11.585	R12.302.50	R12 500 – 00	ELM
LED9	Establishment of Bakeries	Ward 5, 6, 7 & 8	To promote social and economic development	Other	Emthonjeni, Emgwenya & Emakhazeni Bakery	R1 750 000 - 00	R1 000 000	R2 000 000 – 00	ELM
LED10	Establishment of brick Plant	Ward 3	To promote social and economic development	Other	Siyathuthuka	R1 000 000-00	R1 500 000 – 00	R2 000 000 – 00	ELM

LED011	Business Development Training	All wards	To promote social and economic development	Other	2 Business Development Training	R5460.00	R5790.00	R6 000 – 00	ELM
LED12	Review of LED strategy	All wards	To promote social and economic development	Other	1x review of the LED Strategy	R200.000	R0	R0	Exxaro
LED13	Feasibility study for the establishment of Tyre Manufacturing Factory	Ward 8	To promote social and economic development	Other	1x Tyre Manufacturing Factory	R0	R0	R0	Exxaro
LED14	CWP/EPWP lrc meeting	All wards	To promote social and economic development	Other	4 X CWP/EPWP LRC MEETING	R20 000	R30 000	R35 000	Depart of Public Works Roads & Transport
LED15	Review of epwp policy	All wards	To promote social and economic development	Other	1 X EPWP POLICY	R0.00	R0.00	R0.00	ELM
LED16	Job creation	All wards	To promote social and economic development	Other	100 x jobs created	R2 000 000	R3 000 000	R3 500 000	Depart of Public Works Roads & Transport
LED17	EPWP training	All wards	To promote social and economic development	Other	02 x EPWP Training	R15 000	R20 000	R25 000	Dept of Public Works Roads & Transport
LED 18	Resuscitation of Elandskraans Resort & Cable Car	Ward 7	To promote social and economic development	Other	1x resuscitated Elandskraans Resort & Cable Car	-	-	-	PPP

KPA 3: FINANCIAL MANAGEMENT AND REPORTING

KPA 3: FINANCIAL MANAGEMENT & REPORTING									
Project ID	Project Name	Region/ Ward	Strategic Objective	Function	Target	Costing (Budget Allocation)			Source Of Funding
						2019/2020	2020/2021	2021/2022	
FMR 01	Updating fixed asset register.	All wards	To ensure sound and sustainable financial management	Finance and Administration	1 Asset register that comply with requirements of GRAP	R1,423,000	R1,634,000	R1 718 968	ELM
FMR 02	Compilation of annual financial statements	All wards	To ensure sound and sustainable financial management	Finance and Administration	12 Section 71 reports 4 quarterly report 1 Section 72 report	R	R	R	ELM
					Interim financial statement 1 set of credible Annual financial Statement				
FMR 03	Implementation of the new valuation roll Servicing virgin land and selling of stands	All wards	To ensure sound and sustainable financial management	Finance and Administration	New Valuation with all ratable properties	R 500,000	R 5,000,000	R5 260 000	ELM
FMR 04	Sale of prepaid electricity & prepaid water	All wards	To ensure sound and sustainable financial management	Finance and Administration	Daily and monthly sales of water & electricity	R 445,200	R 471,912	R496 451	ELM
FMR 05	Cash in Transit Banking	All wards	To ensure sound and sustainable financial management	Finance and Administration	Safeguarding municipal assets	R 381,600	R 404,496.00	R425 529	ELM
FMR 06	Provision of financial system	All wards	To ensure sound and sustainable financial management	Finance and Administration	Implementation of an efficient billing system and financial reporting	R 1,251,940.56	R 1,327,056	R1 396 063	ELM
FMR 07	Printing, supply & delivery of municipal accounts	All wards	To ensure sound and sustainable financial management	Finance and Administration	Timeously delivery of municipal accounts	R 508,800	R 539,328	R567 373	ELM

					Interim financial statement 1 set of credible Annual financial Statement				
FMR 03	Implementation of the new valuation roll Servicing virgin land and selling of stands	All wards	To ensure sound and sustainable financial management	Finance and Administration	New Valuation with all ratable properties	R 500,000	R 5,000,000	R5 260 000	ELM
FMR 04	Sale of prepaid electricity & prepaid water	All wards	To ensure sound and sustainable financial management	Finance and Administration	Daily and monthly sales of water & electricity	R 445,200	R 471,912	R496 451	ELM
FMR 05	Cash in Transit Banking	All wards	To ensure sound and sustainable financial management	Finance and Administration	Safeguarding municipal assets	R 381,600	R 404,496	R425529	ELM
FMR 06	Provision of financial system	All wards	To ensure sound and sustainable financial management	Finance and Administration	Implementation of an efficient billing system and financial reporting	R 1,251,940.56	R 1,327,056.99	R1 396 062	ELM
FMR 07	Printing, supply & delivery of municipal accounts	All wards	To ensure sound and sustainable financial management	Finance and Administration	Timeously delivery of municipal accounts	R 508,800	R 539,328	R567 373	ELM

KPA 4: GOOD GOVERNANCE & PUBLIC PARTICIPATION

PROGRAMME: TRANSVERSAL UNIT

KPA 4: GOOD GOVERNANCE AND PUBLIC PARTICIPATION									
Project ID	Project Name	Region/ Ward	Strategic Objective	Function	Target	Costing (Budget Allocation)			Source Of Funding
						2019/2020	2020/2021	2021/2022	
03 TV	Coordinating Mandela Month Activities	Elderly, children and PWD	To facilitate and coordinate special programmes for the elderly, disabled, social values, HIV/AIDS and related	Transversal	08 X wards to benefit	R15 810	R16 679	R17 546	Internal and social partners
06 TV	Organise the annual Moral regeneration Event	Community members/All wards	To facilitate and coordinate special programmes for the elderly, disabled, social values,	Transversal	01 MRE per annum	R15 810	R16 679	R17 546	Internal and social partners
07 TV	Co-ordinate the Sitting of Local Aids Council	Emakhazeni LM	To facilitate and coordinate special programmes for the elderly, disabled, social values, HIV/AIDS and related	Transversal	1 sitting per quarter	R5 375	R5 671	R5 965	Internal
11 TV	Facilitating the sitting of disability forums/ meetings	PWD in Emakhazeni	To facilitate and coordinate special programmes for the elderly, disabled, social values,	Transversal	04 X per annum	R16 126	R17 013	R17897	Internal
WOMEN & MEN'S PROGRAMMES									
13 TV	Co-ordinate Road shows to promote women's rights	Women of Emakhazeni	To facilitate and coordinate special programmes for the elderly, disabled, social values, HIV/AIDS and related diseases	Transversal	4 X per annum	R13 899	R14 621	R15 381	Internal

PROGRAMME: RISK

KPA 4: GOOD GOVERNANCE AND PUBLIC PARTICIPATION									
Project ID	Project Name	Region/ Ward	Strategic Objective	Function	Target	Costing (Budget Allocation)			Source Of Funding
						2019/2020	2020/2021	2021/2022	
RMU 01	Risk Assessments Workshop	All wards	To add value to the operations of the municipality in relation to internal control, risk management and governance processes	Risk Management	5 Risk management workshops	R24000	R28000	R29 500	ELM
RMU 02	Purchasing of Office Furniture	Ward 8	To add value to the operations of the municipality in relation to internal control, risk management and governance processes	Risk Management	Office furniture	R 15 000	R0	R0	ELM
RMU 03	Purchasing of computer and printing equipment	Ward 8	To add value to the operations of the municipality in relation to internal control, risk management and governance processes	Risk Management	1 PC & Printer	R8000	R0	R0	ELM
RMU 04	IRMSA Training: Risk Appetite and Tolerance Training	All wards	To add value to the operations of the municipality in relation to internal control, risk management and governance processes	Risk Management	Risk Appetite and Tolerance Training	R10000	R0	R0	ELM

PROGRAMME: PUBLIC PARTICIPATION

KPA 4: GOOD GOVERNANCE AND PUBLIC PARTICIPATION									
Project ID	Project Name	Region/ Ward	Strategic Objective	Function	Target	Costing (Budget Allocation)			Source Of Funding
						2019/2020	2020/2021	2021/2022	
PPU 01	Ward Committee Monthly Meetings	Emakhazeni Local Municipality (all wards)	To encourage the involvement of communities and community organisations in the matters of local government	Public Participation	12 Meetings per annum	R 16 000	R 18 000	R 20 000	Internal funding
PPU02	Council Sitting	Emakhazeni Local Municipality (all wards)	To encourage the involvement of communities and community organisations in the matters of local government	Public Participation	6 Council Sitting per annum	-	-	-	-
PPU03	IDP consultative meetings	Emakhazeni Local Municipality (all wards)	To encourage the involvement of communities and community organisations in the matters of local government	Public Participation	Once in the third quarter	R 50 0000	R 60 000	R70 000	Internal funding
PPU04	Budget	Emakhazeni Local Municipality (all wards)	To encourage the involvement of communities and community organisations in the matters of local government	Public Participation	once in the last quarter	R 50 0000	R 60 000	R70 000	Internal funding
PPU05	Dissemination of information to community members and structures	Emakhazeni Local Municipality (all wards)	To encourage the involvement of communities and community organisations in the matters of local government	Public Participation	Once per quarter	R 10000	R 12000	R14000	Internal funding

PPU06	War Room or Ward Base Council of Stakeholders e	Emakhazeni Local Municipality (all wards)	To encourage the involvement of communities and community organisations in the matters of local government	Public Participation	12 per annum	R 25 000	R 30 000	R35 000	Internal funding
PPU07	Community Feedback Mandatory	Emakhazeni Local Municipality (all wards)	To encourage the involvement of communities and community organisations in the matters of local government	Public Participation	Six per annum	R60 000	R70 000	R70 000	Internal funding
PPU08	Mayoral Izimbizo	Emakhazeni Local Municipality (all wards)	To encourage the involvement of communities and community organisations in the matters of local government	Public Participation	Once per Quarter result in four per annum	R 100 000	R 110 000	R 115 000	Internal funding
PPU09	Handing over and Launching of Projects	Emakhazeni Local Municipality (all wards)	To encourage the involvement of communities and community organisations in the matters of local government	Public Participation	Immediately after the completion of the project	R 40 000	R 50 000	R 60 000	Internal funding

KPA 5: INSTITUTIONAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT

PROGRAMME: LEGAL SERVICES

KPA 5: INSTITUTIONAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT										
Project ID	Project Name	Region/ Ward	Strategic Objective	Function	Target	Costing (Budget Allocation)				Source Of Funding
						2019/2020	2020/2021	2021/2022	2022/2023	
ITOD01	Promulgation of By- Laws	All Wards	To ensure adherence with legislation and implementation of systems that will result in service excellence	Legal Services	3 By- Laws promulgated	R450 000	R 250 000	R 250 000	R 250 000	MSIG/NDM
ITOD 02	Renewal of Subscription fees and purchase of books and Ordinances	Administration				R 650 000	R 700 000	R 750 000	R 750 000	Internal Funds
ITOD 03	Litigations and Legal Cases	All Wards				R 4 000 000	R 4 500 000	R 5 000 000	R 5 500 000	Equitable Share

PROGRAMME: LABOUR RELATIONS AND COMPLIANCE

KPA 5: INSTITUTIONAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT										
Project ID	Project Name	Region/ Ward	Strategic Objective	Function	Target	Costing (Budget Allocation)				Source Of Funding
						2019/2020	2020/2021	2021/2022	2022/2023	
ITOD 04	Employee Assistance	Administration	To ensure adherence with legislation and implementation of systems that will result in service excellence	Occupational Health and Safety	4 X Medical checkups and	R 100 000	R 110 000	R 120 000	R 130 000	ELM
ITOD 05	Procurement of First Aid				10 x First Aid Kit	R 50 000	R 60 000	R80 000	R90 000	ELM
ITOD 06	Training Programme for	All Wards		Skills Development	15 Beneficiaries	R 1 million	R 1 million	R 1 million	R 1 million	ELM
ITOD 07	LGSETA Internship				20 beneficiaries	R 842 000	R 1 060 000	R 1 116 000	R 1 174 000	LGSETA

PROGRAMME: HUMAN RESOURCES MANAGEMENT AND ADMINISTRATION

KPA 5: INSTITUTIONAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT										
Project ID	Project Name	Region/ Ward	Strategic Objective	Function	Target	Costing (Budget Allocation)				Source Of Funding
						2019/2020	2020/2021	2021/2022	2022/2023	
ITOD 08	Advertising Costs(Recruitment)	All Wards	To ensure adherence with legislation and implementation of systems that will result in service excellence	Human Resources Management	4 x budgeted vacant positions to	R 180 000	R 200 000	R 230 000	R 250 000	ELM
ITOD 09	Purchasing of New Vehicles	All Wards		Support Services	1 x Vehicle for delivery of Council	R 250 000	R 280 000	R300 000	R300 000	ELM
ITOD 10	Rental and Consumption: Photocopy Machines			Rental Fee and consump	R1 million R 478 800.00	- R 480 000	- R 500 000	- R 520 000	ELM	
ITOD 11	Purchasing of Office	Administration		Administration		R 55 000	R 65 000	R70 000	R75 000	ELM

PROGRAMME: INFORMATION COMMUNICATION TECHNOLOGY

KPA 4: GOOD GOVERNANCE AND PUBLIC PARTICIPATION										
Project ID	Project Name	Region/ Ward	Strategic Objective	Function	Target	Costing (Budget Allocation)				Source Of Funding
						2019/2020	2020/2021	2021/2022	2022/2023	
ICT 01	Provision of Internet and Email Services	Administration	To encourage and ensure co-operative governance	Information Communication Technology	Ongoing	R233,962.41	R245,660.00	R257,944.00		Internal Budget
ICT 02	ICT Support Program	All Wards			Annual	R 42 564.00	R60,000.00	R75,000.00	R 80 000	MSIG
ICT 03	Provision of Computer Data Line	Administration			Ongoing	R 805 272.00	R900.000.00	R 1 million	R 1 million	Internal Budget
ICT 04	Internal Cap: Computer	All Units			31 st December 2019	R 500 000.00	R 520 000.00	R 530 000.00	R 550 000.00	MSIG
ICT 05	Administration telephone	All Units			Annual	R 1 087 452	R 1 900 000	R 1 900 000	R 1 900 000	

9.1 SECTOR DEPARTMENT / DISTRICT PROJECTS.

Sector Department Plans as outlined by the Provincial sector departments in the Municipal IDP Representatives Forum held on the 15th of May 2019

Project Name	NKANGALA DISTRICT MUNICIPALITY			
	Budget Allocation			
	2018/2019	2019/2020	2020/2021	2021/2022
Aids Day: HCT and VMMC campaign	111 000	117 977	120 000	120 000
Assistance to local municipalities – Capacity Building Blue and Green drop assistance		333 333	200 000	-
Assistance to local municipalities – Capacity Building: Co-sourced Internal Audit Support	430 281	430 000	430 281	640 000
Assistance to local municipalities – (Software and Application Support):ELM SCM/ Debtors Verification	408 000	471 912	495 508	522 265
Disaster Management – Awareness Campaigns	41 667	60 000	80 000	88 000
Disaster Management : Emergency Open Day Needs		400 000	-	-
Distribution: Installation of Water Reticulation in Gugulethu	6 425 489	-	-	-
Distribution: Water Installation at Empumelelweni	1 500 00	3 021 489	-	-
Environmental Health: Education and Awareness Campaigns	45 000	45 000	60 000	70 000
Feasibility Studies: Road between Machadodorp and Emgwenya	600 000	1 500 000	-	-
Inter Governmental Relations(IGR): Programme – Moral Regeneration	80 000	75 000	80 000	85 000
Project Implementation: Containerized Business Hub		-	-	2 000 000
Reticulation: Installation of Sanitation Reticulation in Empumelelweni Emthonjeni	1 500 000	6 500 000	-	-
Reticulation: Installation of sanitation reticulation in Gugulethu	7 262 000	-		-

Spatial Planning: Extension of existing cemeteries: Belfast, Siyathuthuka Emgwenya	800 000	1 000 000	1 200 000	-
Spatial Planning: Land Surveying Emakhazeni	400 000	-	445 210	-
Spatial Planning: Opening of Township Register Emakhazeni	650 000	685 750	-	-
Spatial Planning: Review of Land Use Scheme Emakhazeni	71 100	-	-	-
Transport Assets: Light Delivery Vehicle	1 520 000	-	-	-
Transport Assets: Medium Rescue Pumper Emakhazeni		4 500 000	-	-
Transport Assets: Refuse Removal Truck	2 600 000	-	2 800 000	-
Transport Assets: Tractor-Loader-Backhoe TLB	2 200 000	-	-	-

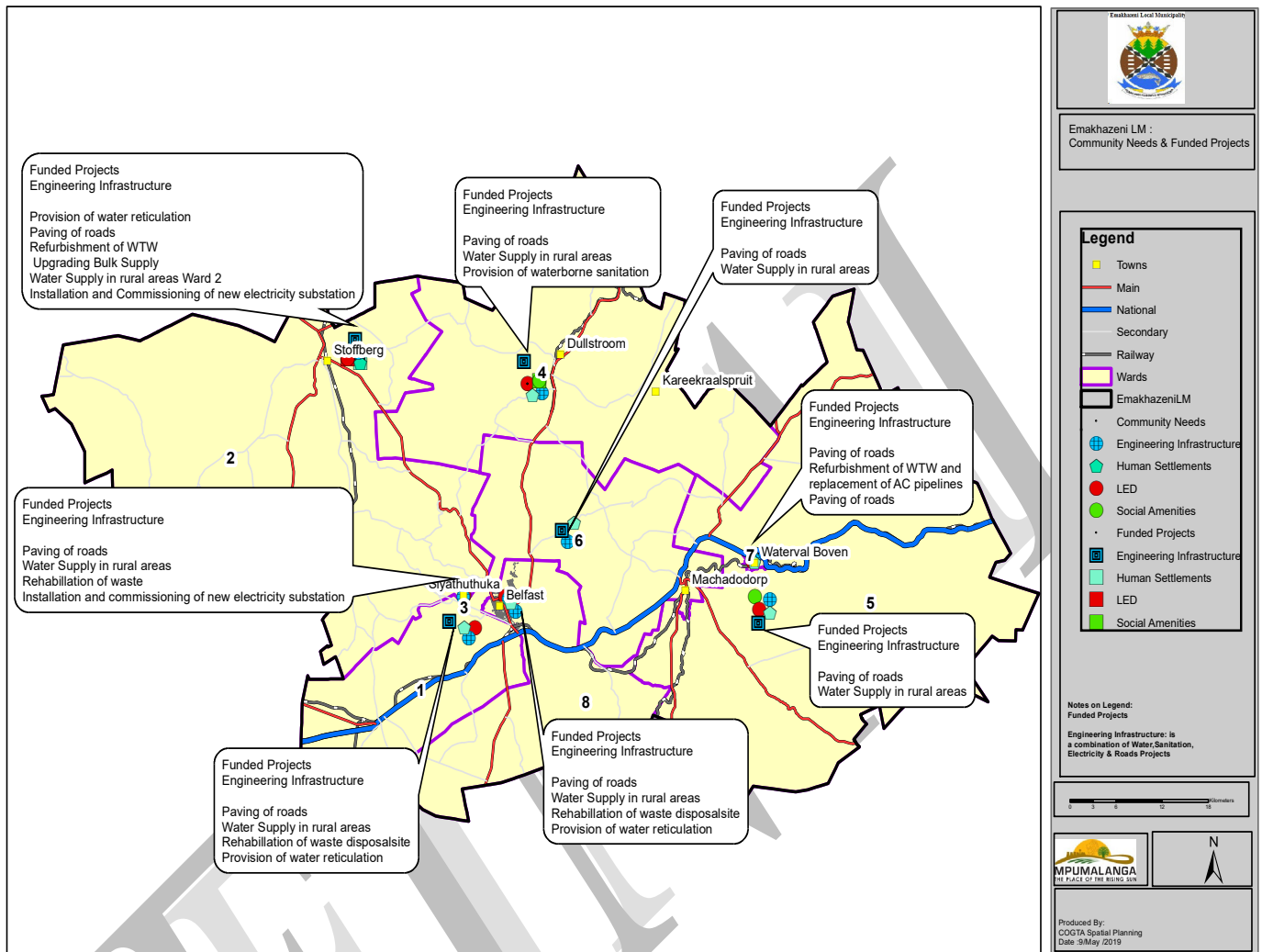
SECTOR DEPARTMENTS PROJECTS					
DARDLEA					
Project Name	Project Description	Location	Budget		
Fortune 40 Youth Incubator Programme	Rehabilitation of 15 farms for incubation of young farmer cooperatives	Emakhazeni	R12 000 000 (Whole province)		
DEPARTMENT OF CULTURE, SPORTS & RECREATION					
High Altitude Training Centre	Athletes, Coaches, technical officials, administrators, managers and communities	Ward 3	R 27 692		
Emgwenya (Waterval Boven)	Renovation of the Mass Grave	Ward 7	Maintenance Budget		
5 Public Libraries	libraries supported with resources, marketing, internet	Ward 3, 4, 6, 7 & 8			
Municipal Hubs and Clubs	Provision of Sport equipment/Attire	All wards			
COMMUNITY SAFETY, SECURITY & LIAISON					
Monitoring of Police Stations on Policy Compliance	Monitoring of 4 Police Stations	Ward 4, 5, 7 & 8	Operational		
Audits on the Implementation of Domestic Violence Act	4 Police Stations Audited	Ward 4, 5, 7 & 8	Operational		
Recruit, Monitor & Support Tourism	Monitor & Support Tourism	Ward 4 & 7	R 612 864		
Monitor & Support Community	Monitor & Support	Ward 6, 7 & 8	R200 000		
Monitor the functionality of Community Safety Forum (Resource community Police	Monitor the functionality of Community Safety Forum (Resource	Ward 4 & 6	R50 000		
Paralegal workshop	Paralegal workshop	Farming areas around	-		
Transport Regulation	Safety Engineering, Traffic law enforcement, Road Safety Education, Traffic administration	All Wards	Operational		
HUMAN SETTLEMENT					
		2019/20	2020/21	2021/22	
Informal Settlements	Construction of 240 housing units (KJM)	Ward 4 & 8	11 947 700	15 532 580	0.00
Informal Settlements	Construction of 470 housing units (Agisanang)	Ward 5 & 6	22 189 400	22 189 400	7 766 290
IRDP Phase 2	Construction of 104 Housing units (Tauris Garden)	Siyathuthuka Extension 8	11 538 488	0,00	0,00
IRDP Phase 2	Construction of 245 housing uits (Bongela Developments)	Siyathuthuka Extension 8	3 215 389	11 099 800	16 439 183
IRDP Phase 1	Madala Servicing of Sites (350)	Ward 8	16 094 750	0,00	0,00

DEPARTMENT OF RURAL DEVELOPMENT & LAND REFORM			
Land Acquisition of De Roodekop 350 JS for	Portion 0 (Remaining Extent) of De Roodekop 350 JS Farm	Ward	306.8712 Ha
Land Acquisition of Waaikraal farm for securing tenure rights	Portion 27 of the farm Waaikraal	Ward	29.9981Ha
Land Acquisition of Woestallen 477 JS for securing tenure rights	Portion 27 (A Portion of Portion 9) of the farm Woestallen 477 JS	Ward 1	1.0000Ha
Land Acquisition of Elandshoek farm for	Portion 3 of the farm Elandshoek 284 JS	Ward	513.9167Ha
Land Acquisition of Pardeplaats farm for securing tenure rights	Portion 29, 34, 35, 36 (remaining extend) & 40 of the farm Paarderplaats 380 JT	Ward 1	475.7743Ha
Land Acquisition of Zwartkoppies farm for	Portion 17 of the farm Zwartkoppies 316 JT	Ward 5	21.6274Ha
Land Acquisition of Kliprevier farm for securing	Portion 7 of the farm Kliprevier 73 JT	Ward	12.0000Ha
Disposal of stateland to farm dwellers and labour tenants	Portion 0 (Remaining Extent) of the farm De Roodekop 350 JS	Ward 2	306.8712
Disposal of stateland to farm dwellers and labour tenants	Portion 2 of the farm De Suikerboschkop 361 JS	Ward 2	605.3526
Disposal of stateland to farm dwellers and labour tenants	Portion 0 of the farm Paardeplaats No 978 JT	Ward 1	256.5307
Disposal of stateland to farm dwellers and labour tenants	Portion 7 of the farm Bloemfontein 399 JT	Ward 6	233.6105
Disposal of stateland to farm dwellers and labour tenants	Portion 0 of the farm Forelwater 410 JT	Ward	132.3359
Disposal of stateland to farm dwellers and labour tenants	Portion 2(Remaining Extent) of the farm De Suikerboschkop 361 JS,	Ward 2	411.6467Ha
Donation of land by Private companies to the farm dwellers and labour tenants	Portion 12 of Leubank 427 JS Remainder of the farm Paardeplaats 425 Js Remainder of portion 13 of Zooekop 426J	Ward 1	Exxaro Donated Land
Donation of land by Private companies to the farm dwellers and labour tenants	Portion 3 Generaalsdrai 432 JS	Ward 1	243.6348Ha
Rural Infrastructure Development for Rietfontein	Basic infrastructure like Houses , water and sanitation , electricity	Ward 1	R 6 000 000
Land Acquisition through PLAS. Of Onverwacht farm	Portion 3 of the farm Onverwacht 99 JT – 379.921Ha	Ward	R 5 600 000
Land Acquisition through PLAS Of Kaalbooi farm	Portion 10, 11 & 23 of the farm Kaalbooi 368 JT – 718.5001	Ward	R 9 165 000

DEPARTMENT OF RURAL DEVELOPMENT & LAND REFORM			
Land Acquisition through PLAS Of Doornkloof and other farms	Portion 1 of the farm of the farm Hooggenoeg 205 JS, Portion 2 (Remaining Extent) of the farm Hooggenoeg 205 JS, Portion 8 (Remaining Extent) of the farm Kleinfontein 203 JS, Portion 13 (Remaining Extent) of the farm Kleinfontein 203 JS, Portion 0 (Remaining Extent) of the farm Doornkloof 206 JS, Portion 1 of the farm Doornkloof 206 JS, Portion 2 of the farm Doornkloof 206 JS, Portion 5 of the farm Doornkloof 206 JS, Portion 10 of the farm Doornkloof 206 JS, Portion 11 of the farm Doornkloof 206 JS	3513.9196Ha	R49 045 929.53
Land Acquisition through PLAS Of Steynsplaats	Portion 2 and Portion 10 of the farm Steynsplaats 360 JT and Portion 3,5,13 of the farm Hartebeestespruit 361 JT	1513.4934Ha	R 23 005 000
Land Acquisition through PLAS Of Langkloof Farm	Portion 1 and Portion 16 (Remaining Extent) of the farm Langkloof 356 JT	1126.6287Ha	R9 100 000
Land Acquisition through PLAS Of Leeuwkloof farm	Portion 0 (Remaining Extent) of the farm Leeuwkloof 403 JT	331.1868Ha	R 6 250 000
Land Acquisition through PLAS Of Rietvallei farm	Portion 0 of the farm Bospoort 1208 JS, Portion 2 (Remaining Extent) of the farm Klipfontein 385 JS & Portion 0 of the farm By Rietvalley 384 JS	1250Ha	R30 000 000
Post Settlement support to restitution project of Goedgelegen 393 JT farm – Magedvula Steenbok CPA	post settlement support(tourism) Build Guest house, Mechanisation Acquire games, Acquire games	209.3164Ha	R 17 307 167.05
Post Settlement support to restitution project of Zevenfontein 388 JT farm – Khobongo Nongoboze CPA	Post Settlement piggery project	400.842Ha	R 11 418 325
Post Settlement support to restitution project of Bloemfontein 399 JT farm – Shonanyawo CPA	Post settlement Support Mechanisation, Electricity Infrastructure Development Irrigation system Planting pasture 111 cattle ,5 bulls ,57 Boer goat	868.1320Ha	R 11 285 751.02
Post Settlement support to restitution project of Mooiplaats 147 JT farm – Madzindza CPA	195 HACTARES MAIZE Infrastructure Development Mechanisation Operational Cost	514.4859Ha	R 8 840 336.10

Mapping of priority and IDP Projects

The diagram below depicts the mapping of the priority and integrated development plan projects of the municipality in line with the prioritized projects.



CHAPTER 10: CHAPTER 10: MULTI-YEAR FINANCIAL PLAN

The 2019 - 22 Multi-year Financial Plan is contained under a separate cover due to the voluminous nature of the document.

Below is the summary of the expenditure budget.

Summary of Expenditure Budget

MP314 Emakhazeni - Table A4 Budgeted Financial Performance (revenue and expenditure)

Description	Ref	2015/16	2016/17	2017/18	Current Year 2018/19				2019/20 Medium Term Revenue & Expenditure Framework		
R thousand	1	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre- audit outcome	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
Expenditure By Type											
Employee related costs	-	69 180	87 617	88 519	97 841	97 841	97 841	97 841	106 615	113 278	119 169
Remuneration of councillors	2	5 388	5 560	6 128	6 437	6 613	6 613	6 613	8 734	9 205	9 702
Debt impairment		72 197	31 270	-	24 021	32 422	32 422	32 422	37 593	39 623	41 762
Depreciation & asset impairment	3	45 680	43 737	46 913	48 789	48 789	48 789	48 789	49 316	51 880	54 578
Finance charges	2	4 882	5 473	5 427	3 937	3 937	3 937	3 937	4 000	4 216	4 444
Bulk purchases		38 577	47 337	45 365	52 343	52 343	52 343	52 343	52 343	55 065	57 929
Other materials	2	4 752	3 356	5 361	8 085	10 477	10 477	10 477	11 332	11 944	12 589
Contracted services	8	4 180	4 096	5 072	6 321	8 400	8 400	8 400	8 400	8 837	9 296
Transfers and subsidies		-	-	-	-	-	-	-	-	-	-
Other expenditure		32 422	41 487	37 544	39 053	37 241	37 241	37 241	43 081	45 321	47 678
Loss on disposal of PPE	4, 5		1 412	-							
Total Expenditure		277 258	271 344	240 328	286 827	298 063	298 063	298 063	321 413	339 369	357 146

CHAPTER 11: CHAPTER 11: MUNICIPAL SECTORAL PLANS

INTRODUCTION

In terms of the Municipal Systems Act (Act 118 of 2003), the IDP must contain sector development plans. These strategies amongst others include the Spatial Development Framework (SDF), a Disaster Management Plan (DMP), Local Economic Development Strategy, etc. These sector plans clearly shows or indicate alignment between the planned projects and strategies for the short and long term. These sector plans are hereby summarized and are available on the municipal website for further reference.

This chapter will therefore tabulate and discuss the sector plans that have been compiled and adopted by the municipality. The following figure, illustrates the functional relationship between the Sector Plans/ Strategies, the Integrated Development Plan and the Priority Areas. The discussion of the following sector plans will be aimed towards illustrating the understanding of the impact these plans will have on the strategic vision of the Municipality:

11.1 ANNEXURE 1: SPATIAL DEVELOPMENT FRAMEWORK

Section 20 of the Spatial Planning and Land Use Management Act, No 13 of 2016 (SPLUMA) provides that municipal SDFs must be prepared as part of a municipality's IDP in accordance to the provisions of the Local Government: Municipal Systems Act, No 32 of 2000 (MSA).

The content of a municipal SDF is provided for in Section 21 of SPLUMA, 13 of 2016.

A Municipal Planning Tribunal or any other authority required or mandated to make a land development decision in terms of SPLUMA or any other law relating to land development may not make a decision which is inconsistent with a municipal SDF.

A Municipal Planning Tribunal or any other authority mandated to make a land development decision may depart from the provisions of a SDF only if site-specific circumstances justify a departure.

A SDF is a strategic plan and not implementation plan per se, but one will get a fairly good impression whether a municipality values and uses its SDF by assessing the following:

SDF representation in IDP

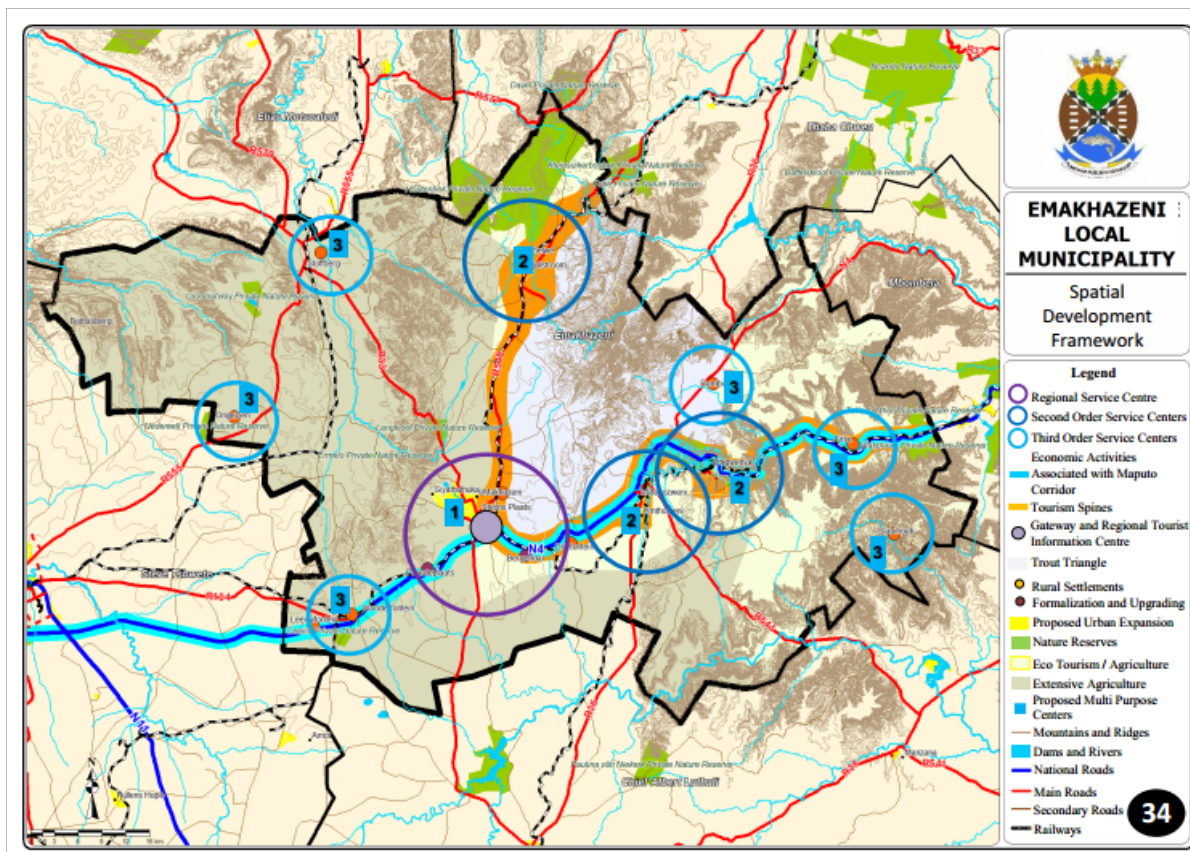
If the SDF is incorporated into the IDP in terms of the key spatial plan of the SDF, the spatial perspective as well as the short term (5 year) spatial priorities

Development versus the SDF

A SDF should be used to guide municipal decision-making in evaluating land development applications (private and public investment), hence development should occur in line with the SDF proposals

SDF versus Expenditure

If the municipality and sector departments (provincial and national) spend their budgets in accordance to the SDF priority areas



The Emakhazeni Local Municipal Spatial Development Framework came into effect in 2015 and will be reviewed in 2020/2021 financial year to spatially express developments within the municipal space. The Municipal SDF is based on a set of Development Principles which are elaborated below.

The municipal SDF is based on 10 Development Principles:

Principle 1: Enhance Nature Conservation, Eco-tourism and Agriculture

- The eastern part of the Emakhazeni area is earmarked for eco-tourism and agricultural uses
- There is a need to achieve a balance between environmental conservation and the pressure for agriculture and tourism development
- The extension of the three nature reserves in the municipality, especially the Verloren Vallei and Dullstroom Reserves, which contain endangered species, should be conserved.

Principle 2: Establish Emakhazeni as a Regional Tourism Gateway

- A regional tourism office is proposed at the turnoff from the N4 freeway into eMakhazeni.
- Improvements should be made to the main road into the town (Vermoten Street).
- Land uses in support of the tourism spine should be promoted along Vermoten Street, the eastern section of Voortrekker Street and Road P81-1, specifically hospitality uses

Principle 3: Brand the central tourism area as the "Trout Triangle"

- The area between eMakhazeni, Dullstroom, Lydenburg, eNtokozweni and Emgwenya was earmarked as the "Trout Triangle".
- This area should be a priority in terms of capital investment spending, upgrading and maintaining basic services such as water, sanitation, electricity and roads.

Principle 4: Strengthen Tourism Spines to Support the Regional Tourism Gateway

- Proposed tourism spines include the N4 Maputo Corridor and Road P81-1 (R540)
- Tourist facilities in the form of tourist accommodation and tourist attractions (e.g. heritage sites) should be supported along these routes

- Tourism uses should promote the character of the area, namely a tranquil, rural area offering vacation/ weekend opportunities for nature-lovers and families.

Principle 5: Establish a Hierarchy of Nodes and Service Centres

The following hierarchy of nodes is proposed in Emakhazeni:

First Order Node: (Regional Service Centre)

- eMakhazeni – Gateway, regional business and service centre, tourism information centre

Second Order Nodes:

- Dullstroom, eNtokozweni and Emgwenya – service centres and tourism nodes.

Third Order Nodes:

- Wonderfontein, Ongezien, Stoffberg, Slaaihoek
- Develop Multi-Purpose Service Delivery Centres at these settlements. These centres should be a one stop service centre for basic services required on a regular basis, such as clinics, satellite municipal offices, post offices etc. These centres should also provide for retail, informal trade, residential uses, and municipal commonage and LED project centres.

Fourth Order Nodes (Rural Service Centres):

- Leeuwfontein, Paardeplaats, Bergendal, Driefontein, Airlie and Bambi
- Land claims were settled in favour of Driefontein and Paardeplaats - upgrading and formalisation of these settlements is priority

Principle 6: Maintain the Regional Movement Network and Enhance Signage

This is a key element to the future economic development of the Emakhazeni area and it is therefore imperative that all roads (national, provincial and local) in the municipal area be continuously maintained:

- N4 freeway which is a sub-continental development corridor;
- P51-2 which is the main link between Middelburg and Burgersfort past Stoffberg;
- Route P81-1 from eMakhazeni, past Dullstroom towards Mashishing and Hoedspruit;
- Route R36 from Machadodorp to Mbombela (Bambi alternative to N4);
- Route R541 to Badplaas and Oshoek Border Post;
- Route R36 between eNtokozweni and Carolina; and
- The route link between eMakhazeni and Carolina

Principle 7: Promote Urban Consolidation and Integration

- The aim of the expansion should be to integrate the former townships of Siyathuthuka, Sakhelwe, Emthonjeni and Emgwenya with the historic towns of Belfast, Dullstroom, Machadodorp and Emgwenya respectively
- The development of Multi-Purpose Service Delivery Centres between these segregated entities could aid in promoting integration.

Principle 8: Formalisation and Upgrading of Rural Settlements

- The rural settlements of Driefontein and Paardeplaats are priority

Principle 9: Promote Extensive Agriculture in Western Rural Areas

- The western part of the Emakhazeni area is reserved for agricultural uses. This is currently prime agricultural land and should be protected as such

Principle 10: Direct Economic Activities towards the Maputo Corridor

- This route presents opportunities for trading in locally produced goods, specifically fresh produce, processed food, locally produced artefacts and hospitality uses
- The towns and settlements adjacent to the corridor should identify specific projects through a Local Economic Development Strategy to make optimal use of the opportunities associated with the corridor
- eMakhazeni and eNtokozweni specifically pose the opportunity of developing industrial areas around the railway infrastructure.

LAND USE MANAGEMENT SCHEMES (LUMS)

To realise the objectives of the SDF, an eligible land use scheme is required to act as a management tool to implement the strategic plans prescribed by the SDF. A land use scheme is a tool used by municipalities to guide and manage development according to the vision, strategies and policies of the IDP and Spatial Development Framework and the interest of the general public to promote economic growth, social cohesion and sustainable development as well as quality of life.

The link between the SDF and land use scheme is generally to ascertain that land uses on the ground are in accordance with the proposals of the SDF.

The Emakhazeni Land Use Management Schemes (LUMS) was developed and approved in 2010. It therefore does not comply with the SPLUMA, 2013. Hence it is under reviewed or developed so that it complies with the SPLUMA, 2013 and to incorporate zoning of newly established townships.

Housing

The Municipal Systems Act (MSA) 32 of 2000 calls for all Municipalities to prepare a Housing Sector Plan and/or a Housing Chapter as a component of the Integrated Development Plans. This is further endorsed by the Housing Act of 1997 which states that Municipalities have to plan for housing development as part of their IDP. The objective Housing Chapter, as the component of the IDP is to promote the creation of the sustainable human settlements. The Housing Chapter aims to outline the needs and demands for housing, to respond to issues underlying provision of housing and make proposals for strategic housing interventions resulting in integrated human settlements.

The Municipal Housing Chapter is a summary of the housing planning undertaken by a municipality. Same as the IDP, it is a 5-year plan which needs to be reviewed annually and this should be done with the review of the IDP. The Housing Chapter is done as part of the IDP process and is a chapter in the IDP of a municipality. The main purpose of the Municipal Housing Chapter is as follows:

- To ensure effective allocation of limited resources, financial and human, to a wide variety of potential development initiatives;
- To provide guidance in prioritising housing projects in order to obtain consensus for the timing and order of their implementation;
- To ensure more integrated development through co-ordinating cross-sector role players to aligning their development interventions in one plan;
- To ensure budget allocations to local and district municipalities as well as provinces are most effectively applied for maximum impact;
- To provide effective linkages between the spatial development framework and the project locations of physical implementation of a range of social, economic, environmental and infrastructure investments;
- To ensure that there is a definite housing focus in the IDP and SDF with clear direction for the future housing delivery across all social and economic categories and locations in the municipality. The scope of the Housing Chapter is not just for those people and developments related to government's subsidised housing programmes;
- To provide the IDP process with adequate information about the housing plan, its choices, priorities, benefits, parameters as well as strategic and operational requirements;
- Ensuring that the contents and process requirements of planning for housing are adequately catered for in the IDP process; and

- To ensure that there is indicative subsidy budgeting and cash flow planning at both the municipal and provincial levels.

The Emakhazeni Housing Chapter/ or Housing Sector Plan was adopted in 2009. It will be reviewed by the Municipality with the aid of the National Department of Human Settlement.

The Emakhazeni Local Municipality Spatial Development Framework was prepared and adopted by council in 2015. It is due for review in the financial year of 2020/2021.

The above presents a summary of the Municipal Spatial Development Framework, due to the voluminous nature of the document, it is contained under a separate cover.

11.2 DISASTER MANAGEMENT PLAN

INTRODUCTION

eMakhazeni Local Municipality re-emphasized its position by stating "eMakhazeni Local Municipality exists to improve the quality of life of its citizen by providing accelerated services and creation of conducive environment for economic growth through good governance, innovation and integrated planning".

The possibility of this desired state to be attained largely depends on how factors such as risk and hazards are adequately dealt with by means of preparedness; response and rehabilitation of affected areas are dealt with.

PURPOSE

The purpose of this Disaster Management Plan is to provide for expression of administrative decisions and operational activities that involve prevention, preparedness, response, recovery and rehabilitation within the municipal area of Emakhazeni.

This plan serves to confirm the arrangements within the Emakhazeni Local Municipality to effectively prevent disasters from occurring and to lessen the impact of those hazards that cannot be avoided.

A DMP (Disaster Management Plan) therefore provides insight as to the municipal position in terms of its response to the legislative requirements which will briefly be discussed. The plans seek to:

Provide a single approach under which disaster management will be dealt with in the municipality.

Highlight the strategic locality of this function internally

Identify the various role players in the functioning of disaster management.

Disasters have a negative impact of cancelling the achievements and strides that the municipality has attained.

THE CONCEPT OF DISASTER MANAGEMENT

Definition

The term disaster management is used extensively in many parts of the world. Therefore, it is firstly necessary to define the concept of "disaster". A disaster is defined as:

"Disaster" means a progressive or sudden, widespread or localized, natural or human caused occurrence which- Causes or threatens to cause-

Death, injury or disease,

Damage to property, infrastructure or the environment; or

Disruption of a community; and

Is of a magnitude that exceeds the ability of those affected to cope using only their own resources

"Disaster management" means a continuous and integrated multi-sectoral, multidisciplinary process of planning, and implementation of measures, aimed at-

Preventing or reducing the risk of disasters;

Mitigating the severity or consequences of disasters;

Emergency preparedness;

A rapid and effective response to disaster ;and

Post-disaster recovery and rehabilitation

- 209 -

"Risk" The combination of the probability of an event and its negative consequences

“Risk assessment” A methodology to determine the nature and extent of risk by analyzing potential hazards and evaluating existing conditions of vulnerability that could pose a potential threat or harm to people, property, livelihoods and the environment on which they depend

LEGISLATIVE REQUIREMENTS

In order for the municipality to respond adequately with issues of disaster management, it is crucial that the operationalizing therefore is confined to the legal parameters.

Legislation places the responsibility of disaster management as a District function however, ELM being the closest to local communities, is not exempted from dealing with disasters.

Legislative framework Any Disaster Management activity has to be attended to in terms of the following legislation and other supporting documentation:

Constitution of South Africa section 41(1) (b)

Disaster Management Act 57 of 2002 and the Disaster Management Amendment Act 16 of 2015

National Disaster Management Framework of 2005, published in terms of the Act.

The Local Government Municipal Systems Act, Act 32 of 2000, as amended.

Provincial Disaster Management Framework.

Nkangala District Disaster Management Framework.

The relevant sections of the Safety at Sports and Recreational Events Act, Act 2 of 2010.

Any Directives that from time to time, may be issued by the Municipality, Province or National Government

INSTITUTIONAL CAPACITY OF DISASTER RISK MANAGEMENT

A committee on disaster (risk) management will be established in Emakhazeni Local Municipality and will have scheduled quarterly meetings which will be distributed annually to all stakeholders. Each Municipal Department will need to send a representative who will participate in that committee.

Primary responsibility for the facilitation and co-ordination of municipal disaster risk management planning and implementation has been assigned to a representative who has also been designated to participate in the municipal inter departmental structures to ensure mainstreaming of disaster risk management in all municipal departmental plans and programs. Emakhazeni Municipality has full participation in the disaster (risk) management aspects of the integrated development planning process and structures.

Departments or entities playing a supportive role in facilitating and co-coordinating disaster risk management planning and implementation for the municipality have been identified and assigned secondary responsibilities.

The municipality has established interaction channels with the head of the center of the district disaster management center. The functioning of the municipal disaster (risk) management center is supported by the municipality.

Disaster (risk) management functional (nodal/focal point) responsibilities have been identified within the municipality. Functional roles and responsibilities for disaster (risk) management have been identified, assigned, are included in the job descriptions of key personnel (please indicate the specific personnel here) and are being applied effectively. This can be verified in the Performance management system of the municipality.

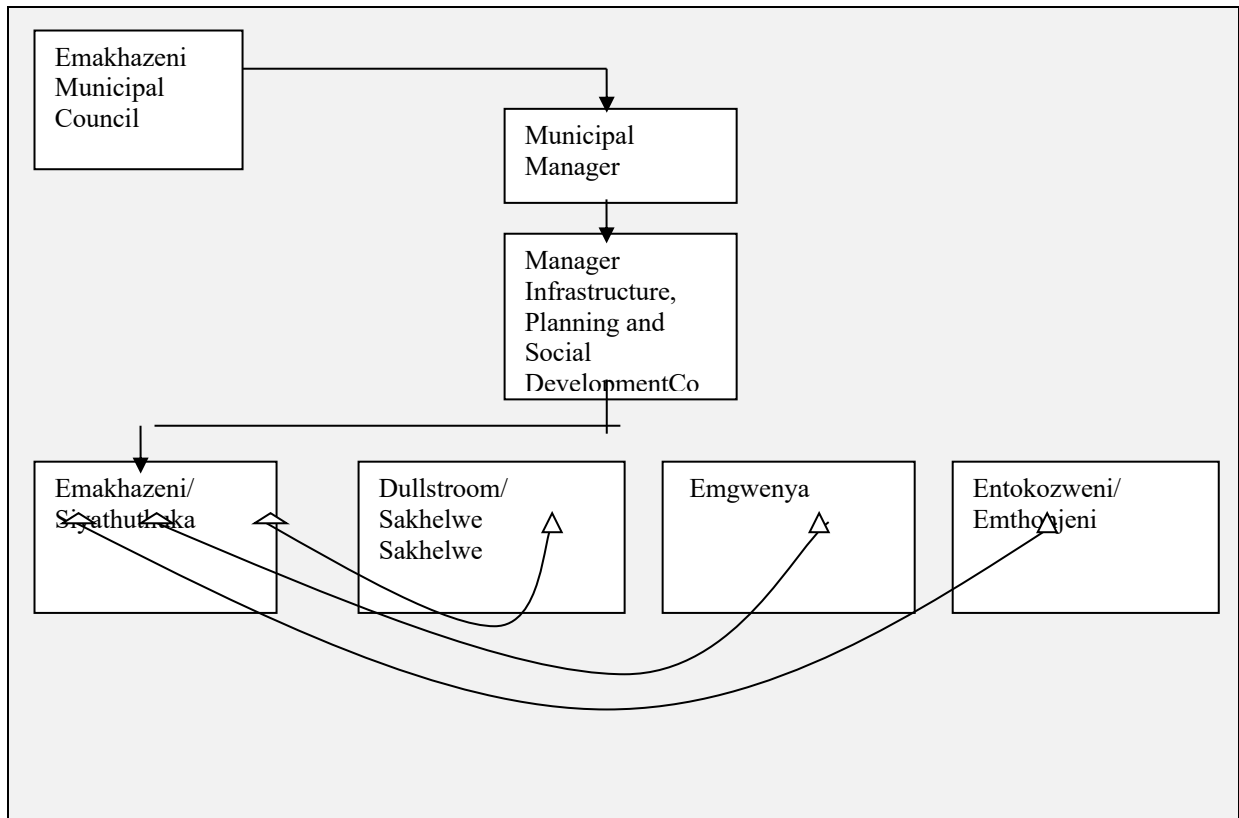
Community / ward disaster (risk) management structures will be established to support the municipality. Ward structures with responsibility for disaster risk management will need to undergo training and be supported by the municipality.

Mechanisms have been identified and implemented by the municipality to ensure Disaster Management co-operation with other departments / municipalities.

Guidelines have been developed by the municipality for entering into partnerships and concluding memoranda of understanding and mutual assistance agreements.

A liaison mechanism will be established for an effective cooperation with neighboring authorities

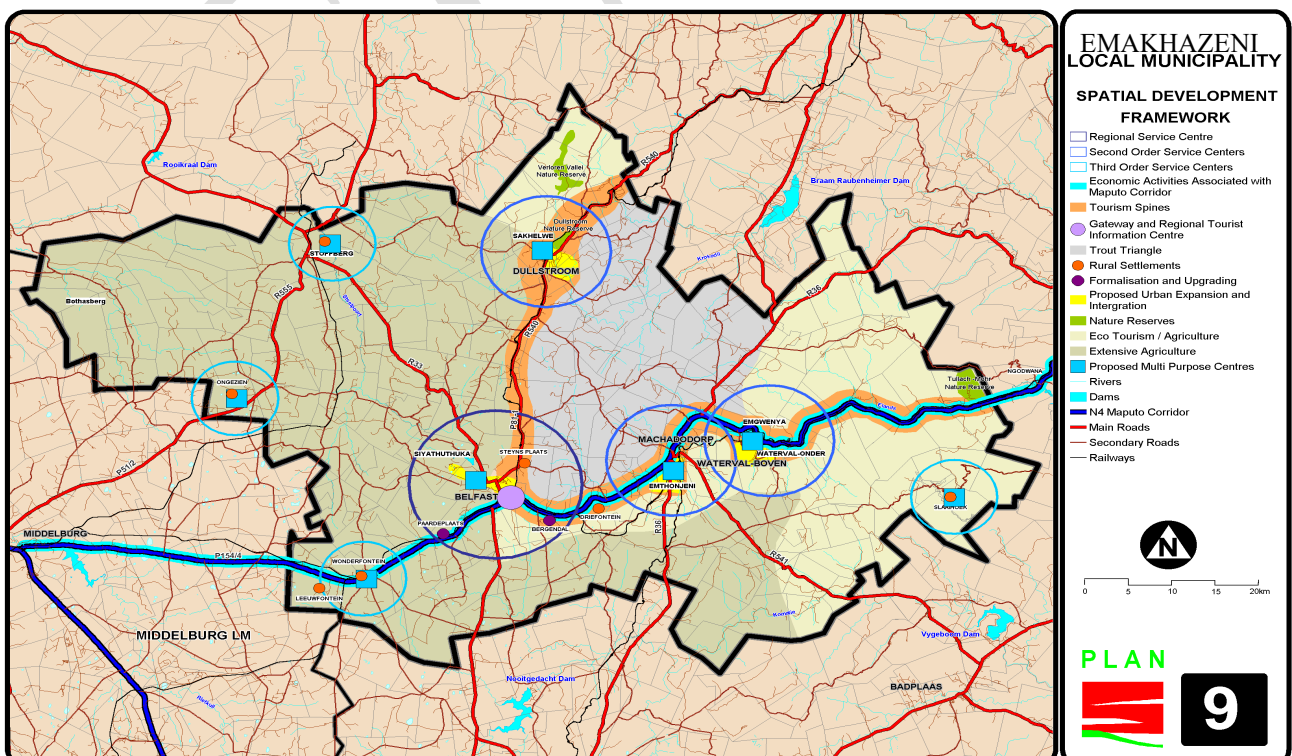
For the purpose of managing disaster, the current institutional arrangements under which Emakhazeni Local Municipality operates is that these operations are located under Community Services Department. The following diagram represents the structure under which these operations are carried forth:



Municipal disaster response structure

Issues relating to the management and operations of Disaster in the Municipality are presently dealt with through the Infrastructure, Planning and Social Development Department. The municipality has an average size room used to store disaster relief material and a Political Leadership together with Senior Management ready to respond to any disaster incident.

The figure below provides the visual representative of the municipal area as well its boundary.



Acquisition of equipments such as computers, software, television, machinery and office furniture

Communication with stakeholders on disaster management enabling systems for communication.
Conducting further research on hazards, risks and vulnerable groups within the Emakhazeni Municipality.

Against this background, the municipality has captured in its single inclusive planning document called the IDP, the following institutional key performances have set these objectives and indicators:

Disaster prevention and mitigation through proper engineering, spatial planning, community awareness, municipal management and conflict resolution

Ensure safe, prompt, effective firefighting and ambulance services.

Formulate a comprehensive plan to co-ordinate all role players.

Increase community access of emergency services.

To establish an effective, safe, prompt and responsive team that will assist in the prevention, mitigation and prompt and responsive team that will assist in the prevention, mitigation and proper management for during disaster.

In order to attain these objectives, the municipality has given priority to the following strategic elements which provides the basis for proper response to the above challenges. These are namely;

Coordinated planning – through a coordinated effort with private stakeholders strengthen the municipality's ability to respond to emergency services especially those that occur adjacent to the N4 by bringing the service closer to the people.

Collaborations – encouraging and participating in collaborations with the organs of the state, private and community stakeholders, the municipal resources will be strengthened. Fostering relations with other municipalities and external role players will ensure the municipality's ability to handle local disasters. Collaborations give effect to the establishment of bodies and or associations that would enhance the management of disasters.

Education and awareness – investing in prevention measures such which will be attained by educating members of the public, the more a municipality empowers its public to be able to equip to be the first to respond on the scene.

Strengthen communications – A large part of disaster management relies on the systems provide for amongst others communications. Communications provides the space and platform for which disaster matters can be taken.

Monitoring and evaluation – investing in processes wherein monitoring and evaluation of municipal response, handling of previous scenes will it be empowered to be able to assess its learning gaps and hence improve in these areas.

DISASTER RISK ASSESSMENT

Whilst all effort of the municipality through the implementation of the IDP, are geared towards disaster prevention or reduction, over the past years, the municipality has increasingly number of disaster risks which exposes the residents to vulnerability.

Disaster Risk Assessment is the first step in the planning an effective risk reduction program. The assessment process examines the likelihood and outcomes of expected disaster events. This is obviously informed by the number of hazards that have occurred in the municipality.

In line with the National Disaster Management Framework (2005), Disaster Risk Assessment is essential for:

- Effective disaster risk management and risk reduction planning
- Sustainable development planning
- Identifying potential threats that can undermine a development's success and sustainability, making it possible for appropriate disaster risk reduction measures to be incorporated into the project design prior to implementation.
- Shaping focused disaster risk reduction programs for specific threats
- Identifying high risk periods and conditions.

It should be out that whilst the municipality faces different types of risks on a daily basis, including but not limited to financial, environmental etc, in the main, this document will restrict itself to the likelihood or harm or loss due to the action of natural, other hazards or external threats on vulnerable structures, areas, communities and households.

4.1 Hazards and Risks identified and prioritized in the Municipality

In order to assess the level of preparedness to addressing and managing disasters, the following hazards/risks have been identified in the municipal area using the formula below:

$$\text{Risk} = \frac{\text{Hazard} \times \text{Vulnerability}}{\text{Manageability} \times \text{capacity}}$$

Risk + Response = Vulnerability

Hazards	Affected area in Wards	Responsible section (s)	Disaster Risk Reduction Projects
Veld Fires	8, 4, 5 & 6	<ul style="list-style-type: none"> • Implementation veld and forest regulation. • Conduct fire awareness campaigns. • Implementation of veld fire management training and awareness campaigns. • Provision of adequate fire hydrant infrastructure in all areas. • Ensure compatibility of veld fire equipment within the Local Municipality and the land owners. • Strengthen relations with the Fire Protection Association as per legislation. • Improve relations with the Working on Fire Group and Komatiland Forestry 	<ul style="list-style-type: none"> • Conduct Fire Break burns at vulnerable areas • Community education and awareness campaigns.
Road accidents	N4 high way	<ul style="list-style-type: none"> • Develop a unified incident management system • Ensure compatibility of rescue vehicles and equipment within Local Municipality. • Improve communications with Local Emergency Services stakeholders • Ensure continuous training and refresher courses relating to rescues. Implementation of (SOP's) Standard Operating Procedures relating to Rescue equipment. • Conduct road safety awareness and training campaigns. 	<ul style="list-style-type: none"> • Speed measurement using advanced technology • Conduct Road safety Roadblocks quarterly and as and during festive seasons and long weekends
Severe storms and strong winds	1,2,8,5 & 6	<ul style="list-style-type: none"> • Effective use of the Land Management scheme • Proper assessment of Building plans 	<ul style="list-style-type: none"> • Budget for Disaster response
Water and Air Pollution	3 & 8	<ul style="list-style-type: none"> • Ensure continuous monitoring of water and air quality within the Local 	<ul style="list-style-type: none"> • Through the Environmental health section, monitor underground water,

		<p>Municipality through the Environmental Health Section.</p> <ul style="list-style-type: none"> • Working together with the Environmental Health Section, ensure that there is no contamination of underground water by mines and the protection of wetlands. • Monitor blasting activities in all the mines in the mining areas 	wetlands, dams and air pollution
Hazardous Material incidents	3,6,7 & 8	<ul style="list-style-type: none"> • Ensure the registration of vehicles transporting hazardous material. • Continuous monitoring of premises handling storage and distribution of hazardous material. • Awareness campaigns and training in the handling storage and distribution of hazardous material. • Ensure competently trained personnel • Strengthen relations with local Mines and inspect magazines on a regular base 	<ul style="list-style-type: none"> • Regular inspections of Hazard vehicles to ensure compliance
Drought	2, 8	<ul style="list-style-type: none"> • Record keeping of the location of bore holes done by Government. • Controlling of dam water supply. • Protect dams from contaminated water • Ensure the implementation of the water Services Infrastructure Grant (WSIG) even in rural areas • Ensure effective early warning arrangements – SA weather Services and PDMC. • Implement education and awareness campaigns on water saving. 	<ul style="list-style-type: none"> • Ensure implementation of the WSIG Projects (Water supply in rural areas) in Wards 1, 2, 5, 8, 6, 4 •
Structural fires (Formal and informal dwellings)	4, 5,6 & 8	<ul style="list-style-type: none"> • Implement education and awareness campaigns. • Provision of adequate fire hydrants and water supplies. • Propose for the appointment of sufficient personnel and procure fire fighting equipment. • Provide access roads to informal and rural areas for speedy response • Create a communication system between community members and Emergency services to speed up response. 	<ul style="list-style-type: none"> • Conduct Fire Awareness campaigns in vulnerable areas. • Informal settlement Management strategy •
Poverty	All wards	<p>Municipal Economic Growth Strategy Local Economic Development Department of Public Works Local Mines</p>	<p>Implement the Municipality's Economic Growth Strategy through the Intervention of the Office of The Executive Mayor</p>

			Investment attraction through the Local Economic Development and the continuous engagements with local Mines Implementation of the Expanded public Works Program (EPWP) Create economic Opportunities in the mining and agricultural sectors
Floods	7	<ul style="list-style-type: none"> • Implementation of flood awareness campaigns. • Adequate provision for maintenance of storm water systems. • Development and implementation of evacuation plans. • Relocation of residents located close to flood line to safer areas. • Ensure adequate response. • Improve working relations with the Planning Section in the Municipality to ensure the implementation of land use regulations. • Ensure early warning arrangements – Communications with the SA weather service and PDMC. 	<ul style="list-style-type: none"> • Construction of Low Cost housing at Gugulethu township and relocation of the community of Entabeni (Emgwenya) to Gugulethu township • Procurement of a Fire and rescue vehicle for Emgwenya area • Invite the SA Weather Service to the Municipal Disaster Management Advisory Forum • Informal settlement Management strategy • Establishment of Sakhelwe Ext. 2 to move people from Shushumela

Response plan

Hazards	Responsible section (S)	Activity
Veld Fires	Fire and Rescue Services	Fire fighting services and assist with rescue
	Municipal and Provincial Traffic	Assist with service component where diversion and provision of access route, Evacuation and relocation is required
	Dept. Of Social Services	Provide/ assist with social services to affected communities (Social relief)
	Dept. Of Agriculture, Forestry and Fisheries	Verify and assist with production inputs and rehabilitation. Verify damages and assist with recovery
	Municipal Disaster Management	
Road accidents	Fire and Rescue Services	Dispatch all Emergency services and assist with rescue measures
	Trac	Assist with scene safety Assist with service component where safety measures and cleaning of the road is required.
	Municipal and Provincial Traffic	Assist with service components where Traffic diversion / management is required and mitigate against secondary accidents.

	Emergency medical Services	Assist with service components where triage, patient treatment and transport to medical facilities are required
	South African Police Service and pathology (Crime scene photographers and detectives)	Assist with specialised services
	Municipal Disaster Management Towing services	Activate local Joint Operations Centre and co – ordinate relevant departments and stake holders and - Liaise with (NDDMC) Nkangala District Disaster Management Centre
Floods, Severe storms, strong winds and structural fires (Formal and informal dwellings)	Fire and rescue services	Assist with service components where search and rescue, evacuation, relocation is required
	Municipal Traffic and Provincial Traffic	Assist with service components where evacuation, relocating and provision of access routes is required
	Municipal finance and Corporate services	Assist with service components in funding and arrangements for the affected Municipal Infrastructure
	Municipal Infrastructure, Planning and Social development	Assist with service components regarding all technical arrangements
	Municipal Disaster management	Activate local Joint Operations Centre monitor and co – ordinate role players / stake holders
	Emergency medical Services	Provide medical assistance where necessary
Water and Air Pollution	Municipal Infrastructure Services	Assist with service components regarding all technical arrangements
	Municipal Disaster Management	Activate local Joint Operations Centre monitor and co – ordinate role players / stake holders.
	Municipal Environmental Health	Assess damage and provide Professional guidance for mitigation
Hazardous Material incidents	Municipal Communications	Co - ordinate activities with political leadership and media
	Municipal Disaster Management	Activate local Joint Operations Centre monitor and co – ordinate role players / stake holders
	Fire and Rescue services	Assist with service components where fire and clean- up operations is required
	Municipal and Provincial Traffic	Assist with service components where evacuation, relocating and provision of access routes is required
	SAPS	Assist with the service components regarding crowd control & law enforcement
	TRAC	Assist with the service components regarding incident management
	Environmental Management	Assist with the service components regarding the protection of the environment
Drought	Infrastructure, Planning and Social development	Implement draught mitigation projects

DISASTER RISK REDUCTIONS

In keeping with the Act, emphasis on vulnerability reduction and the use of international best practice in this regard, strategic planning must focus efforts on reducing disaster risks. This according to the Act includes identification of strategies and measures that lessens the likelihood of harmful losses by avoiding endangering hazards or reducing vulnerability, as well as those that increase capacity to prepare for and enable timely response and recovery.

The NDMF (2005) identifies core disaster risk reduction principles of disaster prevention and mitigation. These are in essence all efforts that seek to provide measures for disaster prevention and or mitigation.

Disaster prevention

Disaster prevention according to the Act refers to actions that provide "outright avoidance" of the adverse impact of hazards and related environmental, technological and biological disasters. The land-use planning is one critical area that seeks to suggest that with careful planning in the services design and location process that seeks to isolate potential hazards would their impact be minimized.

Through the integration of all land use management strategic documents such as Land Use Management, Spatial Development Framework, Environmental Management Plan, IDP, LED strategy and other development related strategies of the municipality would ensure that the disaster prevention component be integrated and elevated to planning.

The above factors need to be taken into account by all Departments both internal and external to the municipality. These factors will have an influence on the planning processes and should therefore be addressed in the day-to-day operations of the municipality.

- The implementation of water projects especially in farms which are prone to water related diseases. Technical services should continue to prioritize these.
- Monitoring of prevalence of communicable diseases by both the Primary and Environmental practitioners.
- Public education on matters of water.
- Provision of sanitation related projects.
- The poor conditions of the roads which exposes the public to possible danger.

Disaster mitigation

Disaster mitigation refers to both elements of structural and non-structural measures that are taken to limit the adverse impact of natural hazards, environmental degradation and technological hazards on vulnerable communities. According to the Act, due to the inherent requirement of equipment and engineering services in dealing with disaster mitigation, hence being referred to as structural mitigation.

Through the implementation of fire breaks during the pre-winter season, the municipality is addressing the mitigation aspects. Grading of roads and cutting of grass during these seasons would enable and strengthen mitigation. The role of the community in these exercises cannot be over-emphasized especially given the limitation of resources.

Mitigation measures must be articulated in line with the identified risks in 4.1 above

Disaster Preparedness

Preparedness basically enables the organs of state and other institutions involved in disaster risk management to mobilize, organize and provide relief measures to deal with an impending or occurrence of disaster, or the effects thereof.

Preparedness includes:

- Planning for seasonal activities such as floods, veld fires and communicable diseases.

Working relationships with Fire Protection Associations

Platorand Area Fire Protection Association (PAFPA) is in existence and operates within the municipal jurisdiction of Emakhazeni. Emakhazeni Local municipality has legislative obligation to be a member of this Association and to meet the financial obligations in terms of the National Veld and Forest Fires Act 101 of 1998 as amended. Emakhazeni has been a member of this Association since (insert date) and is represented by (insert personnel position).

Budget provisions will be made to ensure continued membership and participation in the Fire Protection Association as part of Emakhazeni IDP and SDBIP for 2017-2022

Working relationship with Working on Fire

Working on Fire is an Expanded Public Works Program (EPWP) aimed at providing work opportunities to young men and women. The program resides under and is funded by the Department of Environmental Affairs. Participants are recruited from marginalized communities and trained in fire awareness and education, fire prevention and fire suppression skills. In addition they are also trained in skills such as first aid, carpentry, cooking, health and safety and communications. Working on Fire recruits and train young men and women from across South Africa with a strong focus on marginalized communities and people with disabilities. There are currently more than 5 000 participants in the Programme, 94% of whom are youth, 31% are women (the highest level in any comparable fire service in the world) and 3% disabled. Working on Fire promotes capacity building amongst participants and runs various programmes which helps to develop the social cohesion of these participants. Empowering participants to make informed decisions and also to help them with financial and social related problems makes up a vital part of the program's initiatives. The Working on Fire teams typically consists of a crew of twenty five firefighters who are led by a Crew Leader.

WoF has (number) teams operating within Emakhazeni jurisdiction area located in (specify the areas as per their presentation). Emakhazeni municipality will enter into a Memorandum of Understanding with WoF and make budget provisions in the 2017-2022 plans in order to ensure fire preparedness in the municipal area

Working Relationship with TRAC N4

Trac N4 is a very important stakeholder for Emakhazeni municipality disaster management as they are responsible for the main National Road that passes through the municipality which contributes to road traffic incidents and chemical spillages as indicated in 4.1.2 and 4.1.6 above.

Emakhazeni Local Municipality shall enter into a Memorandum of Understanding with TRAC N4 which will specify collaboration arrangements with regards to prevention and preparedness for incidents.

DISASTER RESPONSE AND RECOVERY

Disaster response has to do with the provision of assistance or intervention immediately after disaster has occurred. The aim of the response is to attempt to normalize the situation as soon as possible thereby minimizing the effects of disaster.

For the purposes of response, the municipality has identified the following line Departments and institutions as highlighted in the tables that follow for response as the hazards identified. It be noted that because the organs of states exist for the mere prevention and or minimization of disasters, their competencies, although located outside the municipality has been incorporated.

6.1 Various role players in the event of disasters

Hazard/Risk	Possible Assessment method	Dept of Education	Dept of Health	SAPS	Traffic	Ambulance /EMS	Public Works	Fire Protection Association	Dept of Roads & Transport	Weather Bureau	ELM disaster	Information Technology	Environmental Section	Dept of Water Affairs	NDM Disaster Centre	Dept of Environment	PDMC	Dept of Human settlement
Floods	Weather Bureau		x	x	x	x	x		x	x	x	x	x	x	x		x	x
Wind storm	Weather Bureau		x	x	x	x		x	x	x	x				x		x	x
Train accidents	None		x	x	x	x		x	x				x					
Road accidents	None			x	x	x									x			
Runaway fires & shacks	Weather Bureau		x	x	x	x		x		x	x				x		x	
HIV/AIDS	Research	x	x										x	x				
Cholera	Water sampling	x	x										x	x	x	X		
Chemical spillage	None		x	x	x		x		x		x		x	x		x		
Environmental Threats	Environmental instrumental	x	x	x				x						x	x	x	x	
Collapse of mud houses	None	x	x				x	x				x			x		x	x
Air planes	None		x	x	x	x		x	x	x	x							
Extreme weather	Weather bureau		x	x	x	x	x	x	x	x	x	x	x		x		x	

6.2 CONTACT LIST IN CASE OF EMERGENCY

PROVINCIAL GOVERNMENTAL	CONTACT NUMBER
Office of the Premier	013 766 2027
Speaker	013 766 1061

MEMBERS OF EXECUTIVE COMMITTEES (MEC'S)	
Agriculture	013 755 2717
Economic Affairs, Gaming & Tourism	013 7664544
Public Works & Transport	013 7664080
Education	013 7554979
Provincial Treasury	013 7663317
Human Settlement	013 7526590
Community Safety, Security and Liaison	013 766 4062
Traffic Safety and Control	013 7553300
Social Services	013 7524107
Sports Recreation, arts & culture	013 7665078
Provincial Disaster Management	013 7666415 013 7666477 076 4502733

NKANGALA DISTRICT MUNICIPALITY	CONTACT NUMBER
Disaster Management – Elmon Nkosi	013 243 1579/ 082 491 2217
Khulekani Ndabezitha	013 243 1579/ 072 866 4196

LOCAL OFFICES	CONTACT NUMBER
Local Municipality - Emakhazeni	013 253 1121
Dullstroom – Ms. S. Mare	013 2540151/0832332803
Entokozweni – Mr. I. Abdullar	013 2560015/083 233 2804
Emgwenya- Mr. I. Abdullar	013 2570057/083 233 2804

POLITICAL OFFICE	CONTACT NUMBER
Executive Mayor : Clr. T.D. Ngwenya	013 253 7635/ 083 243 8317
Speaker : Clr. N.A. Mashele	013 253 7626 / 073 548 2432
MMC: Clr. S.S. Mthimunya	013 253 7635/ 072 364 3448
MMC: Clr. T.E. Scheffers	013 253 7635/ 082 387 6427
MMC: Clr. M.Kambula	013 253 7635/ 076 570 8433
Chief Whip: Clr. N.T. Masha	013 253 7626/ 076 422 4229
Clr.M.P. Ntuli	083 373 4309
Clr. M.J. Ndlovu	072 498 3776
Clr. T.C. Ngomane	076 772 2774
Clr. S.S. Tshabalala	076 591 8985
Clr. S.I. Skhosana	079 045 7948
Clr. A.A. Botha	082 803 3722
Clr. D. Scheffers	079 813 2759
MUNICIPAL OFFICIALS	CONTACT NUMBER
Municipal Manager	082 796 7744
Manager: Infrastructure, Planning and Social Development	082 438 2069
Chief Financial Officer	060 908 9360
Manager: Corporate Services	083 233 8485
Public Safety	072 344 9308
Health	083 6937658
Social Development	083 5588267
Technical Assistant	082 438 2069
Rural & Local Development	073 461 4782

OTHER ORGANIZATIONS & ROLE PLAYERS	CONTACT NUMBER
SA Weather Bureau	082 2339800 012 3676041 017 8197316
Ambulance	10177 013 2530114 (eMakhazeni) 082 9093681 (eMakhazeni) 013 2570342 (eMgwenya) 072 247 1435 (eMgwenya)
Medical Practitioners	013 2530627 083 4172262
Working on Fire	071 470 4885 072 380 6801
SAPS	10111 013 2531214 (eMakhazeni) 013 2540141 (Dullstroom) 013 2720002 (Laersdrif) 013 2570001 (eMgwenya)

	013 2560001 (eNtokozweni)
BLLDTA Taxi's	013 2531290
NBC Exxaro	013 2531151
Marlin Granite	013 2531297
SAPPI	013 734 6956 013 734 6074
Trans Africa Concessions TRAC	083 2278191
Tollgate (eNtokozweni)	013 2560100
Escom	012 421311
Eskom Fire	082 313 5281
Provincial Traffic	013 256 0969 076 383 0988 072 854 7981

Disaster Recovery

Disaster recovery focuses on the actions taken after a disaster has occurred with the aim of restoring the lives of the affected community, services, infrastructure and natural environment. This process mainly includes the rehabilitation of affected areas.

Given the nature of the disaster, various other role players which might include other role players which were not originally involved in the response phase would be involved in the recovery phase. Community Services Department will directly lead the community related and social aspects of the recovery. The role of private sector will also be engaged from this premise.

Regarding the service angle, Technical Services Department would provide the technical support and assistance. The role of Public Works section and other organs of state including intervention from the District and Province might depending on the circumstances be engaged.

The role of media will also be necessary especially in ensuring that communications are carried forth to other areas and surrounding communities. The use of local radio stations would have to be engaged by the Communications Officer under the Municipal Manager.

Emakhazeni Local Municipality shall make provisions for basic equipment that is necessary for immediate relief in case of a disaster incident. A working relationship shall be established with the local SASSA office to ensure easy access to the Social Relief and Distress Grant

ENABLERS FOR EFFECTIVE DISASTER MANAGEMENT

In order for effective management of disaster to be attained, the Act identified three (3) enablers namely; Information management and communication, Education, training public awareness and research and funding arrangements.

Enabler 1: Information Management and Communication

Data needs have been defined and data sources have been identified by the municipality. Data collection and capturing methodologies have been developed and implemented by the municipality. The responsibilities of the respective data custodians have been defined and assigned by the municipality. Agreements with identified data custodians will be negotiated by the municipality to ensure availability, quality and reliability of data to support the Municipal Disaster Management Center. The following data custodians are in existence within Emakhazeni:

PAFPA

Trac N4

Department of Social Development

Department of Health

An integrated information management and communication system will be designed and implemented by the municipality in order to support:

- integrated institutional capacity
- disaster risk assessment
- disaster risk reduction programmes and plans
- response and recovery operations
- education, training, public awareness and research
- funding mechanisms and financial controls.

A uniform document management system will be developed, implemented and used by all role players.

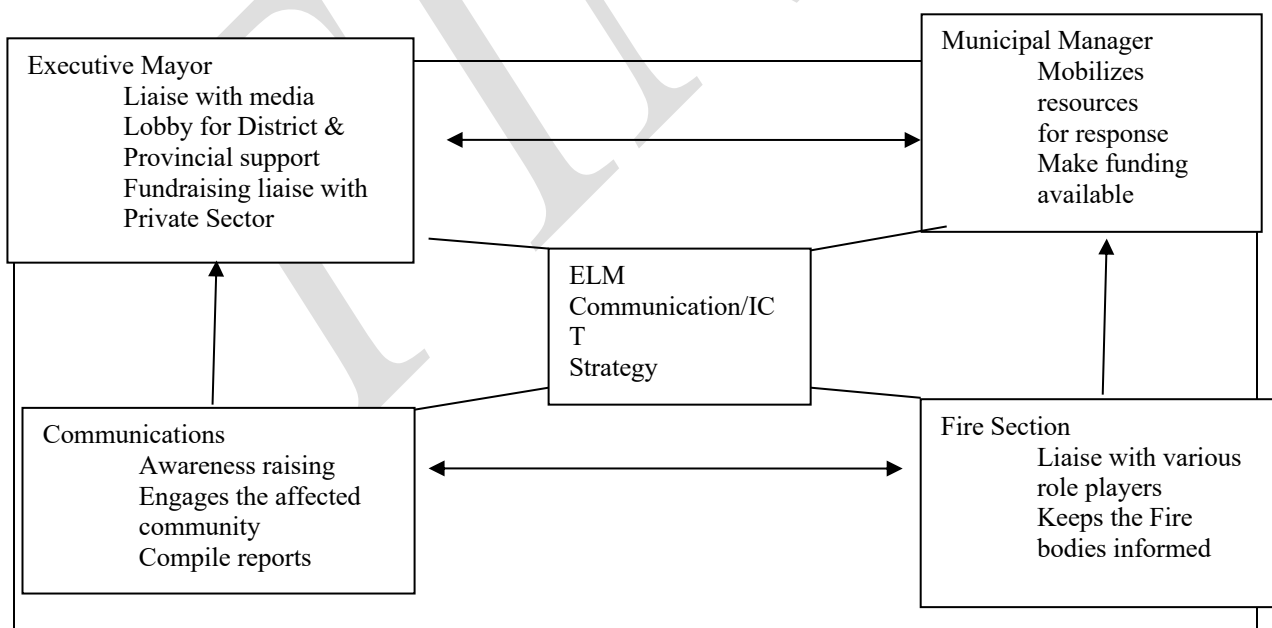
A comprehensive, uniform and easily updateable resource and capacity database will be developed, implemented and used by all role players.

Information dissemination programmes and channels of communication between the municipality and all departments/entities, state, communities and the media have been established.

The role of Information Technology (IT) in disaster management can be significantly advancing especially regarding the integration of systems. IT can provide for relation database with spatial interpretation and analysis of information. Through computer programmes, the storing, capturing, analysis and simulation of hazards and the possible impact can be made. IT would enable the presentation of this information in layers and maps that can serve as a database for future research. Geographic Information (GIS) is increasingly being used in this regard.

The absence of an integrated electronic system that flows from Provincial, Districts and local municipalities necessitates that available information will be handled autonomously and therefore inhibit proper information management.

Locally, the flow of information between all the stakeholders as identified requires a simplified and yet comprehensive communication means. For the purposes of this plan, Emakhazeni Local Municipality will be the center of communication. The flow of information will be handled as follows through these role players



Through this approach, the municipality will manage communications and information within the organization by also utilizing the sms service provided by the municipal ICT section in collaboration with the Community Services department.

Enabler 2: Education, training public awareness and research

Through education and awareness raising, will the municipality make its proactive position made known. The Community Services Department is thus seized with the responsibility to:

Identify structures within the community that can be targeted for education such as schools, private institutions and targeted risk communities.

Raise awareness through road shows and public notices

Establish voluntary capacity within the varicose units

Establish a Fire Protection Association

Establish a cloth bank within the municipal area

Enabler 3: Funding Arrangements

In so far as the Municipal Demarcation Board, the Fire Fighting Services is a shared service between Emakhazeni and Nkangala District. Emakhazeni as such has limited resources and is largely informed by its budget. The municipality on its annual basis needs to budget budget for this service.

Thus, Emakhazeni will continue to fund the operational responsibilities and to some extend capital projects. The need for additional items and fundraising therefore should be championed by the Office of the Executive Mayor through communication with the user department's needs.

In terms of immediate relief; it is also taken into consideration that the Executive Mayor in terms of section 29 of the MFMA (Municipal Finance Management Act 56 of 2003) may in an emergency or other exceptional circumstance authorize unforeseeable unavoidable expenditure for which no provision was made in an approved budget. Cognizance should also be taken of sub section (2) and (3) of this section in terms of the process to be followed thereafter otherwise, this expenditure will be treated as unauthorized expenditure wherein then sec 32 of the Act will apply.

CAPITAL INVESTMENT

The Disaster Management Plan makes a number of proposals for the implementation and realization of the vision embraced by the municipality. Given the facilities available to prompt management of disaster, the following key projects are required to be implemented in order for the plan to materialize.

The following capital projects which were largely identified in the IDP should be undertaken as part of the implementation of the Disaster Management Plan

Programme: Fire & Rescue Services								
Project Name	Project Location/ ward	Project Beneficiaries	Project Objective	Key Performance Indicator	Period	Budget Allocation (Annual) R	Source of Funding	Implementing Agency
Procurement of 2 Grass Fire vehicles	All wards	All wards	To establish an effective, safe, prompt and responsive team that will assist in prevention, mitigation and proper management during disasters	Number of grass fire vehicles purchased	2019/2020	R1 200 000.00	ELM	ELM
Procurement of Disaster relief Material	4	4	To ensure safe, prompt and effective fire fighting services	Number of relief material purchased	2019/2020	R120 000.00	ELM	ELM

CONCLUSION

This document represents the Disaster Management Plan of Emakhazeni Local Municipality. The Plan is part of statutory requirements as mandated by the Act which makes it compulsory for authorities to develop its plan.

The municipality will be responsible for enforcing and implementing the proposal contained in this Disaster Management Plan.

This document does not seek to replace other existing documents such as the HIV/AIDS strategy, IDP document, LED strategy, Roads Master Plan, Environmental Management Plan and other documents where the municipal strategy on each item is elaborated upon.

11.3 EMAKHAZENI LOCAL ECONOMIC DEVELOPMENT STRATEGY

BACKGROUND AND PROBLEM STATEMENT

Nkangala District Municipality appointed Ambros Diligent Skills to develop Emakhazeni Municipality Local Economic Development (LED) Strategy for the local area and the strategy was adopted by Council as a draft. The strategy is currently undergoing extensive public participation as requested by business at the LED Forum. It is anticipated that the strategy will then be submitted to council for final adoption in the month of March 2017. Local economic development forms part of the Emakhazeni Local Municipality's mandate to create and facilitate the development of the economy, realizing the local economic development potential as well as encouraging private sector investment and job creation. Key economic sectors were analyzed and projects identified and targeted in the projects and programmes are informed by the strategy. Projects such as brick manufacturing plant, bakeries, development of business incubation centre have all been planned for implementation between 2017-2021 financial years. Business plans will be developed for those projects that do not have such in order to easily source funding for implementation. A business incubation centre, bricks manufacturing plans and a TVET College are all planned for implementation before the end of 2017/2018 financial year. The above projects are covered in the strategy under the following FIVE identified Strategic Thrusts.

The five key strategic thrusts include the development of the tourism sector, SMME development and support, agriculture beneficiation, expansion and integration as well as the establishment of an educational and specialized training hub. Programmes and projects under these thrusts have been identified in terms of their ability to relieve poverty, job creation as well as the development of priority skills. The following table indicated the specific projects as identified under each of the five strategic thrusts.

Five Strategic Thrust

Thrust 1: Tourism Development, Support and Integration	
1	Establishment of a Regional Tourism Association
2	Develop a historical tourism route from Entokozweni to Emakhazeni
3	Develop a fly-fishing tourism route between all four urban nodes
4	Publish a tourism route map for the whole region
5	Development of mining tourism in Emakhazeni's coal and nickel mines
6	Development of flower farm tourist attraction at Hadeco Tulip Farm
7	Marketing and investment of adventure and adrenaline tourism in Emgwenya
8	Development of a affordable fly fishing chalet complex in Entokozweni
9	Development of accommodation, recreational and sport facilities at Emakhazeni Dam
10	Development of historical tourist attraction at the Nzasm Tunnel near Emgwenya
11	Establishment of a Tourism Events Co-ordinating Body
12	Technology based tourism Call Centre System
13	Development of a interactive tourism database
Thrust 2: SMME Development and Support	
1	Investigate alternative funding resources available for SMME's
2	Establish and distribute a database on different funding options available for SMME's
3	Develop database and network of experienced business mentors to support emerging entrepreneurs
4	Development of Mentorship Guest Lodge at Dunkeld Country Estate
5	Develop Business Development Centres in the area
6	Attract and establish SMME support services & offices in the area
7	Develop a SMME information exchange platform at the municipality
8	Develop a database of the number and size of SMME's in the region
Thrust 3: Agriculture Beneficiation, Expansion and Integration	
1	Expand existing maize and grain production
2	Expand existing Soya Beans production
3	Investigate potential for diversification of vegetable and fruit production to supply local needs
4	Expansion of flower production
5	Expansion of forestry

6	Expansion of trout fishing activities for commercial purposes
7	Diversify horticulture in the form of organic farming
8	Diversify existing game farming activities
9	Establish a maize milling cluster
10	Investigate possible value-adding activities to horticulture production
11	Establish a meat processing cluster
12	Establish a bio-diesel processing plant
13	Expansion of existing piggery farming
14	Develop agri-villages in rural areas
15	Support emerging livestock farmers
16	Increase the number of local farmers on the LRAD programme
17	Establish regional farmers Association
Thrust 4: Education and Specialized Training Hub	
1	Develop an international standard secondary school
2	Develop a labour-based training programme in accordance with the tourism SETA
3	Develop a track and long distance athlete sports academy
4	Develop a bicycle riders sports academy
Thrust 5: Big Business	
1	Act as an advisory board to the Executive Mayor on issues of economy and other related matters

11.4 RURAL DEVELOPMENT CHAPTER/SECTOR PLAN

Section 1: Background and context

1.1. Integrated Development Planning in the context of rural development

After the second local government elections were held in 2000, each municipality in the country was required to develop an Integrated Development Plan (IDP) as a single, inclusive and strategic plan for its future development over a period of five years. This plan must be directly linked with the elected term of the municipal Council and is reviewed on an annual basis. This new method of planning was meant to address challenges left behind by the previous apartheid regime which led to unparalleled provision of basic services, development of local areas with rural communities worse affected and living in areas which are underdeveloped, not serviced and dislocated from areas of economic opportunity and access to government services such as health, education, social services, etc.

One of the primary objectives of the IDP is to ensure that the imbalances of the past are redressed by providing disadvantaged and rural poor communities with access to services and opportunities to improve their quality of life. It therefore calls upon government and its social partners to support rural communities by mobilising resources to empower them through initiatives identified through the IDP process. It is envisaged that through the IDP process rural communities shall be prioritised for development and shall be transformed to experience improved access to Government services, municipal basic services, provision of socio-economic infrastructure, public amenities, reduction of poverty and unemployment and continued progressive efforts in addressing inequality.

Despite the IDP approach being developmental, providing an overall framework for development within a municipality and also having a clear mandate of overcoming the planning imbalances of the past, rural communities are still trapped in poverty and struggling to access government services. These communities are still lagging far behind their urban counterparts in terms of development despite numerous interventions and investment by government in the past such as Rural Development Framework (RDF) of 1997, Integrated Sustainable Rural Development Programme

(ISRDP) of 2001, Integrated Sustainable Rural Development Plan (ISRDP) of 2001 and Comprehensive Rural Development Programme (CRDP) approved in 2009 by Cabinet.

1.2. Challenges in rural development planning

This lack or slow pace of development in rural areas also contribute to the exodus of large number of people moving to urban areas resulting to mushrooming of informal settlements and demand for housing in urban centres due to economic migration and the search for a better life in towns and cities. Similarly with urban areas, rural areas also have the potential to be developed in a way that generates jobs and economic opportunities and therefore providing an alternative to the urban centres and contributing to the reduction in rural-urban migration and support to rural economic growth through public and private sector investment in sectors such as agriculture and the promotion of enterprise development initiatives and the establishment rural industries.

Bushbuckridge, Nkomazi, Mkhondo, Chief Albert Luthuli, Thembisile Hani and Dr JS Moroka are examples of some of the municipalities with high concentration of rural areas in the province that remained poorly developed, with some communities still lacking access to safe drinking water, decent sanitation, economic opportunities, public amenities, health and education facilities, amongst others. Cases have been reported in the province wherein some rural communities continue to, for example, draw water from rivers and fountains which is unsafe and of poor quality. Access to safe drinking water remains a distant possibility according to those communities while access to safe drinking water is a very important human need and perceived to be a human right as the Constitution of the Republic clearly stipulates that “everyone has the right to have access to sufficient drinking water”.

This is a clear indicator that the pace of rural development in the province is not rapid enough to realise its desired outcomes and thus need to be accelerated with a game changing differentiated approach to municipal planning that balances development of both rural and urban areas. The drive for this balance is urgently required because there is a lot of impetus, clear direction and action in terms of national policy on the development of secondary cities and metros through the Integrated Urban Development Framework (IUDF) as adopted by Cabinet in April 2016.

(This component is not part of the doc; it only serves to engage you regarding the paragraph bellow) When referring to a research and use it as a resource, we may have to recognise the researching institution/ individual for reference purposes.) Also how recent is the research so as to determine relevance)

According to research, 63% of the population live in urban areas and is expected to rise to 71% by 2030 hence the policy direction by government on the development of urban areas. However, this policy framework needs a balance to ensure that communities residing rural areas are also given a choice by developing their areas into habitable spaces without the need to migrate to cities and towns in search for a better life and access to services. Most people in rural areas are more likely to build and own their own homes, live in their place of birth than depend on government to provide low cost subsidised housing for them or bank loans to finance their properties. Moving to towns and cities is not always a preference but rather a condition that might be linked to access to better services and economic opportunities that could change their socio-economic status and that of their families left behind in the rural areas. Government must therefore ensure that it

provides an alternative for people who seek to improve their livelihoods in the rural areas without the pressures of migrating to cities and towns due to lack of opportunities and access to services in rural areas.

There are various reasons which could lead to this neglect of the rural poor during the municipal planning process and allocation of resources such as: -

- urban bias;
- lack of consultation;
- ineffective prioritisation process;
- deficiencies in integration and coordination across the three spheres
- lack of accountability;
- poor implementation of pro-poor policies;
- unequal resources between urban and rural, amongst others.

Despite the many lingering challenges of municipal planning in the province, the IDP has contributed significantly in the eradication of backlogs by delivering basic services such as water, sanitation and electricity in our municipalities in the past 18 years, however more still needs to be done in rural areas to ensure that communities have equal and fair access to services.

In order to ensure that service delivery and development are accelerated to improve the quality of life for the people living in rural areas, a strengthened approach by local authorities is required through the IDP process. There is a need to better coordinate the work of government within the three spheres in order to facilitate and channel investments to rural areas through preferential treatment policies while at the same time striking a balance with the growing needs of urban centres due to rapid urbanisation.

In fact, Output number one of the Government's Outcomes Approach Outcome 9 of the current Medium Term Strategic Framework (MTSF) for 2014-19 electoral mandate requires that municipalities must develop 'a differentiated approach to municipal planning' in order to achieve 'a responsive, accountable, effective and efficient local government system. In addition to this mandate to achieve tangible outcomes, rural development and land reform has been identified by government as one of the top five priority areas aimed at improving the lives of the people.

Rural development therefore becomes a mechanism through which government capital expenditure must be prioritised to transform rural areas to be better places to live, work and play. The municipal planning and budgeting process integrated with plans and programmes from national and provincial departments becomes a conduit through which such change and transformation can be facilitated to improve the lives of the rural poor.

Section 2: Legislative mandate

2.1. Constitutional obligation

Section 152 of the Constitution of South Africa mandates municipalities to strive to achieve the following objectives –

- a. provision of democratic and accountable government for local communities;
- b. provision of services to communities in a sustainable manner;
- c. promotion social and economic development;
- d. promotion of a safe and healthy environment; and
- e. involve communities and community organisations in the matters of local government.

In addition, Section 153 of the Constitution requires that a municipality must structure and manage its administration, budget and planning processes to give priority to the basic needs of the community and to promote social and economic development of the community. This mandate is affirmed by the Bill of Rights enshrined in Chapter 2 of the Constitution of the Republic of South Africa

The above Constitutional mandate for local government places a duty on municipalities to ensure that they provide services to the communities that they govern and in a sustainable and equitable manner. This requires municipalities to be responsive and attentive to the specific needs of all members of the community that they are serving by planning and budgeting appropriately to ensure that those needs are met. In meeting those needs municipalities are required to ensure that development is not only biased towards urban areas but also fulfil their mandates by developing disadvantaged communities in rural areas throughout the province.

2.2. Municipal planning and budgeting

The Municipal System Act and Municipal Financial Management Act legislations were enacted as some of the principal instruments to give effect to the constitutional obligations of municipalities in relation to, among others, access to basic service delivery and the socio-economic upliftment local communities.

Section 23 (1) of the Municipal Systems Act places an obligation on municipalities to “undertake developmentally-oriented planning” in order to ensure that they achieve the objects of local government in Section 152 of the Constitution, give effect to their developmental duties in Section 153 of the Constitution, and “together with other organs of state contribute to the progressive realisation of the fundamental rights contained in sections 24, 25, 26, 27 and 29 of the Constitution.”

Section 73(1) of the Act (MSA) places a general duty on municipalities to give effect to the provisions of the Constitution and to “give priority to the basic needs of the local community; promote the development of the local community; and ensure that all members of the local community have access to at least the minimum level of basic services.”

In fulfilling the immediate and future development needs of their communities, municipalities require adequate resource through annual budgets. Municipalities must proactively plan through the IDP process and avail required resources in their budgets for those needs. Section 21(2)(a) of the Municipal Finance Management Act makes provision for preparation of municipal budgets and calls for the Executive Mayor of a municipality to take the IDP into

account when preparing the annual budget. Section 23 (1) of the Act further requires that “when the annual budget has been tabled, the municipal council must consider any views of (a) the local community”.

This therefore puts the rural community at the centre of their own development by being involved as much as possible in the municipal decision making processes on what should be the priorities in their areas and how they should be funded through the municipal budget. The concept of democratic citizenship, at the core of the ‘active citizenship’ agenda advocated by the National Development Plan, empowers rural communities to shape and contribute to the development of their areas and will transform the quality of rural life.

2.3. Traditional Leadership

Section 4 of the Traditional Leadership and Governance Framework Act no. 41 of 2003 recognises the role of established traditional councils in providing support to municipalities on the identification of needs from rural communities. The Section promotes the involvement of traditional communities in the development and amendment of Integrated Development Plans of municipalities. It further makes provisions for a traditional council to “recommend appropriate interventions to government that will contribute to development and service delivery within the area of jurisdiction of the traditional council”.

Furthermore, the Act calls on traditional councils to participate in policy and legislation development in municipalities, development programmes of national, provincial and local spheres of government and also to “promote the ideals of cooperative governance, integrated development planning, sustainable development and service delivery”.

2.4. Rural Development

The protection and promotion of environment and sustainable development also requires the application of indigenous knowledge systems of which traditional communities are well versed with.

Land use management practices, human settlement matters, infrastructure development are central features for rural development as traditional authorities are entrusted with land administration function and allocation thereof.

Section 3: Purpose, vision, principles, objectives and indicators

3.1. Purpose

The purpose of this sector plan/chapter on rural development is to provide a framework that will guide the development of rural communities in the Mpumalanga Province through the Integrated Development Planning (IDP) methodology. It seeks to promote integrated rural development and community upliftment with the purpose of improving the quality of life and the standard of living of people residing in rural areas throughout Mpumalanga Province.

3.2. Vision

Enhanced and differentiated integrated development planning approach that respond to development challenges of rural communities.

Decent living conditions and improved economic well-being of rural communities through access to basic services, equal opportunities and government services.

Self-sufficient and sustainable livelihoods for communities in rural areas.

3.3. Principles underpinning this sector plan/chapter

- Community empowerment and participatory democracy through involvement of rural communities in municipal planning decision making processes;
- Biased distribution of government services, assets, resources and economic opportunities to people living in rural areas;
- Access to socio-economic infrastructure and services, public amenities, and government services for rural communities
- Coordination, collaboration and partnership to improve the quality of life of the rural poor.

3.4. Objectives

- To accelerate service delivery and development for communities living in rural areas through the differentiated, special focused and synergised approach in Integrated Development Planning process.
- To ensure rural communities have access to sustainable basic services.
- To ensure a balanced development planning and implementation process and mechanisms for IDPs between rural and urban settings by eliminating the inherent urban bias.
- To create a regulatory tool to leverage development towards most needy and vulnerable communities in rural areas

3.5. Specific indicators of the rural development sector plan/chapter

- Households in rural communities with access to basic level of water, sanitation, electricity and solid waste removal;
- Municipal Infrastructure conditional grant funding dedicated for rural development;
- Government procurement contracts/services prioritised for the participation of people residing in rural areas to reduce unemployment and poverty;
- Implementation of national and provincial socio-economic infrastructure programmes informed by priorities identified in rural communities;
- Spatially, socially and economically liveable integrated rural areas across municipalities in Mpumalanga.

Section 4: Definition of key concepts

4.1. What is a rural area?

The transformation of local government after apartheid led to a large scale re-demarcation of municipal boundaries. This process removed the administrative distinction between urban and rural areas, recognising the strong inter-linkages between towns and the countryside. While this has been a largely positive development, it has complicated the administrative determination of what constitutes a rural area and, by extension, a rural municipality.

The Rural Development Policy Framework (1997) defines rural areas as having the following two characteristics:

- sparsely populated areas in which people farm or depend on natural resources, including villages and small towns that are dispersed through these areas;
- areas that include large settlements in the former homelands, which depend on migratory labour and remittances as well as government social grants for their survival, and typically have traditional land tenure systems.

Rural clusters in the former homelands (large settlements without an economic base except for transfer payments) are also included in the definition of rural area according to the framework. Most of these areas in the province are geographically located outside towns and cities and communities in these areas do not enjoy the same quality and level of government/public services and infrastructure as compared to those who live in urban areas.

4.2. What is considered as a rural community?

Government's programmes of transformation, redistribution, empowerment and equal opportunities is generally aimed at addressing past imbalances and in areas which are marginalised, deprived, poverty stricken and lack access to public services due to decades of colonial rule and segregation of the past.

There are different types of communities that can be considered to be living in what we call rural areas such as those residing in traditional authorities, farms, former Bantustans or homelands. The Constitution and the Local Government Municipal Structures Act only classifies municipalities according to categories and not in terms whether one is urban or rural and as such inequality is perpetuated in the distribution of government services and resources to marginalised rural residents.

For the purpose of this chapter/sector plan and in the context of the province consideration of a rural area shall be limited to those areas under the authorities of traditional institutions, former homelands, farm areas and those in remote areas in which communities are still facing various challenges in accessing basic services, economic opportunities, social infrastructure and social amenities or facilities.

4.3. What is rural development?

The World Bank defines rural development as "a strategy designed to improve the economic and social life of a specific group of people which is the rural poor".

The Guidelines for the Development of Spatial Development Framework developed by the Department of Rural Development and Land Reform defines rural development as the "primary economic activities which generally includes: agriculture, agro-processing, mining, tourism, resource extraction, water, energy".

Generally, rural development is concerned with improving the livelihoods and standards of people living in rural areas through different interventions aimed at strengthening their agriculture, environmental sustainability, access to government services, self-sustenance, economic opportunities and community empowerment.

Section 5: The role of stakeholders promoting development of rural communities

A number of stakeholders are involved in the IDP development/review process in the rural areas of municipalities. In order to limit duplication of effort, ensure coordination and integration and clarify communication channels, the responsibilities of all stakeholders should be defined and appropriate approaches to coordinating the activities should be considered. These stakeholders are very key in ensuring that the agenda and programme of developing rural areas is accelerated through policy, resources and implementation during the IDP process.

5.1. MEC for local government

Section 31 of the Municipal Systems Act of 2000 empowers the MEC responsible for local government in the provincial administration to monitor and support municipalities during the process of developing, adopting and reviewing their IDPs. Section 32 further requires the MEC to advise a municipality to adjust its IDP and re-adopt the plan if it has failed to meet the requirements of Chapter 5 of the Act.

It is through these legislative requirements that the MEC shall regulate IDPs to become planning instruments used to effectively facilitate integrated rural development through an intergovernmental relations based multi-sectoral approach within the three spheres of government, traditional leadership institutions and farming community in order to produce positive outcomes in improving the lives of rural communities across the province.

5.2. Municipalities

Municipalities are within an important sphere of government which is the closest to the grassroots level of our rural communities and thus have a very important role in coordinating rural development through the IDP and budgeting process. There is a need for a concerted and synergised effort in local government to perform well in terms of its constitutional mandate as it addresses rural development within its constituent communities.

A research based bottom-up approach to planning is required wherein municipalities clearly identify rural wards, communities and households without access to basic services and properly plan for them through clearly articulated outcomes which are communicated with the rural communities and therefore integrated in the IDP. Development plans of municipalities with a large proportion of communities living in rural areas must respond to their basic service delivery needs, their development priorities and their socioeconomic development as opposed to urban and peri-urban areas.

Platform for integration – rural development structure

Increase resource allocation to rural communities

Use local contractors and procurement to implement projects in rural areas

Rural dwellers as part of ward committees and other decision making process

5.3. Traditional leaders

Traditional leaders are important stakeholders in the development within their communities and government has always remained committed to strengthen the institutions of traditional leadership to assuming their developmental role. Traditional leaders are key in advising government in the development of policies and legislations that have

impact on rural communities. The following are some of the roles of traditional leaders in facilitating rural development through the IDP process:

- Traditional leadership must support municipalities in the identification of community needs;
- Facilitate the involvement of traditional communities in the development or amendment of integrated development plan of a municipality in whose area that community resides;
- Making recommendations to government appropriate interventions that will contribute to development and service delivery in areas within their jurisdiction; and
- Participating in the development programmes of a municipalities and that of a provincial or national government.

There is a need to further deepen the relationship between traditional leaders and municipalities in the functional IDP intergovernmental planning structures in order to promote their role in a democratic dispensation. This shall assist in ensuring that the plight of people living in traditional communities is addressed by government working in close cooperation with traditional leaders. In areas of traditional areas, the leadership of the community must be extensively involved in the IDP process from the inception process till the implementation of the IDP and budget.

It is very important that traditional authorities and leaders are considered as equal partners in the developmental process rather than just being mere stakeholders in the planning process. Mechanisms for consulting and involving them in the IDP process must be spelled out clearly and they must be given the recognition and respect they deserve by municipalities. Issues that they raise with their communities on development must find expression in the IDP and be prioritised through a differentiated approach as part of implementation of rural development initiatives.

5.4. Provincial departments

Local government on its own cannot be able to tackle and address the state of development in rural areas without the involvement private sector and the other spheres of government. The sphere is already allocated a variety of direct municipal functions but without corresponding commensurate financial resources to address service delivery backlogs in rural areas.

Municipalities have an important role to play in planning for services offered by national and provincial departments in rural areas. Such a role can be considered as secondary role which requires them to ensure availability of access roads, water and sanitation bulk services, etc. for infrastructure to be delivered by departments such as health and education facilities. This require coherence in terms of planning

Section 6: Rural Development in Mpumalanga Province

Underdevelopment and lack of opportunities in rural areas can be attributed to colonisation, apartheid and post-apartheid in South Africa. In South Africa and Mpumalanga Province in particular, a large proportion of the population resides in rural areas and a majority of them are Black people who are deprived of basic human needs. Most of these

rural communities in the populace still do not have access to basic services, government's socio-economic infrastructure, job opportunities and many live in abject poverty.

Since the 1994 general elections, government implemented service delivery programmes to ensure that underdeveloped areas in the country are improved with access to basic water, sanitation, electricity and other services. However due to inequitable allocation of resources during the planning and budgeting process, urban areas, despite them being better off in terms of services, continued to enjoy a higher level of quality life at the expense of communities living in rural areas twenty four years into the new dispensation.

The National Development Plan states that –

“since 1994, the main constraint for rural development has been marginalisation of the poor, with many rural areas and households trapped in a vicious cycle of poverty. Rural areas and communities require greater social, economic and political opportunities to overcome the legacy of marginalization and poverty. The strategic approach is for government stakeholders impacting on rural development working together to create an integrated and inclusive rural economy, starting with mutual acknowledgement of the identified problems”.

The NDP 2030 vision is rural areas which are spatially, socially and economically well integrated across municipal, district and provincial and regional boundaries where residents have economic growth, food security and jobs as a result of agrarian transformation resulting into small-scale farming by rural communities to improve their livelihoods and concurrently expanding into commercial agriculture, infrastructure development programmes as well as extended access to basic services, health care and quality education.

The NDP further states that since 1994, the main constraint for rural development has been marginalisation of the poor, with many rural areas and households trapped in a vicious cycle of poverty. Rural areas and communities require greater social, economic and political opportunities to overcome the legacy of marginalization and poverty. The strategic approach is for government stakeholders impacting on rural development working together to create an integrated and sustainable rural communities.

6.1. Current development initiatives to address challenges experienced by rural communities in the province

6.1.1. Comprehensive Rural Development Programme

To fulfil its mandate to develop rural areas throughout South Africa, the DRDLR developed the CRDP to tackle issues such as underdevelopment, hunger, poverty, joblessness, lack of basic services and other social ills which have become synonymous with rural areas and redistributing 30% of the country's agricultural land.

The CRDP addresses specific needs of the communities in rural areas such as running water, sanitation, housing and development support. Despite the successful implementation of this intervention in selected municipalities, it has not been able to sufficiently tackle the deep rooted problems and challenges that rural communities are still facing today.

6.1.2. District Rural Development Plans

The Department of Rural Development and Land Reform coordinated the development Rural Development Plans for the three district municipalities of the province in 2016. According to the department, these district plans serves as

important integrated spatial planning instruments aimed at ensuring integration of rural development and land reform initiatives within the wider CRDP and a commitment to building sustainable rural livelihoods.

It is envisaged that the integration of these plans in IDPs of district municipalities shall pave the way for an efficient and improved delivery of much needed government services in rural areas in our province. This chapter on rural development in IDP's complements the district rural development plans and is therefore aimed at ensuring that government investment in rural areas is better coordinated across the three spheres of government to yield maximum impact through well identified areas of interest and need.

6.2. Governance structures to facilitate rural development through IDP in the province

Platforms must be created in the province to facilitate and coordinate rural development through the integrated development planning process established by municipalities and the province, preferably through existing functional structures. These decision making structures must be able to ensure that government capital infrastructure and social spending is channeled to rural areas with the greatest need of development informed by research, public participation, status of development and involvement of traditional authorities. They should be able to evaluate and monitor progress made through the integration process meant to address challenges of the rural poor and previously disadvantaged across the three spheres of government.

Involvement of rural communities in the municipal planning processes and formulation of the IDP (stakeholder management and public participation)

A bottom-up approach to planning and community development is most likely to achieve positive government outcomes on rural development than one which centralises planning at the hands of government technocrats to determine what could be the ideal interventions to address challenges of rural communities. The slow pace of development in some of our rural areas in the province could also be attributed to the latter approach wherein the voice of the rural poor is silenced and projects are dumped in their areas without their knowledge and involvement. The chapter on the integration of rural development in municipal IDPs proposes that municipalities must encourage an enhanced and well-structured active participation of the rural communities and their leaders in order to influence government's decision making processes which can bring about rapid change in the development of their areas. Government expenditure and investment in the local space must always be informed by the basic needs of those who are impoverished, vulnerable poor, marginalised and previously disadvantaged such as those who live in rural areas, farming communities and outskirts of cities and towns.

A properly formulated status quo analysis about the current development conditions of rural communities must be led by institutions of traditional leadership and their constituent communities working closely with councillors during the development and review of IDPs. IDPs should clearly identify wards with rural communities that do not have access to basic services, public amenities, social infrastructure, job opportunities and all the things that could be essential in making life easier and more pleasant to those who would like to enjoy their livelihoods in the periphery and isolated areas of municipal boundaries.

Section 8: Implementation Framework

- 8.1. Proposed prioritisation model to facilitate rural development through IDPs
- 8.2. Methodology and strategies required for the implementation of the sector plan to be impactful
- 8.3. Monitoring and evaluation approach
- 8.4. Recommendations

IGR facilitation and participation

To meet its obligations, SA's Government should prioritise improvement of access to water in those areas where there is greatest need. Every citizen should have an adequate supply of quality water in order to meet basic needs.

The role of traditional communities in IDPs

Current challenges facing traditional communities in service delivery

How can IDP speed up service delivery in traditional communities?

How can traditional communities benefit socially and economically through the IDP?

Government services must be as close as possible to rural households and that the services should be available on a daily basis.

Services should be as accessible and affordable as possible, particularly for the most marginalised and vulnerable members of rural communities. It is envisaged that upon broad consultations with municipalities and the other sphere of Government, this sector plan/chapter is to be integrated in IDPs by municipalities as a mechanism to maximise impact on rural development to transform communities living in rural areas.

- Grant funding – eradication of backlogs
- Basic and supporting bulk infrastructure to stimulate growth and development
- Government and private sector working together to address underdevelopment in rural areas
- IDPs influencing budgets (province and national)
- Spatial targeting
- Local Area Planning for marginalised areas
- Project preparation for selected key catalytic rural development projects
- Developing a strategy for the marginalised rural communities
- CWP for rural communities

SPLUMA is an important legislative component in the implementation of the sector plan. The Act elaborates on the provisions of the Municipal Systems Act in its stipulations about spatial plans, noting that municipalities may not take decisions that are inconsistent with their SDF. In addition, it states that other organs of state cannot make decisions that are not consistent with municipal SDFs.

SPLUMA envisages that municipal spatial development frameworks must include both statements that demonstrate the short term (5 year) plan for the spatial form of a municipality as well as more strategically show a longer-term vision statement for the desired spatial growth and development pattern of the municipality for the next 10 to 20 years.

In terms of spatial focus, SPLUMA calls for municipalities to identify restructuring elements of the municipal spatial form, where investments can be prioritised, where infrastructure should be developed, where housing should be located and capital spent. It also allows for areas to be designated within which land development procedures can be fast tracked. The relevant sections are detailed below

11.5 INTEGRATED WASTE MANAGEMENT PLAN

The municipality has revised the Integrated Waste Management Plan, below is the executive summary of the draft IWMP:

Executive summary

This is the review of the Emakhazeni Local Municipality IWMP, it has been done in collaboration with National Department of Environmental Affairs (DEA), and it has been reviewed using the DEA IWMP portal.

The following provides a summary of the status and recommendations made for the various waste management aspects in the Emakhazeni Local Municipality:

Waste Disposal infrastructure

The Emakhazeni Local Municipality has four operational solid waste landfill sites, those are: Belfast, Dullstroom, Waterval Boven and Machadodorp, and one closed landfill site: Old Belfast landfill site. All the landfill sites have got waste disposal licence. Although, Machadodorp waste disposal site has been issued with a closure permit.

The Emakhazeni Local Municipality's landfill sites are generally not well operated and should be upgraded and the operations be improved to comply with landfill licence.

In the case of the Machadodorp landfill site, the site should be upgraded by establishing ablution facilities and the guard house. The operations should be improved (until closure) by controlling access, filling all voids and regularly compacting and covering the waste. A new site for Machadodorp must be identified, licensed and constructed. Once the new site has been constructed, the old site should be properly closed and rehabilitated in accordance with the Minimum Requirements for Closure, Rehabilitation and End-Use.

In the case of the Belfast landfill site, construction of working cells is almost finished and the site has all the required facilities as per the licence condition, i.e established guard house with ablution facility. The operation of the site should be improved by regularly compacting and covering the waste to ensure compliance with the licence conditions and the Minimum Requirements. The old landfill site should be properly closed and rehabilitated in accordance with the Minimum Requirements for Closure, Rehabilitation and End-Use.

In the case of the Dullstroom landfill site, the site should be upgraded by equipping the guard house with an ablution facility, improving the operations in accordance with the landfill site licence and the Minimum Requirements (by controlling access, recording incoming waste volumes, regularly compacting and covering waste and operating the site in general in accordance with a proper operational plan).

The Waterval Boven landfill site should be upgraded by establishing an ablution facility, and improve operations by controlling access, regular compacting and covering the waste (prevent burning) and upgrading the site development by establishing proper disposal cells with storm water management controls.

The municipality has the service provider who is responsible for management of all the landfill sites within Emakhazeni Local Municipality.

Waste collection infrastructure

The Emakhazeni Municipality does not have sufficient equipment to deliver an effective service in the existing municipal area. The Municipality is however experiencing a problem with the age and dependability of some of the current waste collection vehicles. 35% of the vehicles are older than 14 years and generally needs repairs to keep it running. The replacement of the old waste collection vehicles is therefore a definite need of the Municipality. Although, one brand new compactor truck was purchased in February 2019 to assist with refuse collection in Machadodorp Unit. However, with the proposed inclusion of the new developments in the municipal area and the extension of services to the un-serviced areas couple with frequent breakdown of the current waste management fleet, the following additional waste collection vehicles will have to be purchased as well:

- 2 x REL Compactor truck
- 4 x tractor with trailer systems

The compilation of a replacement plan as well as the implementation of a savings plan will assist the Municipality to plan ahead and budget for the vehicles.

Financial Resources

The payment of services in certain areas of the Municipality is low due to various reasons. A pre-paid system should be investigated to be implemented where non-payment of fees is present. It is also recommended that a detail financial investigation be done by the Municipality to investigate the most cost effective and efficient service delivery mechanism.

Objectives of the IWMP

- As part of the 3rd generation deliverables, the recommendations from the MSA section 78 study, which includes projects such as development of composting plants, waste tariff model and separation at source, will be implemented.
- The development of the landfill site, waste transfer stations, recycling facilities and drop-off facilities is some of the capital projects that will be implemented over the next 5 years to maximize landfill site airspace.

More emphasis will be placed on the provision of basic waste management services, including informal areas and backyards.

Challenges

As much as the municipality is striving to provide 100% of households with access to waste collection services, there are still challenges experienced with the provision of waste collection services to informal and yard dwellers due to inaccessible roads by compactor trucks. This ultimately contributes to challenges such as increased illegal dumping of waste.

To improve the current situation, the Municipality can also deploy additional skips or bulk bins at strategic locations across the towns and settlements to minimize illegal dumping. The Municipality can also introduce adopt a spot programme that will aim to prevent illegal dumping within their specific area.

Illegal dumping areas should be cleared and the waste taken to the relevant town's disposal site. The Municipality should launch clean-up campaigns to assist with clean-up operations. Skips should be placed in "illegally dumping hot spot areas", as well as notice boards to try and prevent further illegal dumping in these areas once cleaned. Waste management by-laws must be promulgated and penalties associated with illegal dumping of waste must be strengthened to deal with illegal dumping within the municipality.

Waste characterization

Emakhazeni Local Municipality, Nkangala District Municipality, Department of Agriculture Rural Development Land and Environmental Affairs, Department of Environmental Affairs, CWP and recyclers, completed a waste characterization study at Belfast landfill site. The study was conducted in November 2019 and is representative of waste generated at Emakhazeni Local Municipality. The samples were taken from refuse bags that were put out for collection. The main categories for the results are split into organics, recyclables and non-recyclables. The combined results of the characterization study are shown below. The results are shown below and used for the purpose of IWMP.

WASTE STREAM	PERCENTAGE
PAPER AND CARDBOARD	9%
GLASS	10%
METAL	1%
PLASTICS	15%
POLYSTERENE	3%
OTHER PLASTIC	1%
TEXTILE	0%
FOOD WASTE	26%
GARDEN WASTE	0%
GENERAL ASH	0%
MIXED ORGANICS	0%
E-WASTE	0%
MIXED GENERAL CONTAMINATED	29%

SANITARY WASTE	7%
Total	100%

Waste quantities

The Emakhazeni Local Municipality's landfill sites do not have weighbridge for estimation of the waste quantities sent to the landfill sites. The landfill site's official uses volume estimates to determine the amount of waste disposed at the landfill sites. Volume estimate for all the landfill sites of Emakhazeni yield a total of 11 981 300, 52 tones of waste per annum before measured diversion. This total would then be the best estimates of waste generated in the Emakhazeni Local Municipality area.

Waste Minimization

A recycling initiative with Petco Recycling has already been started with residents of Emgwenya. However, the Municipality is currently not offering any recycling incentives. The feasibility of establishing recycling, buy-back centers and composting facilities across all the units should be investigated. An Environmental Committee will be established in each town to focus on recycling and separation of waste. The Municipality should promote the above initiatives.

General

The Municipality has registered all its functioning landfill sites with SAWIS, currently the municipality do report the waste data collected and disposed in all the landfill sites started with the waste record of January 2019 to SAWIS. A Waste Information System should be always updated. The aim of this information system will be to provide all the necessary detail information pertaining to waste management i.e. permit/licence status of disposal facilities, volumes disposed off, condition of the landfills/transfer station, number and type of equipment, date of purchase, operating and maintenance cost, replacement date, type of service, number of service points (domestic, commercial and industrial), the number of personnel involved, etc. Decisions concerning new equipment or services can then be made based on accurate information provided by the above system. Awareness campaigns should be implemented to educate the communities on responsible waste management.

Monitoring and review

The IWMP and its implementation must be regularly reviewed and updated. The IWMP will be monitored quarterly through the solid waste management SDBIP and reviewed annually through the annual business plans.

11.6 WATER SERVICES DEVELOPMENT PLAN (WSDP)

The water services developmental plan is a five-year plan in line with Section 12 of the Water Services Act 108 of 1997.

The municipality's as a water authority has developed a WSDP which was approved by Council in 2014, the municipality needs to review the WSDP in 2019/20 financial year.

Due to the voluminous nature of the document, it is contained under a separate cover.

**CHAPTER 12: CHAPTER 12: SERVICE DELIVERY AND
BUDGET IMPLEMENTATION PLAN**

The table below indicates the municipal institutional service delivery and budget implementation plan:

FINAL

12.1 KEY PERFORMANCE AREA: BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT

Strategic Objective: To ensure access for all, to equitable, affordable and sustainable basic services within a safe environment.

Strategic Priority Area	Strategy	KPI	2018/19 Baseline	Budget	Annual Target 2019/20	Quarterly Target				Evidence	Accountability
						Q1	Q2	Q3	Q4		
Strategic Priority Area 1: Water and Sanitation	Provision of sustainable basic services by upgrading and providing new infrastructure	Installation of standby generator and installation of water treatment works pumps in Machadodorp	New	WSIG	1 x Installation of standby generator and installation of water treatment works pumps in Machadodorp by 30 June 2020	Appointment of Contractor	50% progress	75% progress	1 x Installation of standby generator and installation of water treatment works pumps in Machadodorp	Appointment letters, Progress report & completion certificate	Manager Infrastructure, Planning & Social Development
Strategic Priority Area 1: Water and Sanitation	Provision of sustainable basic services by upgrading and providing new infrastructure	Meters of water distribution network treatment works in Waterval Boven	Phase 1 completed	WSIG	1 x 600m of water distribution network treatment works in Waterval Boven phase 2 by 30 June 2020	Appointment of Contractor	50% progress	75% progress	1 x Meters of water distribution network treatment works in Waterval Boven	Appointment letters, Progress report & completion certificate	Manager Infrastructure, Planning & Social Development
Strategic Priority Area 1: Water and Sanitation	Provision of sustainable basic services by upgrading and providing new infrastructure	Number in Meters of replacement of AC pipe in Waterval Boven	2018/2019	WSIG	1 x 800 Meters of replacement of AC pipe in Waterval Boven by 30 June 2020	Appointment of Contractor	50% progress	75% progress	1 x Meters of replacement of AC pipe in Waterval Boven	Appointment letters, Progress report & completion certificate	Manager Infrastructure, Planning & Social Development
Strategic Priority Area 1: Water and Sanitation	Provision of sustainable basic services by upgrading and providing new infrastructure	Number of Wastewater treatment works refurbishment and upgrading in Machadodorp	New Target	WSIG	1 x Wastewater treatment works refurbishment and upgrading in Machadodorp by 30 June 2020	Appointment of Contractor	50% progress	75% progress	1 x Number of Wastewater treatment works refurbishment and upgrading in Machadodorp	Appointment letters, Progress report & completion certificate	Manager Infrastructure, Planning & Social Development
Strategic Priority Area 1: Water and Sanitation	Provision of sustainable basic services by upgrading and providing new infrastructure	Number of Meters of Motobatoba Sewerlines constructed in Siyathuthuka	New Target	WSIG	1 x 500m of Motobatoba Sewerlines constructed in Siyathuthuka by 30 June 2020	Appointment of Contractor	50% progress	75% progress	1 x 500m of Motobatoba Sewerlines constructed in Siyathuthuka	Appointment letters, Progress report & completion certificate	Manager Infrastructure, Planning & Social Development
Strategic Priority Area 1: Water and Sanitation	Provision of sustainable basic services by upgrading and providing new infrastructure	Number of reports on inspections of water losses and tempering of meters submitted to Council	4 reports submitted	Opex	4 Quarterly reports on inspections of water losses and tempering of meters submitted to Council by 30 June 2020	1	1	1	1	Quarterly Report & Council Resolution	Manager Infrastructure, Planning & Social Development
Strategic Priority Area 1: Water, Sanitation, Roads and Electricity	Provision of sustainable basic services by upgrading and providing new infrastructure	Number of reports on basic services demand assessment and analysis submitted to Council	New Target	Opex	4 x Quarterly reports on basic services demand assessment and analysis submitted to Council by 30 June 2020	1	1	1	1	Quarterly Report & Council Resolution	Manager Infrastructure, Planning & Social Development

12.1 KEY PERFORMANCE AREA: BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT

Strategic Objective: To ensure access for all, to equitable, affordable and sustainable basic services within a safe environment.

Strategic Priority Area	Strategy	KPI	2018/19 Baseline	Budget	Annual Target 2019/20	Quarterly Target				Evidence	Accountability
						Q1	Q2	Q3	Q4		
Priority Area 2: Electricity Supply	Provision of sustainable basic services by upgrading and providing new infrastructure	Installation and commissioning of a new 132/11kv 20 MVA substation and feeder lines Phase 2	Phase 1 completed	DOE	1 x Installation and commissioning of a new 132/11kv 20 MVA substation and feeder lines Phase 2 by 30 June 2020	Appointment of Contractor	50% progress	75% progress	1 x Installation and commissioning of a new 132/11kv 20 MVA substation and feeder lines Phase 2	Appointment letters, Progress reports & completion certificate	Manager Infrastructure, Planning & Social Development
Priority Area 2: Electricity Supply	Provision of sustainable basic services by upgrading and providing new infrastructure	Number of reports on inspections of electricity tempering submitted to Council	New Target	Opex	4 x Quarterly reports on inspections of electricity tempering submitted to Council by 30 June 2020	1	1	1	1	Quarterly Reports & Council resolution	Manager Infrastructure, Planning & Social Development
Priority Area 3: Roads and Storm Water	Maintenance, reconstruction and upgrading of existing road network	Number Kilometers of roads refurbished and repaired	4300m of road of roads refurbished and repaired	Opex	4300m of road of roads refurbished and repaired by 30 June 2020	1050m	1050m	1050m	1050m	Monthly reports and pictures	Manager Infrastructure, Planning & Social Development
Priority Area 3: Roads and Storm Water	Maintenance, reconstruction and upgrading of existing road network	Number of roads regravelled	20 roads regravelled	Opex	20 roads regravelled by 30 June 2020	5	5	5	5	Monthly reports	Manager Infrastructure, Planning & Social Development
Priority Area 3: Roads and Storm Water	Maintenance, reconstruction and upgrading of existing road network	Number of Kilometers of roads paved around Emakhazeni Local Municipality	1200m road paved	MIG	1200m of roads paved around Emakhazeni Local Municipality by 30 June 2020	Appointment of Contractor	50% progress	75% progress	100% progress and road completed	Appointment letters, Progress reports & completion certificate	Manager Infrastructure, Planning & Social Development
Priority Area 4: Environmental and Waste Management	Procuring, maintaining and upgrading of infrastructure associated with waste management services	Number of additional households provided with access to formal solid waste removal services	80 additional households with access to solid waste removal services	Opex	80 x additional households provided with access to formal solid waste removal services by 30 June 2019	N/A	N/A	N/A	80	Collection schedule & Monthly Reports	Manager Infrastructure, Planning & Social Development

12.1 KEY PERFORMANCE AREA: BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT

Strategic Objective: To ensure access for all, to equitable, affordable and sustainable basic services within a safe environment.

Strategic Priority Area	Strategy	KPI	2018/19 Baseline	Budget	Annual Target 2019/20	Quarterly Target				Evidence	Accountability
						Q1	Q2	Q3	Q4		
Priority Area 4: Environmental and Waste Management	Procuring, maintaining and upgrading of infrastructure associated with waste management services	Number of rehabilitation of illegal dumping sites cleaned	16 sites cleaned illegal dumping sites	Opex	8 of rehabilitation of illegal dumping cleaned by 30 June 2020	2	2	2	2	Quarterly Reports and pictures	Manager Infrastructure, Planning & Social Development
Priority Area 4: Environmental and Waste Management	Procuring, maintaining and upgrading of infrastructure associated with waste management services	Number of waste disposal sites rehabilitated in Emakhazeni (Ground and Layer works)	New target	MIG	1 x waste disposal sites rehabilitated in Emakhazeni (Ground and Layer works) by 30 June 2020	Appointment of Contractor	50%	75%	1 x 100% progress and waste disposal sites rehabilitated in Emakhazeni (Ground and Layer works)	Appointment letters, Progress reports & completion certificate	Manager Infrastructure, Planning & Social Development
Priority Area 4: Environmental and Waste Management	Development of waste management, water quality monitoring and climate change response programmes	Number of water sample analysis reports submitted to Council	12 water sample analysis reports submitted to Council	Opex	12 sample analysis reports submitted by 30 June 2020	3	3	3	3	Monthly Reports and Council resolutions	Manager Infrastructure, Planning & Social Development

KEY PERFORMANCE AREA: BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT											
Strategic Objective :To co-ordinate and facilitate public safety											
Strategic Priority Area	Strategy	KPI	2017/18 Baseline	Budget	Annual Target 2018/19	Quarterly Target				Evidence	Accountability
						Q1	Q2	Q3	Q4		
Priority Area 6: Emergency Services	By conducting fire inspections in compliance to OHS Act/Fire regulations	Number of fire inspections conducted	255 inspections	Opex	200 fire inspection conducted by 30 June 2020	50	50	50	50	Quarterly Report	Manager Infrastructure, Planning & Social Development
Priority Area 6: Emergency Services	Educate the community about public safety by conducting fire awareness campaigns	Number of fire awareness campaigns conducted	16 fire awareness campaigns conducted	Opex	16 fire awareness campaigns conducted by 30 June 2020	4	4	4	4	Pictures and Attendance Register	Manager Infrastructure, Planning & Social Development
Priority Area 7: Traffic, Safety and Security	Ensuring that road traffic regulations are adhered to by increasing visibility of Traffic Officers.	Number of road blocks conducted	12 road blocks conducted	Opex	12 road blocks conducted by 30 June 2020	3	3	3	3	Monthly Reports	Manager Infrastructure, Planning & Social Development
Priority Area 7: Traffic, Safety and Security	Ensuring that road traffic regulations are adhered to by increasing visibility of Traffic Officers.	Number of road safety programmes conducted	4 road safety programmes conducted	Opex	4 road safety programmes conducted by 30 June 2020	1	1	1	1	Report on programmes conducted	Manager Infrastructure, Planning & Social Development

12.2 KEY PERFORMANCE AREA: LOCAL ECONOMIC DEVELOPMENT

Strategic Objective : To promote social and economic development

Strategic Priority Area	Strategy	KPI	2018/19 Baseline	Budget	Annual Target 2019/20	Quarterly Target				Evidence	Accountability
						Q1	Q2	Q3	Q4		
Priority Area 8: Economic Growth and Development	To reduce the unemployment rate within the municipality	Number of Dairy Processing Plants established	New target	Opex	1 x Dairy Processing Plant established by 30 June 2020	-	-	-	1	Report on the LED projects	Municipal Manager
Priority Area 8: Economic Growth and Development	To reduce the unemployment rate within the municipality	Number of Poultry projects established	New target	Opex	1 x Poultry project established by 30 June 2020	-	-	-	1	Report on the LED projects	Municipal Manager
Priority Area 8: Economic Growth and Development	To reduce the unemployment rate within the municipality	Number of Bakery projects resuscitated around Emakhazeni	New target	Opex	3 x Bakery projects resuscitated by 30 June 2020	-	-	-	3	Report on the LED projects	Municipal Manager
Priority Area 8: Economic Growth and Development	To create job opportunities through EPWP & CWP programmes	Number of CWP LRC Forum meetings held	4 CWP LRC Forum meetings	Opex	4 CWP LRC Forum meetings held by 30 June 2020	1	1	1	1	Minutes and attendance register	Municipal Manager
Priority Area 8: Economic Growth and Development	To create job opportunities through EPWP & CWP programmes	Reviewal of the EPWP Policy	Draft EPWP Policy	Opex	1 x Review of the EPWP Policy by 30 June 2020	-	-	-	1	Council resolution	Municipal Manager
Priority Area 8: Economic Growth and Development	To create job opportunities through EPWP & CWP programmes	Number of EPWP job opportunities created	80 jobs opportunities created	R1 184 000	100 job opportunities created by 30 June 2020	86	-	14	-	Appointment letters	Municipal Manager
Priority Area 8: Economic Growth and Development	To create job opportunities through EPWP & CWP programmes	Number of EPWP Forum established	New Target	Opex	4 EPWP Forum meetings held by 30 June 2020	1	1	1	1	Minutes and attendance register	Municipal Manager
Priority Area 8: Economic Growth and Development	To create job opportunities through EPWP & CWP programmes	Number training / workshop conducted	New Target	Opex	2 training / workshops conducted by 30 June 2020	-	1	-	1	Attendance registers	Municipal Manager
Priority Area 8: Economic Growth and Development	Ensuring the functionality of the LED Forum and the creation of year calendar	Number of LED Forum meetings held	4 LED Forums held	Opex	4 LED Forum meetings held by 30 June 2020	1	1	1	1	Attendance registers & Minutes	Municipal Manager

12.2 KEY PERFORMANCE AREA: LOCAL ECONOMIC DEVELOPMENT

Strategic Objective : To promote social and economic development

Strategic Priority Area	Strategy	KPI	2018/19 Baseline	Budget	Annual Target 2019/20	Quarterly Target				Evidence	Accountability
						Q1	Q2	Q3	Q4		
Priority Area 8: Economic Growth and Development	To review contractor Development Programme	Reviewal of contractor development policy	1x reviewed contractor development policy	Opex	1x reviewed Contractor Development Policy by 30 June 2020	1	-	-	-	Council Resolution Reviewed Contractor Development Policy	Municipal Manager

12.3 KEY PERFORMANCE AREA: FINANCIAL VIABILITY

Strategic Objective : To ensure sound and sustainable financial management, compliance and accountability

Strategic Priority Area	Strategy	KPI	2018/19 Baseline	Budget	Annual Target 2019/20	Quarterly Target				Evidence	Accountability
						Q1	Q2	Q3	Q4		
Priority Area 9: Financial Viability	To provide timely and relevant financial management reports to all stakeholders	Number of quarterly section 52(d) MFMA reports submitted to Executive Mayor within 30 days after the end of each quarter	4 quarterly reports	Opex	4 x quarterly section 52(d) MFMA reports submitted to Executive Mayor within 30 days after the end of each quarter by 30 June 2020	1	1	1	1	Acknowledgement of receipts by the Executive Mayor	Chief Financial Officer
Priority Area 9: Financial Viability	To provide timely and relevant financial management reports to all stakeholders	Number of monthly section 71 MFMA reports submitted to the Executive Mayor within 10 working days after end of each month	12 monthly S71 reports submitted	Opex	12 x monthly S71 MFMA reports submitted to Executive Mayor within 10 working days after the end of each month by 30 June 2020	3	3	3	3	Acknowledgement of receipts by the Executive Mayor	Chief Financial Officer
Priority Area 9: Financial Viability	To provide timely and relevant financial management reports to all stakeholders	Number of financial ratios submitted within 10 working days after end of each month.	None	Opex	12 x monthly financial Ratios submitted to Executive Mayor within 10 working days after the end of each month by 30 June 2020	3	3	3	3	Acknowledgement of receipts by the Executive Mayor	Chief Financial Officer
Priority Area 9: Financial Viability	To provide timely and relevant financial management reports to all stakeholders	Number of Section 72 (midyear) MFMA reports submitted to the Executive Mayor	1 Section 72 Mid-Year Report for 2017/18 Financial year	Opex	1 x Section 72 (midyear) MFMA reports submitted to the Executive Mayor by 30 June 2020	-	-	1	-	Acknowledgement of receipts by the Executive Mayor	Chief Financial Officer
Priority Area 9: Financial Viability	To establish and implement effective financial management systems	Number of Final Budgets approved by Council	One approved budget was adopted by Council in May 2019	Opex	1 x Final Budget approved by Council by 30 June 2020	-	-	-	1	Approved Budget & Council resolution	Chief Financial Officer
Priority Area 9: Financial Viability	To establish and implement effective financial management systems	Percentage collection rate attained	76% collection rate attained	Opex	78% Collection rate attained by 30 June 2020	78%	78%	78%	78%	Monthly revenue report indicating 78% collection rate	Chief Financial Officer
Priority Area 9: Financial Viability	To establish and implement effective financial management systems	Number of Finance related policies reviewed	9 finance related policies were approved	Opex	9 x Finance related policies reviewed by 30 June 2020	-	-	-	9	Approved finance policies & Council Resolution	Chief Financial Officer
Priority Area 9: Financial Viability	To provide timely and relevant financial management reports to all stakeholders	Number of Interim financial statements prepared and submitted to Provincial Treasury	2017/18 Interim financial statements were prepared and submitted to Provincial Treasury in March 2018	Opex	1 x Interim financial statements prepared and submitted to Provincial Treasury by 31 March 2020	-	-	1	-	Interim financial statements & acknowledgement of receipts	Chief Financial Officer

12.3 KEY PERFORMANCE AREA: FINANCIAL VIABILITY

Strategic Objective : To ensure sound and sustainable financial management, compliance and accountability

Strategic Priority Area	Strategy	KPI	2018/19 Baseline	Budget	Annual Target 2019/20	Quarterly Target				Evidence	Accountability
						Q1	Q2	Q3	Q4		
Priority Area 9: Financial Viability	To provide timely and relevant financial management reports to all stakeholders	Annual Financial Statements (AFS) submitted to Auditor General on or before the 31st August 2018 free from material misstatements	2016/17 AFS were submitted to Auditor General on 31st August 2017	Opex	1 x Annual Financial Statements (AFS) submitted to Auditor General on or before the 31st August 2019	1	-	-	-	Annual financial statement & Acknowledgment of receipts	Chief Financial Officer
Priority Area 9: Financial Viability	To establish and implement effective financial management systems	Improve Audit Opinion for Emakhazeni Local Municipality	Qualification	Opex	Unqualified Audit opinion for 2018/19 financial year by 31 December 2019	-	Unqualified	-	-	Audit report	Chief Financial Officer
Priority Area 9: Financial Viability	To establish and implement effective financial management systems	Percentage progress towards resolving Audit findings listed on the action plan	113 issues were raised by the Auditor General in 2016/17 audit. Audit Action plan tabled to council in January 2017	Opex	100% progress towards resolving Audit findings listed on the action plan by 30 June 2020.	-	-	50%	100%	Action Plan, progress report & AG management report	Chief Financial Officer
Priority Area 9: Financial Viability	To establish and implement effective financial management systems	Procurement/demand management plan compiled and approved by the Accounting Officer	1x procurement plan was developed and approved by Accounting Officer for the 2017/18 financial year	Opex	1 x Procurement/demand management plan compiled and approved by Accounting Officer by 31st May 2020	1	-	-	-	Procurement/demand management plan	Chief Financial Officer
Priority Area 9: Financial Viability	To provide timely and relevant financial management reports to all stakeholders	Number of quarterly progress reports on the implementation of SCM Policy submitted to the Executive Mayor within 30 days after the end of each quarter	4 x quarterly reports were submitted	Opex	4 x quarterly progress reports on the implementation of SCM Policy submitted to the Executive Mayor within 30 days by 30 June 2020	1	1	1	1	Acknowledgment of quarterly SCM reports by the Executive Mayor	Chief Financial Officer
Priority Area 9: Financial Viability	To establish and implement effective financial management systems	Number of days taken to conclude and award tenders above R200 000	90 days after the closure of the tender	Opex	Conclude and award tenders above R200 000 within 30 days by 30 June 2020	30 days after closure	30 days after closure	30 days after closure	30 days after closure	Quarterly report from SCM	Chief Financial Officer
Priority Area 9: Financial Viability	To establish and implement effective financial management systems	Number of asset verifications conducted	2 Asset verification conducted	Opex	4 x asset verifications conducted and submitted to Council by 30 June 2020	1	1	1	1	Quarterly Assets verification report Council Resolution	Chief Financial Officer
Priority Area 9: Financial Viability	To establish and implement effective financial management systems	Number of budget consultative meetings held	8 budget consultative held	Opex	8 x budget consultative meetings held by 30 June 2020	-	-	-	8	Minutes and attendance registers	Chief Financial Officer

12.3 KEY PERFORMANCE AREA: FINANCIAL VIABILITY

Strategic Objective : To ensure sound and sustainable financial management, compliance and accountability

Strategic Priority Area	Strategy	KPI	2018/19 Baseline	Budget	Annual Target 2019/20	Quarterly Target				Evidence	Accountability
						Q1	Q2	Q3	Q4		
Priority Area 9: Financial Viability	To establish and implement effective financial management systems	Number of budget Indaba's held	1 budget Indaba were held	Opex	1 x Budget Indaba held by 30 June 2020	-	-	-	1	Report & attendance register	Chief Financial Officer
Priority Area 9: Financial Viability	To establish and implement effective financial management systems	Number of monthly billing reports submitted to Council	New Target	Opex	12 x monthly billing reports submitted to Council by 30 June 2020.	3	3	3	3	Billing report & Council resolution	Chief Financial Officer
Priority Area 9: Financial Viability	To establish and implement effective financial management systems	Number of supplementary valuation rolls developed	One supplementary valuation Roll	Opex	1 x Supplementary Valuation developed by 30 June 2020.	-	-	-	1	Supplementary Valuation Roll	Chief Financial Officer
Priority Area 9: Financial Viability	To establish and implement effective financial management systems	Number of Unauthorised, Irregular, Fruitless and wasteful expenditure Reports submitted to Council	None	Opex	12 x Unauthorised, Irregular, Fruitless and wasteful expenditure reports submitted to Council by 30 June 2020.	3	3	3	3	Unauthorised, Irregular, Fruitless and wasteful expenditure reports & Council resolution	Chief Financial Officer
Priority Area 9: Financial Viability	To establish and implement effective financial management systems	Number of indigent registers approved by Council	1 indigent register approved	Opex	1 x indigent register approved by Council by 30 June 2020.	-	-	-	1	Indigent register & Council resolution	Chief Financial Officer
Priority Area 9: Financial Viability	To establish and implement effective financial management systems	% spent on FMG	100% Spending	Opex	100% expenditure on FMG by 30 June 2020.	25%	50%	75%	100%	Expenditure report	Chief Financial Officer

12.4 KEY PERFORMANCE AREA: GOOD GOVERNANCE AND PUBLIC PARTICIPATION

Strategic Objectives: To encourage the involvement of communities and community organizations in the matters of local government. To encourage and ensure corporate government

Strategic Priority Area	Strategy	KPI	2018/19 Baseline	Budget	Annual Target 2019/20	Quarterly Target				Evidence	Accountability
						Q1	Q2	Q3	Q4		
Priority Area 14: Youth Development	Working together with Departments, NGOs and Social partners, will ensure access to quality education, skills development and fight social ills	Number of Career Expo held	1 career expo held in April 2019	Opex	1 career expo's held by 30 June 2020	-	-	-	1	Report with attendance register and photos	Youth Manager
Priority Area 14: Youth Development	Working together with Departments, NGOs and Social partners, will ensure access to quality education, skills development and fight social ills	Number of Local youth entrepreneurship development workshop held	02 local youth entrepreneurship development workshop were held by 30 June 2019	Opex	2 Local youth entrepreneurship development workshop held by 30 June 2019	1	-	1	-	Report with attendance Register and photos	Youth Manager
Priority Area 14: Youth Development	Working together with Departments, NGOs and Social partners, will ensure access to quality education, skills development and fight social ills	Number of Life skills workshops held	New project	Opex	2 Life skills workshops held by 30 June 2020	1	-	1	-	Report with attendance Register and photos	Youth Manager

12.4 KEY PERFORMANCE AREA: GOOD GOVERNANCE AND PUBLIC PARTICIPATION

Strategic Objectives: To encourage the involvement of communities and community organizations in the matters of local government. To encourage and ensure corporative government

Strategic Priority Area	Strategy	KPI	2018/19 Baseline	Budget	Annual Target 2019/20	Quarterly Target				Evidence	Accountability
						Q1	Q2	Q3	Q4		
Priority Area 14: Youth Development	Working together with Departments, NGOs and Social partners, will ensure access to quality education, skills development and fight social ills	Number of youth football tournament held	New project	Opex	1 Emakhazeni youth football tournament held by 30 June 2020		-	-	1	Report with attendance Register and photos	Youth Manager

12.4 KEY PERFORMANCE AREA: GOOD GOVERNANCE AND PUBLIC PARTICIPATION

Strategic Objectives: To encourage and ensure cooperative governance for the achievement of municipal objectives

Strategic Priority Area	Strategy	KPI	2018/19 Baseline	Budget	Annual Target 2019/20	Quarterly Target				Evidence	Accountability
						Q1	Q2	Q3	Q4		
Priority Area 14: Inter-governmental Relations	Establishing ward committees and overseeing their functionality	Number of reports on wards committee functionality submitted to Council	New target	Opex	4 x reports on wards committee functionality by 30 June 2020	1	1	1	1	Quarterly Reports & Council Resolution	4 quarterly reports on the functionality of ward committees

11.4 KEY PERFORMANCE AREA: GOOD GOVERNANCE AND PUBLIC PARTICIPATION

Strategic Objectives: To encourage and ensure cooperative governance.

Strategic Priority Area	Strategy	KPI	2018/19 Baseline	Budget	Annual Target 2019/20	Quarterly Target				Evidence	Accountability
						Q1	Q2	Q3	Q4		
Priority Area 16: Education	By facilitating programmes aimed at promoting education	Number of schools motivational programmes held	8 high schools motivational programmes held in October 2018	Opex	8 schools motivational programmes held by 30 June 2020	-	1	-	-	Report with attendance Register and photos	Youth Manager
Priority Area 16: Education	By facilitating programmes aimed at promoting education	Number of teenage pregnancy awareness conducted	02 teenage pregnancy awareness campaign held by 30 June 2018	Opex	2 teenage pregnancy awareness campaigns held by 30 June 2020	-	1	-	1	Report with attendance Register and photos	Youth Manager
Priority Area 16: Education	By facilitating programmes aimed at promoting education	Number of substance and drug abuse awareness conducted	4 substance and drug abuse awareness held and 02 LDAC meetings were held by 30 June 2019	Opex	2 Substance and drug abuse awareness conducted by 30 June 2020	1	1	1	1	Report with attendance Register and photos	Youth Manager
Priority Area 16: Education	By facilitating programmes aimed at promoting education	Number of Emakhazeni local Municipality external bursary funding for registrations held	1 Emakhazeni local Municipality external bursary funding for registration held by 30 June 2019	Opex	1 Emakhazeni local Municipality external bursary funding for tertiary registration held by 30 June 2020	-	-	1	-	Report with Registers	Youth Manager

KEY PERFORMANCE AREA: GOOD GOVERNANCE AND PUBLIC PARTICIPATION											
Strategic Objectives: To encourage the involvement of communities and community organizations in the matters of local government											
Strategic Priority Area	Strategy	KPI	2018/19 Baseline	Budget	Annual Target 2019/20	Quarterly Target				Evidence	Accountability
						Q1	Q2	Q3	Q4		
Priority Area 17: Community and Stakeholder Engagement	Invite members of the public to ordinary Council sittings	Number of notices of ordinary Council sittings issued	8 council sittings held	Opex	6 x notices of ordinary council sittings issued by 30 June 2020	2	1	2	1	SMS notices issued & attendance register	Municipal Manager
Priority Area 17: Community and Stakeholder Engagement	To solicit views and inputs of members of the public into the IDP	Number of IDP consultative meeting notices issued	14 IDP consultative meetings held	Opex	28 x IDP consultative meeting notices issued held by 30 June 2020	-	14	14	-	Notices issued	Municipal Manager
Priority Area 17: Community and Stakeholder Engagement	To solicit views and inputs of members of the public into the Budget	Number of Budget consultative meeting notices issued	8 Budget consultative meetings held	Opex	8 x Budget consultative meeting notices issued by 30 June 2020	-	-	-	8	Notices issued	Municipal Manager
Priority Area 17: Community and Stakeholder Engagement	Organise community capacity building workshops	Number of civic education workshops on good governance held	4 civic awareness workshop held	Opex	4 x Civic education workshops held by 30 June 2020	1	1	1	1	Report, Council resolution & Attendance Register	Municipal Manager
Priority Area 17: Community and Stakeholder Engagement	Ensure the functionality of the local council of stakeholders	Number of local council of stakeholders meetings held	None	Opex	4 x local council of stakeholders meetings held by 30 June 2020	1	1	1	1	Minutes and Attendance Register	Municipal Manager

KEY PERFORMANCE AREA: GOOD GOVERNANCE AND PUBLIC PARTICIPATION											
Strategic Objectives : To add value to the operations of the municipality in relation to technological systems, internal control, risk management and governance processes											
Strategic Priority Area	Strategy	KPI	2018/19 Baseline	Budget	Annual Target 2019/20	Quarterly Target				Evidence	Accountability
						Q1	Q2	Q3	Q4		
Priority Area 18: Performance Management	Review the Performance Management Framework	Number of Performance Management Framework reviewed	Performance Management Framework reviewed	Opex	1 x Review of Performance Management Framework by 30 June 2020	-	-	-	1	Council resolution	Municipal Manager
Priority Area 18: Performance Management	Inculcate a culture of performance management in the institution	Number of Performance assessments conducted	1 x Mid-Year performance assessments conducted	Opex	1 x Mid-Year Performance assessment conducted by 30 June 2020	-	-	1	-	Report & Council resolution	Municipal Manager
Priority Area 18: Performance Management	Sign performance agreements in terms of section 57 of the MSA within prescribed timeframe	% of Performance Agreements signed	Performance Agreements for 2017/18 were signed	Opex	100% Performance Agreements signed by 30 June 2020	100%	-	-	-	Signed Performance Agreements	Municipal Manager
Priority Area 18: Performance Management	Cascading of PMS to Senior Admin Officer level	Number of Performance Scorecard signed with Deputy Managers	PMS cascaded to Deputy Managers and Strategic Units	Opex	14 x Performance Scorecards signed by 30 June 2019	14	-	-	-	Signed Performance Scorecards	Municipal Manager
Priority Area 18: Performance Management	Cascading of PMS to Deputy Manager and level 3 Officials	Number of Quarterly Performance Assessments conducted for Deputy Managers	2 x Quarterly Performance Assessments were conducted	Opex	2 x Quarterly Performance Assessments conducted for Deputy Managers held by 30 June 2019	-	1	-	1	Attendance Register & Assessment Reports	Municipal Manager

KEY PERFORMANCE AREA: GOOD GOVERNANCE AND PUBLIC PARTICIPATION											
Strategic Objectives : To add value to the operations of the municipality in relation to technological systems, internal control, risk management and governance processes											
Strategic Priority Area	Strategy	KPI	2018/19 Baseline	Budget	Annual Target 2019/20	Quarterly Target				Evidence	Accountability
						Q1	Q2	Q3	Q4		
Priority Area 18: Performance Management	Inculcate a culture of performance management in the institution	SDBIP approved by Executive Mayor within 28 days after approval of the Budget	2018/19 SDBIP was approved	Opex	1 x SDBIP approved by Executive Mayor within 28 days after approval of the Budget by 30 June 2020	1	-	-	-	Approved 2019/20 SDBIP and Council Resolution	Municipal Manager
Priority Area 18: Performance Management	Inculcate a culture of performance management in the institution	Number of performance reports submitted to Council not later than 30 days after the end of the quarter	4 x performance reports submitted	Opex	4 x performance reports submitted to Council not later than 30 days after the end of the quarter by 30 June 2020	1	1	1	1	4 x Performance reports and Council Resolutions	Municipal Manager
Priority Area 18: Performance Management	Inculcate a culture of performance management in the institution	Number of MPAC meetings held	12 x MPAC meetings held by 30 June 2019	Opex	12 x MPAC meetings held by 30 June 2020	3	3	3	3	Minutes and attendance registers	Municipal Manager
Priority Area 18: Performance Management	Inculcate a culture of performance management in the institution	Number of Oversight Reports approved	The Oversight Report was approved by Council in March 2019	Opex	1 x Oversight Report approved by Council by 30 June 2020	-	-	1	-	Oversight Report and Council Resolution	Municipal Manager

KEY PERFORMANCE AREA: GOOD GOVERNANCE AND PUBLIC PARTICIPATION											
Strategic Objectives: To encourage and ensure cooperative governance.											
Strategic Priority Area	Strategy	KPI	2018/19 Baseline	Budget	Annual Target 2019/2020	Quarterly Target				Evidence	Accountability
						Q1	Q2	Q3	Q4		
Priority Area 19 : Information, Communication & Technology	Develop, review and implement ICT Governance Framework, policies, strategic plans, succession plan and User Access Control Management Standards & Procedures.	Number of ICT documents reviewed and /or developed		Opex	Review 13 ICT related policies by 30 June 2020	-	-	-	13	Council Resolutions	Manager Corporate Services
Priority Area 19 : Information, Communication & Technology	Monthly reporting on ICT activities	Number of reports on ICT services submitted to top management		Opex	12 ICT reports submitted to top management by 30 June 2020	3	3	3	3	ICT Monthly Reports & Top Management minutes	Manager Corporate Services
Priority Area 19: Information, Communication & Technology	Review of users access to ensure that only authorized users have access	Number of reports on authorised access control users submitted to top management		Opex	1 x Annual report on the number of authorised access control users submitted to top management by 30 June 2020	-	-	-	1	ICT Annual report & Top Management minutes	Manager Corporate Services
Priority Area 19 : Information, Communication & Technology	Review of System Administrator activities by an Independent Person.	Number of reports on system administrator activities by an independent person submitted to Top Management		Opex	1 system administrator activities reports by an independent person submitted to top management by 30 June 2020	-	-	-	1	ICT Review Report & Top Management minutes	Manager Corporate Services
Priority Area 19 : Information, Communication & Technology	Development of User Access Control standards and Procedures for VIP/Munsoft	User Access Control standards and Procedures for VIP/Munsoft	New	Opex	User Access Control standards and Procedures for VIP/Munsoft developed by 31 December 2019.	-	1	-	-	Council resolution on approval of User Access Control standards and Procedures	Manager Corporate Services
Priority Area 19 : Information, Communication & Technology	Appointment of service provider to upgrade the GIS Systems	Appointed service provider	New	Opex	Appointed service provider by 31 December 2019	-	1	-	-	Appointment Letter	Manager Corporate Services

KEY PERFORMANCE AREA: GOOD GOVERNANCE AND PUBLIC PARTICIPATION											
Strategic Objectives: To add value to the operations of the municipality in relation to technological systems, internal control, risk management and governance processes.											
Strategic Priority Area	Strategy	KPI	2018/2019 Baseline	Budget	Annual Target 2019/2020	Quarterly Target				Evidence	Accountability
						Q1	Q2	Q3	Q4		
Priority Area 22: Risk Management	To review the Risk Management Enabling Documents	Number of Risk Management Charter approved by Council	Risk management Charter 2018/19 was approved by Council	Opex	1 x Risk Management Charter approved by 30 June 2020	-	-	-	1	Council resolution	Risk Management Officer
Priority Area 22: Risk Management	To review the Risk Management Enabling Documents	Number of Risk Management Policies approved by Council	The Risk management Policy, Whistle Blowing Policy Fraud and Prevention Policy for 2018/19 was approved by Council	Opex	3 x Risk Management policies approved by 30 June 2020	-	-	-	3 Risk Management Policies approved	Council resolution	Risk Management Officer
Priority Area 22: Risk Management	To review the Risk Management Enabling Documents	Number of Risk Management Strategies approved by Council	Risk management Strategy, Fraud and Corruption Prevention Strategy for 2018/19 was approved by Council	Opex	2 x Risk management Strategy approved by 30 June 2020	-	-	-	2	Council resolution	Risk Management Officer
Priority Area 22: Risk Management	To review the Risk Management Enabling Documents	Number of Risk Management Plans approved by Council	Risk Management Plan, Fraud Prevention Plan & Fraud Response Plan and Assurance Plan for 2018/19 was approved by Council	Opex	2 x Risk management Plans approved by 30 June 2020	-	-	-	2	Council resolution	Risk Management Officer
Priority Area 22: Risk Management	To conduct risk assessment workshops with the aim of minimizing organizational risks	Number of risk assessment workshops conducted	Risk assessment workshops are conducted on an annual basis	Opex	6 x Risk assessment workshops conducted by 30 June 2020	3	2	01	1	Risk Reports and attendance register	Risk Management Officer
Priority Area 22: Risk Management	To review the Risk Management Enabling Documents	Number of Risk registers reviewed	Risk Register is reviewed on an annual basis	Opex	1 x Risk registers reviewed by 30 June 2020	-	1	-	-	Council resolutions	Risk Management Officer

KEY PERFORMANCE AREA: GOOD GOVERNANCE AND PUBLIC PARTICIPATION											
Strategic Objectives: To add value to the operations of the municipality in relation to technological systems, internal control, risk management and governance processes.											
Strategic Priority Area	Strategy	KPI	2018/2019 Baseline	Budget	Annual Target 2019/2020	Quarterly Target				Evidence	Accountability
						Q1	Q2	Q3	Q4		
Priority Area 22: Risk Management	Submission of quarterly progress reports to Risk Management Committee	Number of Risk Management, Anti-fraud and Anti- corruption Committee meetings held	4 Risk Management Committee meetings held in 2018/2019	Opex	4 x RMAAC meetings held by 30 June 2020	1	1	1	1	Minutes of meetings and attendance register	Risk Management Officer
Priority Area 22: Risk Management	To conduct risk assessment workshops with the aim of minimizing organizational risks	Number of Risk action plans implemented to address Identified Strategic and Operational Risk	74% mitigation measures were implemented for 2018/19	Opex	200 x Risk action plans resolved to address Strategic and Operational Risk Identified per quarter by 30 June 2020	50	50	50	50	Progress report on implemented mitigating measures	Risk Management Officer

KEY PERFORMANCE AREA: GOOD GOVERNANCE AND PUBLIC PARTICIPATION											
Strategic Objectives : To add value to the operations of the municipality in relation to internal control, risk management and governance processes											
Strategic Priority Area	Strategy	KPI	2018/19 Baseline	Budget	Annual Target 2019/20	Quarterly Target				Evidence	Accountability
						Q1	Q2	Q3	Q4		
Priority Area 23 : Auditing	Develop a risk based three year rolling plan and annual plan	Internal Audit Plan approved by the Audit Committee	An Internal Audit Plan for 2018/19 was approved by the Audit Committee	Opex	1 x Internal Audit Plan approved by 31 st of July 2019	1	-	-	-	Audit Committee resolution	Municipal Manager
Priority Area 23 : Auditing	Review the Internal Audit Charter and Methodology	Internal Audit Charter and Methodology approved by the Audit Committee	Internal Audit Charter and Methodology for 2018/19 were approved by the Audit Committee	Opex	1 x Internal Audit Charter and Methodology approved by the 30 th of June 2019	-	-	-	1	Audit Committee resolution	Municipal Manager

KEY PERFORMANCE AREA: GOOD GOVERNANCE AND PUBLIC PARTICIPATION											
Strategic Objectives : To add value to the operations of the municipality in relation to internal control, risk management and governance processes											
Strategic Priority Area	Strategy	KPI	2018/19 Baseline	Budget	Annual Target 2019/20	Quarterly Target				Evidence	Accountability
						Q1	Q2	Q3	Q4		
Priority Area 23 : Auditing	Review the Combined Assurance Framework	Combined Assurance Framework approved by the Audit Committee	Combined Assurance Framework for 2018/2019 was approved by the Audit Committee	Opex	1 x Combined Assurance Framework approved by the 30 th of June 2019	-	-	-	1	Audit Committee Resolution	Municipal Manager
Priority Area 23 : Auditing	Implementation of the approved internal audit plan	Number of audits conducted and submitted to the Municipal Manager	15 audits conducted in the 2018/19 financial year	Opex	15 Audits to be conducted by the 30 th of June 2020	4	1	4	6	Internal Audit Reports and proof of submission	Municipal Manager
Priority Area 23 : Auditing	Submission of quarterly progress reports to the Audit Committee	Number of Internal Audit quarterly progress reports submitted to the Audit Committee	4 progress reports were submitted to the Audit Committee by June 2019	Opex	4 Internal Audit quarterly progress reports submitted by 30 th of June 2020	1	1	1	1	Audit Committee minutes and Reports	Municipal Manager

KEY PERFORMANCE AREA: GOOD GOVERNANCE AND PUBLIC PARTICIPATION											
Strategic Objectives : To ensure adherence with legislation and implementation of systems that will result in service excellence											
Strategic Priority Area	Strategy	KPI	2018/19 Baseline	Budget	Annual Target 2019/20	Quarterly Target				Evidence	Accountability
						Q1	Q2	Q3	Q4		
Priority Area 24: Legal Services and Labour Relations	Adoption and promulgation of by-laws	Number of By-laws adopted and promulgated		Opex	3 By-laws adopted and promulgated by 30 June 2020	-	-	-	3	Copies of Gazettes	Manager Corporate Services

KEY PERFORMANCE AREA: GOOD GOVERNANCE AND PUBLIC PARTICIPATION											
Strategic Objectives : To ensure adherence with legislation and implementation of systems that will result in service excellence											
Strategic Priority Area	Strategy	KPI	2018/19 Baseline	Budget	Annual Target 2019/20	Quarterly Target				Evidence	Accountability
						Q1	Q2	Q3	Q4		
Priority Area 25: Human Resource Management and Administration	Develop meeting agendas and arrange meetings of Council and its committees according to the calendar of events	Number of management committee meetings held		Opex	20 management committee meetings held by 30 June 2020	5	5	5	5	Minutes and attendance registers	Manager Corporate Services
Priority Area 25: Human Resource Management and Administration	Develop meeting agendas and arrange meetings of Council and its committees according to the calendar of events	Number of Section 80 committee meetings held		Opex	33 Section 80 committee meetings held by 30 June 2020	9	6	9	9	Minutes and attendance registers	Manager Corporate Services
Priority Area 25: Human Resource Management and Administration	Develop meeting agendas and arrange meetings of Council and its committees according to the calendar of events	Number of Mayoral Committees meetings held		Opex	11 Mayoral Committees meetings held by 30 June 2020	3	2	3	3	Minutes and attendance registers	Manager Corporate Services
Priority Area 25: Human Resource Management and Administration	Develop meeting agendas and arrange meetings of Council and its committees according to the calendar of events	Number of Council meetings held		Opex	11 Council meetings held by 30 June 2020	3	2	3	3	Minutes and attendance registers	Manager Corporate Services
Priority Area 25: Human Resource Management and Administration	Develop meeting agendas and arrange meetings of Council and its committees according to the calendar of events	Number of Section 79 meetings held		Opex	33 Section 79 meetings held by 30 June 2020	9	6	9	9	Minutes and attendance registers	Manager Corporate Services

12.5 KEY PERFORMANCE AREA: INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION

Strategic Objectives : To ensure adherence with legislation and implementation of systems that will result in service excellence

Strategic Priority Area	Strategy	KPI	2018/19 Baseline	Budget	Annual Target 2019/20	Quarterly Target				Evidence	Accountability
						Q1	Q2	Q3	Q4		
Priority Area 24: Legal Services and Labour Relations	Convene Local Labour Forum	Number of LLF meetings held		Opex	12 LLF meetings held by 30 June 2020	3	3	3	3	Minutes and attendance registers	Manager Corporate Services
Priority Area 24: Legal Services and Labour Relations	Convene contract management committee meetings	Number of Contract Management Committee meetings held		Opex	4 Contract Management Committee meetings held by 30 June 2020	1	1	1	1	Minutes and attendance registers	Manager Corporate Services
Priority Area 24: Legal Services and Labour Relations	Appointment of people from designated groups	Number of employees living with disability appointed		Opex	2 employees living with disability appointed by 30 June 2020	-	-	1	1	Appointment letter	Manager Corporate Services
Priority Area 24: Legal Services and Labour Relations	Compile and submit the Workplace Skills Plan (WSP) and Report	Number of WSP compiled and report submitted to SETA		Opex	1 WSP report compiled and submitted to LGSETA by 30 June 2020	-	-	-	1	Acknowledgment of receipt	Manager Corporate Services
Priority Area 24: Legal Services and Labour Relations	Compile and submit Employment Equity Plan to the Department of Labour	Number of Employment Equity Plans submitted		Opex	Submission of 1 Employment Equity Plans to the Department of Labour by 30 June 2020	-	-	1	-	Acknowledgment of receipt	Manager Corporate Services
Priority Area 24: Legal Services and Labour Relations	Conduct safety inspections in all the workstations in the four towns	Number of Safety meetings held		Opex	4 Safety meetings held by 30 June 2020	1	1	1	1	Minutes and attendance register	Manager Corporate Services

12.5 KEY PERFORMANCE AREA: INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION

Strategic Objectives : To ensure adherence with legislation and implementation of systems that will result in service excellence

Strategic Priority Area	Strategy	KPI	2018/19 Baseline	Budget	Annual Target 2019/20	Quarterly Target				Evidence	Accountability
						Q1	Q2	Q3	Q4		
		Number of OHS inspections conducted		Opex	48 inspection conducted by 30 June 2020	12	12	12	12	Inspection Reports	Manager Corporate Services
Priority Area 24: Legal Services and Labour Relations	Conduct employee medical check-ups twice a year	Number of medical check-ups conducted		Opex	1 medical check-up conducted by 30 June 2020	-	1	-	-	Medical check-up and attendance register	Manager Corporate Services
Priority Area 24: Legal Services and Labour Relations	Training of municipal officials including Councillors and the unemployed	Number of training programmes conducted		Opex	8 training programmes conducted by 30 June 2020	-	-	-	8	Attendance registers	Manager Corporate Services
	Convene Training Committee meetings	Number of training committee meetings held		Opex	4 training committee meetings held by 30 June 2020	1	1	1	1	Minutes and attendance registers	Manager Corporate Services
Priority Area 25: Human Resource Management and Administration	Induction of employees (new and existing) on work policies	Number of employees (new and existing) inducted		Opex	100 employees (new and existing) inducted by 30 June 2020	25	25	25	25	Attendance register	Manager Corporate Services
Priority Area 25: Human Resource Management and Administration	Development and review of the organizational structure	Number of organizational structure reviews		Opex	1 review and submission of organizational structure (aligned to the IDP and Budget) to Council for approval by 30 June 2019	-	-	-	1	Council resolution	Manager Corporate Services
Priority Area 25: Human Resource Management and Administration	Effective implementation of contract management	Number of RMAC meetings held		Opex	6 RMAC meetings held by 30 June 2020	2	1	2	1	Minutes and attendance registers	Manager Corporate Services

12.5 KEY PERFORMANCE AREA: INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION

Strategic Objectives : To ensure adherence with legislation and implementation of systems that will result in service excellence

Strategic Priority Area	Strategy	KPI	2018/19 Baseline	Budget	Annual Target 2019/20	Quarterly Target				Evidence	Accountability
						Q1	Q2	Q3	Q4		
Priority Area 25: Human Resource Management and Administration	Development and review of Human Resource policies	Number of Human Resource policies developed and reviewed		Opex	8 Policies Reviewed by 30 June 2020	-	-	-	8	Council resolutions on the approved policies	Manager Corporate Services
Priority Area 25: Human Resource Management and Administration	Filing of vacant budgeted posts especially critical positions	Number of approved budgeted vacant positions by the 30 June 2020		Opex	29 budgeted posts to be filled by 30 June 2020.	-	-	-	29	Copies of appointment letters	Manager Corporate Services

12.6 KEY PERFORMANCE AREA: Spatial Rationale

Strategic Objective : To ensure sustainable rural and urban planning in order to meet the needs of the community

Strategic Priority Area	Strategy	KPI	2017/18 Baseline	Budget	Annual Target 2018/19	Quarterly Target				Evidence	Accountability
						Q1	Q2	Q3	Q4		
Priority Area 24: Human Settlement and Property Development	Conduct inspections in all built environment within ELM in terms of NHBRC and NBR standards.	Number of reports on inspections of compliance with NHBRC & NBR standards submitted to Council	4 reports submitted	Opex	4 Quarterly reports on inspections of compliance with NHBRC & NBR standards submitted to Council by 30 June 2020	1	1	1	1	Quarterly Inspection reports & Council resolution	Manager Infrastructure, Planning & Social Development
Priority Area 24: Human Settlement and Property Development	Assessment of building plans	% of building plans received and assessed	100%	Opex	100% building plans received & assessed by 30 June 2020	100%	100%	100%	100%	Submission register, Proof of payment & approval letters	Manager Infrastructure, Planning & Social Development

12.6 KEY PERFORMANCE AREA: Spatial Rationale

Strategic Objective : To ensure sustainable rural and urban planning in order to meet the needs of the community

Strategic Priority Area	Strategy	KPI	2017/18 Baseline	Budget	Annual Target 2018/19	Quarterly Target				Evidence	Accountability
						Q1	Q2	Q3	Q4		
Priority Area 25: Land Use Management	To ensure sustainable urban and rural planning	Number of SPLUMA Certificates issued	New Target	Opex	SPLUMA certificates issued by 30 June 2020	20	20	20	20	Copies of SPLUMA certificates issued	Manager Infrastructure, Planning & Social Development
Priority Area 25: Land Use Management	To ensure sustainable urban and rural planning.	Number of cemeteries expanded	1 cemetery	Opex	1 cemetery expanded by 30 June 2020	-	-	-	1	Geo-technical reports, Approvals, lay-out plans	Manager Infrastructure, Planning & Social Development